

CHAPTER 5 : DELIVERY

Summary

Chapter 4 generated, from the context and strategies described in the previous chapter, six transport objectives. From these, it analysed a series of key strategic choices for the delivery of the second Local Transport Plan, and so set the overall approach for selecting a programme for this Plan.

Before moving to selecting a programme, which Chapter 6 does, it is necessary to look at the delivery mechanisms, which could be used in the programme of transport and related solutions.

This chapter therefore examines the ethos of our delivery programme, how we plan to ensure best value, to take into account environmental and health impacts and to involve our key partners in implementing transport and accessibility solutions.

Delivery Ethos

- 1 Our delivery approach is predicated on achieving best value-for-money through the implementation of a programme of the most effective transport measures identified using an analytical tool called multi-criteria analysis (described in detail in chapter 6) and delivered through a procurement strategy that promotes efficiency by securing economies of scale, and helps to embed equality and sustainability in service delivery.

Partnership in Delivery

- 2 We are committed to continuing our tradition of working in partnership with others to achieve common goals. As demonstrated in this document, we have made considerable efforts to involve others. For example, in terms of transport delivery we are:
 - delivering accessibility planning, not just corporately across the Council, but collaboratively with all sectors and stakeholders in Darlington through Darlington Partnership. An Accessibility checklist has been developed which is being used in service planning, Leading Edge projects and corporate project methodologies. This

will be made available to the Local Strategic Partnership subgroups for ongoing planning, in particular for service planning.

- working particularly closely with the health sector, both in improving accessibility to health services and in promoting the health benefits of different travel choices. Senior health staff have taken leading roles in the Travel Summit to formulate this plan and in the Reference Group for Town on the Move. Transport staff have been integral to service planning strategy work and accessibility planning done by all local health trusts. Similar links with the education sector are also being developed through the Local Strategic Partnership, the 14-19 Trust and direct with the Council's own Children's Services Department;
- using planning policies and powers to ensure that new development is in sustainable locations which offer travel choice, and are designed in such a way as to make that travel choice a reality, with travel plans an integral part of all relevant developments. Delivering joined-up land-use and transport planning is relatively easy for Darlington, because both are deliberately within the same Division, led by a single Assistant Director;
- identifying improvements to travel options for people with disabilities with Darlington Association on Disability;
- building on the good partnership working that exists with all local bus operators, which is being formalised into a Quality Bus Partnership;
- building on good relations with the rail industry including the ongoing work with GNER on the further enhancements planned for Bank Top Station and in particular the opportunities for improved car, motorcycle and cycle parking, and links to the Central Park development for pedestrians and cyclists; potential improvements to North Road station in partnership with the Rail Museum and Northern Rail;
- working with Cycling England on the development of Darlington's cycle network and with the other Cycling Demonstration Towns. This builds on the existing strong partnerships with Sustrans, the Department for Transport funded Links to Schools programme and the National 'Bike it' initiative funded through the Association of Cycle Traders;
- working with Living Streets on improving the 'liveability' of Darlington's streets, particularly around the town and district centres;

- working with Darlington and District Motorcycle Action Group to ensure that the needs of motorcyclists are recognised, in particular with regards to safety, and promoting motorcycles as part of the strategy to tackle congestion and improve accessibility;
- working with a wide range of public and private sector partners to deliver accessibility improvements and smarter choices initiatives. For example travel plans, promotional events and the introduction of an emission free courier service, which following pump priming from Town on the Move now operates commercially;
- working with the Highways Agency and the North East Assembly to analyse the issues surrounding the application of requirements of the Tees Valley Vision to A66(T) around Darlington. Phase 2 of this Study was completed in 2005, and has recommended improvements including part dualling of the road in order to release the necessary capacity in the local transport network to achieve the required levels of economic development, at the Airport and east Darlington as well as at Teesport. The issues involved have been recognised regionally, as this scheme is a priority in the Regional Spatial Strategy and is in the recommendations of the Interim Regional Transport Board;
- also working with the Highways Agency on the Darlington Eastern Transport Corridor, which is now ready for implementation subject to funding being secured, and additional improvements for crossing points on the A66(T) for pedestrians, cyclists and horses as part of this Plan.
- working with the local freight industry on realizing a solution to the needs of freight operators serving Teesport and the sub-region. Addressing the key issues of road safety, economic needs and nuisance (noise etc.), an initial feasibility study has reported back earlier this year. Its findings concluded that the majority of HGVs in the sub-region were large (40/44 tons), reflecting the importance of Teesport and the chemical industry, and that lorry parking charges were the single most important issue. The Study recommends investigating the potential of a new site in east Darlington, as well as working with the owners of the existing Barton site on the A1(M), just to the south of Darlington. Further work is required on the detail of the proposals and we will work with the Tees Valley Freight Partnership to achieve this. Any site would complement the provision for freight and warehousing being made at Faverdale near the A1(M); and

