

4 Programme management and the rôle of consultation

4.1 The LTP programme

“All local authorities should set up appropriate management systems to facilitate the planning, monitoring and control of the transport programme. These should be linked as appropriate with wider business improvement and performance management systems within the authority.”

Department for Transport, Local Transport Plan Guidance 2009

“The Local Transport Plan can be thought of as a long-term strategy within which is set a three (or more) year rolling programme refreshed periodically to maintain its alignment. The LTP programme is the mechanism for managing delivery of the whole LTP.”

Department for Transport, Good Practice Note for Programme and Risk Management 2009

The Delivery Plan (Part 2) is, in effect, the Business Plan to deliver the measures outlined in the long-term strategy. It must cover every aspect that needs to be managed to assure delivery to include, for example, completeness of planning, resourcing, prioritisation, managing delivery, managing risks, achieving outcomes and influencing decision-making.

Programme management is therefore about the overall management of the delivery of the Local Transport Plan.

Best effect possible within environmental and economic constraints

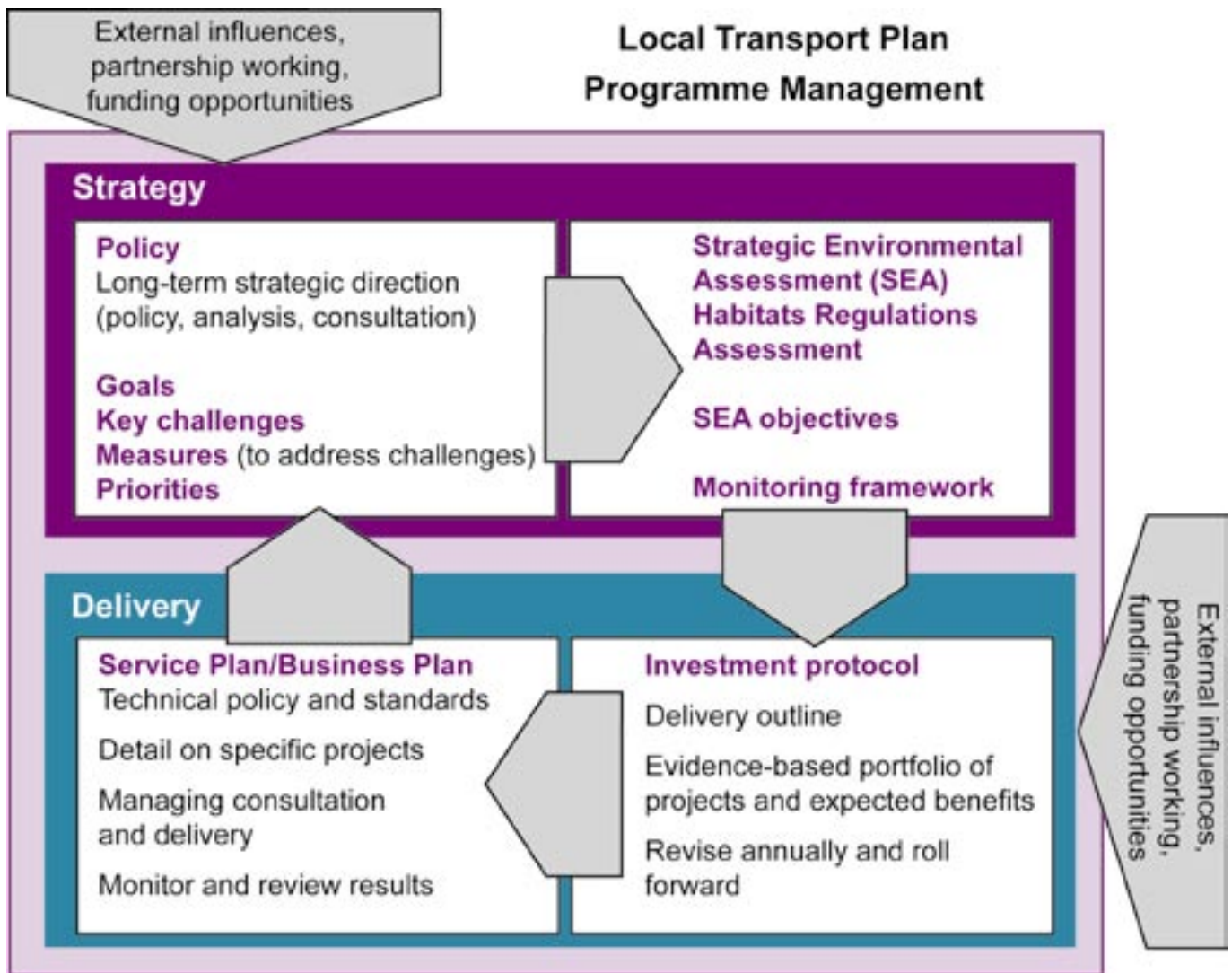
This will ensure that the transport planning framework is adequately taking into consideration the environmental and economic constraints of the next LTP period. Delivery will be focused on achieving the best effect possible within resource constraints. Delivery is also informed by a more detailed set of aligned plans. These are further described in Appendix A.