- using the Council's Transport Forum, which includes all transport stakeholders, to consult quarterly on the implementation of the Strategy. Related consultation groups, such as the Cycle Forum, the Taxi Forum and the Access Forum ensure that the needs, views and expertise of particular interest groups are taken into account and that those stakeholders can be part of delivery of the strategy.

Darlington – A 'Leading Edge' Authority

3 The Council is building on its 'Excellent' status, so that it is better able to deliver enhanced outcomes within the Community Strategy. The 'Leading Edge' programme is being developed, focused on achieving more efficient services, increased value for money, effective procurement and excellent service performance. This programme is built around 16 projects that will identify ways of re-engineering and delivering services and using assets to achieve excellence and efficiency. They include:

- achieving 7.5% efficiency savings by 2008, thus delivering our commitments under Gershon principles
- the relocation of the Council's depot from the Central Park redevelopment site
- making access to services easier through initiatives such as the CallCentre.
- StreetScene – delivering cleansing and maintenance services on an area basis.
- continually improving under Comprehensive Performance Assessment
- continuing to provide, and improve if possible, on our regionally recognised Arts facilities
- resolving future accommodation issues for Council staff, ensuring that locations used are accessible for both public and staff with sustainable transport practices built in.
- focusing on our communications with others; making sure that messages are understood by all.
- working with the whole community, especially to reach those who do not currently participate in decisions about their area.

- 4 Many of these projects have implications for how transport services will be delivered, for example some types of small scale maintenance may be undertaken by area based teams. Other projects have accessibility implications, which is why the Accessibility Checklist¹ will be used in the development process.

- 5 The Transport Service is also part of an innovative new procurement initiative, introduced in January 2005, embracing all the Council's development and environment services, to provide enhanced professional support through four medium-term framework partnerships with private sector consultants. These cover the four areas of architectural related services, highways and transportation, planning related services and environmental and ecological services. Bringing benefits of additional workload capacity, reduced contract administration, partnership and cross fertilization of ideas; the initiative reflects the recommendations of the Egan report and the experiences of other local authorities. For example, the experiences of Stockton-on-Tees Borough Council, who are a Beacon Council in these matters, were examined, including use of their toolkit, so that the lessons learnt there could be applied in Darlington.

- 6 In a similar vein, the Council is currently reviewing the way it delivers a number of its highway services such as highway construction and maintenance, winter maintenance and street lighting. Various procurement options are being examined to identify the most effective and efficient way of delivering these services to the public. This study has involved detailed discussions with other local authorities and contractors across the country who deliver highway services in a variety of different ways. This includes partnering arrangements, which are seen to have the potential to deliver better value for money to the benefit of all concerned.

Asset Management

- 7 The transport networks are provided for the benefit of the public and are most highly valued physical assets, in both financial and community terms. Keeping them in good condition is crucial to both their users and the community and to the delivery of the 6 strategic objectives in the Local Transport Plan.

¹ Accessibility Checklist, developed in December 2005, by the County Durham and Darlington Transport for Health Partnership. Details in **Annex 12**.

Strategy Objective	Role of Transport Asset Management
<p>A To provide the framework for sustainable development of new and existing businesses, housing and services in Darlington.</p>	<p>To ensure that infrastructure provided as part of development is to a high quality so that the maintenance implications for the Council are minimised.</p> <p>Use the asset register to identify opportunities for improvement through the planning process, land use planning and capital investment.</p>
<p>B To improve access to employment and education, particularly for those without access to a private car, those with a disability and those that have greatest need.</p>	<p>When prioritising maintenance spend and capital programme funding, consider the potential benefits to those who are most at need, in particular the need of the disabled and those without access to a car.</p>
<p>C To tackle traffic congestion on key corridors and its potential impact on the economy and environment by making the most effective use of the transport network.</p>	<p>Network Management will link directly to asset management, identifying possible accelerator affects of congestion and travel behaviour on the condition of assets.</p>
<p>D To improve travel safety and security for all by addressing the real and perceived risks.</p>	<p>To maintain the highway assets to a high standard to reduce the risks of accidents. This is important for all road users, but in particular for vulnerable road users such as cyclists, motorcyclists and pedestrians with impaired mobility.</p>
<p>E To provide and promote travel choices to all, in particular to reduce the proportion of car driver trips.</p>	<p>Highway assets need to be maintained to a high standard to encourage people to use them. Maintaining footways, cycle paths and bus stop infrastructure is as important as maintaining the roads.</p>
<p>F To improve the health of the community through increasing levels of sustainable travel and improving access to health, leisure and fresh food.</p>	<p>To ensure that the network assets are maintained to a high quality for pedestrians and cyclists to encourage active travel, which has a positive impact on health.</p>

- 8 Darlington and the other Tees Valley authorities are working in partnership to develop a generic Transport Asset Management Plan (TAMP) template, which can then be adapted for local circumstances. The TAMP is a tool for achieving whole life management of our assets. The aim is to attain and maintain a high quality asset, whilst achieving value for money.

- 9 Darlington has established a partnering arrangement with Symology, the Council's United Kingdom Pavement Management System (UKPMS) provider and Data Collection Limited (DCL) who are carrying out the data collection/input elements. This will complement the joint work being carried out by the Tees Valley authorities in respect of the generic asset management plan.
- 10 The Council already operates the UKPMS 'Insight'. This is at the heart of all of the operational highway processes, including inventory/condition data for highways/bridges/structures, safety inspections, condition surveys, street works co-ordination, budget management, development of programmes of work, works ordering and public liability insurance. All works orders are processed through the system and hence changes to the highway network and its associated infrastructure can be readily incorporated into the asset register and hence the major challenge of keeping the system 'live' and up to date is satisfied in a logical and efficient way.
- 11 To date a gap analysis has been carried out to identify areas where existing inventory is deficient. Currently the Council has a number of discrete databases containing highway asset information including bridge/retaining walls/structures, pedestrian guard rails, crash barrier, trees, gullies, traffic regulation orders, school flashing lights, traffic signals/pedestrian crossings.
- 12 To address some of the issues of missing or incomplete information, a massive data collection exercise has been underway in Darlington to provide the building blocks for the TAMP. Most of this data will be in place by the end of March 2006.
- 13 Once the asset database is in place the next stage is to use it to direct how and where resources are spent. The system will provide a clear picture of the total highway asset and any gaps will be identified and further data collection undertaken.
- 14 The next stage is to use the data on UKPMS to:
 - Prioritise the maintenance programme, through a combination of condition data, funding and targets.
 - Assess all the assets in proximity to a maintenance scheme e.g. a

carriageway maintenance scheme could be extended to include a bus stop improvement or street lighting upgrade.

- Improve links between planned maintenance schemes and integrated transport block funded schemes e.g. a maintenance scheme to improve a footway could be changed to upgrade the existing footway to a shared use footway/cycle path as part of the cycle network development.
 - Improved links with development control to ensure that maintenance issues created by developments are addressed as part of the planning process, e.g. strengthening to carriageway which may be required if traffic levels are set to increase significantly as the result of a development.
 - Identify and assess implications for maintenance when schemes are being designed to ensure that the investment decisions take into account the full lifetime cost of the asset.
- 15 An Asset Management Team will be formed to take these issues forward in 2006.
- 16 As the highway assets are of high value it is important that funding is invested to ensure that the standard of the assets is at a high level. Equally important is that funding is spent in the most effective way to achieve value for money and to achieve targets.
- 17 Darlington Borough Council is working with Symology on a budget optimisation programme for maintenance that will link levels of funding and targets, based on the condition data in the UKPMS system. Early calculations are demonstrating how varying the levels of funding in early years of the Local Transport Plan can have a positive or negative impact on funding levels that are required in the future to maintain condition at the current level, or indeed how levels of funding can have a positive or negative impact on road condition over the Plan period. This will assist in allocating funding for maintenance programmes as well as target setting and performance analysis.
- 18 The computerized system will have the ability to:
- prioritise work proactively according to condition through 'budget optimisation' techniques,

- relate improvements to the asset register, and thus
 - monitor our delivery performance against targets.
- 19 New ways will be developed to encourage members of the public to report faults on the highway network to assist in the monitoring process and to ensure that maintenance is timely. Darlington is working with the Motorcycle Action Group to identify new ways of reporting for this group of vulnerable road users, that will be extended to cyclists, pedestrians and all road users.
- 20 Further detail on our Transport Asset Management Plan is contained in **Annex 11**.