4.2 Monitoring and review process

The LTP will be monitored, reviewed and refreshed on a regular basis. Once the plan is finalised, it will be rolled forward, with the strands of activity as follows (see Figure 1):

- Manage a portfolio of projects and the benefits they are expected to provide (including the findings of the SEA and Habitats Regulation Assessment), and monitor progress.
- Identify changes needed to the plan’s delivery from monitoring activity, and roll forward into the next three year period.
- Identify impacts on the strategy from these changes.
- Maintain the strategy and refresh it to reflect delivery and external influences. This, in turn, will inform delivery.

Figure 1: Local Transport Plan programme management cycle



4.3 How the Strategic Environmental Assessment has influenced and benefited the plan Methodology

The methodology of plan development was tied in with the SEA process, as summarised in Annex F of the Department for Transport (DfT) LTP3 Guidance. This outlines how the main stages of the LTP and SEA processes are separate, but linked together:

SEA Stage A: LTP Scoping, goals and challenges, and SEA Scoping.

SEA Stage B: LTP Options to address the challenges, and SEA strategic alternatives, assessment, mitigation/ enhancement measures and monitoring.

SEA Stages C and D: Draft LTP and SEA Environment Report, Final LTP and SEA Environmental Statements.

SEA Stage E: LTP Review and SEA Monitoring.

Result - benefits of the methodology

The Scoping Stage helped to establish the baseline situation and identify a focus on what range and detail of data is important to the LTP. The 'Without the Plan' scenario was a very useful day-long exercise which, by giving an insight into what would happen if the plan didn't exist, gave a strategic steer to what the plan should be aiming to achieve (also referred to at the end of Chapter 11).

Option development involved members of the LTP3 Steering Group in the task of identifying reasonable strategic alternatives, which led to an appraisal of our statutory duties and thinking about how work could change to help deliver the transport goals. The Option Appraisal Workshop involved discussions which highlighted a range of

issues including carbon reduction, the proliferation of signage, and the links between LTP measures and public health. These have been further emphasised in the plan.

The SEA process entailed a wide range of measures for consideration including maintenance and design, network management, new infrastructure, road and community safety, public transport, accessibility, behavioural change, spatial planning, accounting/decision making, vehicle fleets and the economy.

The development of the Investment Protocol (Supplementary document to the LTP) involved multi-disciplinary discussions for each of the LTP key priorities in order to identify how the plan can be interpreted into programme development, resolving tensions between certain work areas (e.g. road safety solutions increasing signage and maintenance liability).

The SEA objectives have been an essential framework for plan assessment and will continue to be part of the risk assessment and mitigation process.

Result - benefit to the plan content

Table E2 of Appendix E shows how key trends, issues and objectives identified through the SEA process have been fed through to the Investment Protocol statements. This includes issues such as asset replacement/removal, protection and restoration of habitats and species alongside footpaths, protection of listed highway structures, conservation of character, schemes to minimise water pollution, recycling material, personalised travel marketing project, and overall environmental assessment, mitigation and enhancement. The Investment Protocol also considers risk management issues.

4.4 The rôle of consultation

Our 2008 Local Transport Plan Progress Report included a 'stakeholder audit' which outlined the degree to which we work with national, sub-regional and local partners, local organisations and volunteers, and local communities in the planning, reviewing and implementation of the Local Transport Plan, and in seeking funding. Consultation is not a 'one-off' event on the lead up to the plan, but is something which is built in to the plan's development, implementation, monitoring and review.

Strategy development

In LTP3 Strategy development, consultation about the plan's goals and challenges began in 2009, with a range of surveys (e.g. Citizens' Panels, LTP stakeholder survey, b_line website). More specific questions about street lighting/carbon reduction and improving satisfaction with maintenance were carried out through a Residents' Survey and a Derbyshire County Council payroll survey.

A 'Transport Futures: Challenges and Options' paper (June 2010) was then developed using the above survey material and other evidence, with two linked questionnaires (one for the public, and a more detailed one for LTP stakeholders) about the preferred strategic option for Derbyshire, and to assess the level of support for the range of measures available to us which address the identified challenges. This material has been used to arrive at the preferred option and continues to give an indication of which measures are supported.

Delivery

Consultation continues to be a key element which informs delivery of the plan, with more specialist surveys or consultation being carried out at a more detailed level in specific areas (e.g. review of supported bus network and public transport subsidies). Comments about transport also emerge from other surveys or events which are not necessarily transport specific, or surveys carried out by other local organisations e.g. consultation by the Derbyshire Partnership Forum for the Sustainable Community Strategy and Districts/Boroughs' land use planning process.

Part 2 of this plan also includes examples of how consultation and involvement routinely forms part of the ongoing evidence to inform delivery of the plan e.g. Local Access Forums, residents' surveys and accessibility surveys.