Network Management

- 21 The Network Management Act 2004 places a network management duty on local traffic authorities. It sets out the requirements of the new duty as being:
- “It is the duty of a local traffic authority (LTA) to manage their local road network with a view to achieving, so far as is reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:
- a) Securing the expeditious movement of traffic on the authority’s road network; and
 - b) Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.”
- 22 The duty requires the LTA to consider the movements of all road users – pedestrians, cyclists, motorcyclists, public and private transport – involved in the transport of people or goods. This includes any special needs for the disabled. The Act also requires that a Traffic Manager is appointed.
- 23 Network management is key to the Second Local Transport plan as it has a role to play in the delivery of all 6 strategic objectives, in particular tackling congestion and improving accessibility and safety.

Strategy Objective	Role of Network Management
<p>A To provide the framework for sustainable development of new and existing businesses, housing and services in Darlington.</p>	<p>To ensure that the network can operate efficiently and effectively with any additional traffic created by a new development (utilising transport assessments);</p> <p>To ensure that new developments provide for all road users (utilising accessibility checklist);</p> <p>To minimise the disruption to the operation of the road network during periods of construction.</p>
<p>B To improve access to employment and education, particularly for those without access to a private car, those with a disability and those that have greatest need.</p>	<p>To ensure that the network can operate efficiently and effectively, in particular for public transport, cyclists, motorcyclists and pedestrians;</p>
<p>C To tackle traffic congestion on key corridors and its potential impact on the economy and environment by making the most effective use of the transport network.</p>	<p>Key objective of Network Management</p>
<p>D To improve travel safety and security for all by addressing the real and perceived risks.</p>	<p>Measures to secure the expeditious movement of traffic should always be safe for all road users, particularly pedestrians, cyclists and motorcyclists.</p>
<p>E To provide and promote travel choices to all, in particular to reduce the proportion of car driver trips.</p>	<p>Measures to reduce the demand on the road network can help to secure a more efficient use of the road network.</p>
<p>F To improve the health of the community through increasing levels of sustainable travel and improving access to health, leisure and fresh food.</p>	<p>To ensure that the network can operate efficiently and effectively to ensure that emergency vehicles can operate effectively;</p> <p>To ensure that the network can operate efficiently and effectively for pedestrians and cyclists to encourage active travel, which has a positive impact on health.</p>

24 As there is a significant link between network management and land use planning Darlington has employed a Traffic Manager who has significant experience in development control. He has a tactical day-to-day

management role, ensuring that the highway network operates effectively under normal and exceptional conditions. He also has a strategic role being involved in land use planning (through development control), decriminalisation of parking, road space reallocation and implementing the results of the congestion study. The Traffic Manager will be a key member of the Punctuality Improvement Partnership, working with the bus operators to ensure that punctuality is improved and maintained, and identifying congestion hot spots.

- 25 As many of the issues involve traffic travelling between LTAs a full audit has been undertaken of all roads both within the Borough and on those that cross into Stockton, North Yorkshire and County Durham. This has been done in partnership with these authorities. The North East Traffic Management Group has devised a standard template for the development of a Network Management Plan for each authority.
- 26 Full details of Darlington's approach to Network Management, including Darlington's Network Management Plan are in **Annex 19**.

Performance Management

- 27 In order to better meet the delivery requirements for transport investment through the Local Transport Plan and other strategies, a new approach to performance management has been introduced (**Annex 14**) along with a rationalisation of responsibilities between service areas. It is intended that this new system will be further developed as required throughout the life of the Second Local Transport Plan to ensure the delivery of schemes on time, within the allocated budget, and achieving the planned outputs and outcomes. There are 4 main themes to this new system:
- Project Management;
 - Financial Control;
 - Performance Analysis; and
 - Performance Review.
- 28 A Programme Control and Monitoring Officer was appointed in October 2004 and he has introduced new polices and procedures to ensure that robust project management and financial control systems are in place.

- These have proved effective and this was demonstrated in the performance achieved in 2004/05, evidenced in the 2005 Local Transport Plan Annual Progress Report, where we were scored at 87%.
- 29 A new documentation and control system based on Elstree Computing Ltd (ECL) Programme Control Software will be in place from April 2006 as a further development to the system. It will include target and budget information to provide information for financial control and performance analysis. The programme control system will be able to provide information to the wider Council process to provide Annual Efficiency Statements to Government, under the directions given in the Gershon report.
- 30 Financial control is now a key strength of the Local Transport Plan delivery and is used for capital funding (including LTP, Cycling England and developer contributions) and revenue funding, including Sustainable Travel Demonstration Town funding. In setting budgets the sums are awarded in accordance with SCORE system of Multi Criteria Analysis and weighted in importance accordingly. This technique is designed to ensure that, from the outset, those schemes that are implemented offer the best combination of value and contribution to required outcomes. (SCORE will be integrated with the new ECL system). Corporate priorities are considered as an integral part of this analysis, to reflect the role of transport investment in contributing to the achievement of other strategies.
- 31 Darlington is now applying the same rigorous approach to monitoring performance, as it has to programme management and financial control. Darlington already collects a huge amount of data and we are adding more – but this wealth of data does mean that we have to be more selective in what people need to make decisions without being overloaded. New procedures are being established to set standards for data collection, storing and sharing data and identifying gaps in the current data collection to ensure that the system continually improves. As part of the performance review process more information will be published and shared with a wide variety of stakeholders. Analysis of performance will feed into both the programme development and programme implementation processes.
- 32 This monitoring process has assisted the development of robust targets in the Second Local Transport Plan, and will greatly enhance budget optimisation and value for money during the implementation of the Plan. Further links will be made with the Asset Management System as it comes

on stream to match budgets, targets and asset condition.

- 33 A comprehensive view of performance management can be found in **Annex 14**.

Further Consultation

- 34 Consultation on the issues of concern and the direction that Darlington's Transport Strategy and Second Local Transport Plan should take has been undertaken with a wide range of stakeholders, partners, international experts, local people and representatives from local organisations. As outlined in **Annex 1**, a broad consensus of opinion was found; and this result has been corroborated with the results of the Travel Behaviour Research undertaken for Darlington: A Town on the Move.

- 35 Further consultation was then carried out on the proposed strategy and draft Plan, through the Council's Transport Forum, with stakeholders, other partners and the public. Darlington's Transport Forum (which contains relevant transport stakeholders) considered the strategy behind the Second Local Transport Plan in June and July 2005, resulting in Members supporting the approach taken. Comments made by Members highlighted accessibility for all (including those with sensory or physical impairment), traffic congestion and pedestrian facilities as some of the main issues. Forum Members also highlighted issues surrounding motorcycle use, access to health facilities and speed of traffic – all elements covered in this Plan's proposals. The Council's Environment Scrutiny Committee then considered these comments and the draft Provisional Plan in detail before recommending the Plan for consideration by Council.

- 36 Since the Provisional Plan was submitted consultation has been continuing on specific areas of the Plan, in order to further improve it. Meetings have been held with Darlington and District Motorcycle Action Group, the Highways Agency, GNER, Northern Rail and the British Horse Society, as part of the development of the Rights of Way Improvement Plan. The issues introduced or changed in detail for this version of the Plan have been considered by Darlington's Transport Forum.

- 37 Throughout the delivery of the Plan, consultation will be ongoing and will include:

- Quarterly meetings with the Transport Forum to consult on specific issues as well as present progress on the delivery of the Plan.
- Regular meetings with special interest groups such as Darlington Association on Disability, Shopmobility Steering Group, Growing Older Living in Darlington, Cycle Forum, Youth Cycle Forum, Durham and Tees Valley Airport Forum, Darlington and District Motorcycle Action Group, Taxi Forum and Bus Quality Partnership.
- The Local Strategic Partnership holds major public consultation exercises twice per year on a wide range of subjects. These often raise issues around transport, in particular accessibility, that are invaluable in terms of identifying issues.
- Further consultation on the detail of each scheme or initiative will take place as measures are brought forward for implementation. A consistent consultation methodology is being written and built into policy briefs given to designers of each scheme.
- In addition, it is proposed to carry out annual travel behaviour research to assess the impact of what has been delivered and to gauge public opinion on transport issues of the day. This research will be linked to the current ongoing delivery of the individualised travel marketing initiative, which in turn also provides feedback on specific schemes and policies. Responses obtained in this manner have already influenced the development of this Plan in terms of the emphasis placed on sustainable modes of transport.
- Transport Planning Officers, Public Transport Officers, Workplace and School Travel Planners and Chief Engineers from across the Tees Valley meet every two months in their own working groups.
- The County Durham and Darlington Transport for Health Partnership meets every two months (or more often when necessary) to discuss health and transport issues. As changes are implemented in the health service, with significant reorganisation of primary care trusts, choose and book initiative and changes in the delivery of specialist services, it will be important to ensure that this group provides a focus for consultation on transport related issues.

Strategic Environmental Assessment (SEA)

- 38 We are conscious of the need to ensure that the environmental impacts of all schemes delivered through this Plan have been considered as an

integral part of the thought process. To this end, we have undertaken a Strategic Environmental Assessment to evaluate the impact of our Transport Strategy and the Local Transport Plan. We have taken legal advice on the required actions and timescales necessary to meet our obligations under the European Community directive.

- 39 The Environmental Report (**Annex 7**) that was produced for the Provisional Plan achieved the following:
- Developed Strategic Environmental Assessment objectives alongside the Local Transport Plan (LTP) strategic objectives.
 - Identified baseline data sources for ongoing monitoring.
 - Created a structure for ongoing monitoring of the impact of LTP policies.
- 40 The SEA has been developed further and has now achieved the following:
- Specified indicators to ensure that environmental objectives are achieved.
 - Set trends to be monitored over the lifetime of the Plan.
 - Developed and tested a range of options against the objectives. This tested 3 options – demand management only; promoting sustainable alternatives only; a combination of the two options.
- 41 A Process Paper (**Annex 7**) has also been produced which offers a means of monitoring the objectives. This document is fundamental in implementing the monitoring process. The document is essential to give a robust approach to sustainability appraisal and SEA.
- 42 It will be seen during the period of the Plan how progress has been made against the baseline position.
- 43 This work on the SEA for this Plan is being done jointly with the Sustainability Appraisal and Strategic Environmental Assessment of the Council's emerging Local Development Framework Core Strategy, to ensure that there is consistency to policy development and appraisal across land-use and transport planning.

44 The full Environmental Report is attached in **Annex 7**.

Health Impacts

45 Through its partnership with Darlington Primary Care Trust Darlington Council decided to trial a Health Impact Assessment in 2005/06 on the Provisional Second Local Transport Plan, with the intention of rolling the process out to other policies and programmes if it proved to be a valuable tool. The aim is to ensure that as the Transport Plan is delivered wider health implications are considered.

46 A Health Impact Assessment screening workshop took place in December 2005 with the aims of assessing the Provisional Plan in relation to:

- Impacts on health
- Impacts on inequalities
- Impacts on health services and health policy

47 Professionals from a wide range of interested parties and public representatives attended the workshop. The screening allows for a quick judgement on the potential impacts on the health of the population in general and on different population groups. The screening considered the 6 Strategy Objectives of the Plan and the trip purposes, as well as an additional recommendation of trialling area wide 20mph zones.

48 The main conclusions of the screening exercise were as follows:

- Overall the majority of the proposals were judged to have a beneficial impact on the health of local people.
- The majority of proposals would contribute to a reduction in health inequalities, if applied in a targeted way.
- Access to health services and impact on health policy were split between having a positive impact on access to health services and 'unlikely to have an effect' on access.
- The emphasis on increasing the range of travel opportunities for people with disabilities was welcomed as a key element of increasing

social inclusion and supporting people back to work.

- Much will depend on *how* a policy is implemented. If this is done in a population based way, with no account taken of issues such as who would benefit most, then the result will be that, whilst the overall health of the population may increase, the gap in inequalities will grow.
- 49 Following the analysis of the results, a further meeting then identified some key themes and made recommendations on subjects that could be taken forward to the scoping stage. They were:
- Investigate the link between implementing area-wide 20mph speed limits and potential impact on increasing numbers of people walking and cycling in such areas.
 - Impact of a targeted approach to implementing area-wide approach workplace travel plans with specific reference to links to helping people back into work.
- 50 This was taken to the Transport Forum and Town on the move Reference Group for further consultation, where it was agreed that the two options would be taken further during the implementation of the Second Local Transport Plan.
- 51 A full copy of the final Health Impact Assessment report is attached at **Annex 18**.

Crime and Disorder

- 52 We are mindful of our responsibilities under section 17 of the Crime & Disorder Act 1998 and consider that the policies proposed in this Plan are compatible. However, in recognition of the fact that the potential impact of each intervention is significant, we will build in suitable assessment into the policy brief documentation of the performance management system, previously described in this chapter.

Summary

- 53 To form the context for selecting a programme, this Chapter has

demonstrated the opportunities arising from the Council's delivery ethos and mechanisms:

- **achieving best value-for-money through innovative procurement and systematic analysis of programmes;**
- **making the most of our long-established and effective array of partnership working;**
- **monitoring and programme control;**
- **continual consultation on scheme delivery as well as on strategies and programmes;**
- **taking into account environmental and health impacts to deliver quality of life improvements.**