

Annexe 2: Emerging conclusions

Skills and Capacity building

15. *EC1.1: Given that “decide and provide” is a new policy approach to transport and land-use planning and delivery, there may not yet be 100% adoption of this new approach in practice in all the County Council’s (and/or District Council’s and/or developers’) activities.*
16. *EC1.2: Given that LTN1/20 is relatively new guidance, it is possible that not all active travel infrastructure that has recently been delivered, when audited, would be found to meet LTN1/20 design standards. This may be having a negative impact on our reputation as an organisation with Active Travel England (ATE).*
17. *EC1.3 The Council could make better use of futures and strategic foresights policymaking tools to (a) help meet the 2030/2040/2050 LTCP targets and (b) reduce levels of siloed working which may be currently negatively impacting delivery pace and quality.*

Funding and budgets

18. *EC2.1 There is a concern that, when looked at in the whole, that the Council’s total spend (particularly capital) on transport, infrastructure and place, is not aligned with meeting the LTCP goals. There is therefore curiosity over whether the Capital Programme Board processes and priorities should be updated to better reflect policy goals.*
19. *EC2.2 There is a concern that the Council’s current approach to funding active travel infrastructure is more tactical than strategic, i.e., that contributions and funding are received piecemeal for smaller projects that deliver only small parts of the network, rather than in larger tranches suitable for delivering whole routes and whole sections of the network.*
20. *EC2.3 There is a concern that there is not clarity on where funding is coming from to match delivery aspirations and goals (e.g. there is a need for more clarity at the start of the project on where funding is going to come from to enable a project to be delivered)*
21. *EC2.4 There is a concern that the whole life-time cost of an asset (i.e. including all maintenance costs) are not factored into the business case for a project at the start, which leads to problems down the line.*

Working with other organisations

22. *EC3.1 The Council may not be working closely enough with Developers early enough in the process to ensure that new developments meet the LTCP5 goals*
23. *EC3.2 The Council may not be doing enough to ensure that historic schemes are redesigned to bring them in line with current LTCP policy and government*

guidance

24. EC3.3 The Council may not be putting enough emphasis on proper co-production in practice, which may be reflected by a lack of budget allocation to citizen engagement within the overall project budget.

Data and monitoring

25. EC4.1 There is a concern that – based on what is known - the Council's current project delivery is not putting the Council on course to deliver the LTCP5 targets
26. EC4.2 There is a concern that the Council does notn't have the monitoring, data or evaluation tools in place for most projects so it is currently blind as to whether a particular scheme (planned or delivered) is helping or hindering on the delivery of the LTCP targets.
27. EC4.3 There is a concern that the Council does notn't have all its existing existing assets and infrastructure accurately mapped
28. EC4.4 There is a concern that the traffic modelling methods used are still models that align the Ccouncils' delivery to the 'predict and provide' approach, rather than the adopted 'decide and provide' approach.
29. EC4.5 There is a concern that the Council struggles with uncertainty caused by not knowing the future, both in terms of future policy and future scenarios in the world. Rather than embrace this uncertainty in policy approaches (e.g. taking a strategic or futures and foresights approach), it appears to cause delays in decision-making and delivery.

Planning and policy alignment

30. EC5.1: There is a concern that public health policies (i.e. "healthy place shaping") are not sufficiently integrated, in practice, into the design and delivery of transport and place projects.
31. EC5.2: There is a concern that policies are either not being followed, or that policies that do not align with LTCP5 policies or support LTCP5 targets are being prioritised in design decisions.
32. EC5.3: There is a concern that Local Development Plan and Local Transport and Connectivity Plan policies and project delivery are not well integrated, which leads to multiple problems in both delivery of projects and policy outcomes.

Being future proof

33. EC6.1 There is concern that the whole lifetime cost of the assets created or modified in a project are not sufficiently costed in during the business case

phase / start of a project.

- 34. *EC6.2 There is a concern that the Council may not have enough information on assets owned by other organisations (e.g. utilities infrastructure) and how this may impact on the project delivery and maintenance considerations.*
- 35. *EC6.3 There is a concern that infrastructure being delivered does not sufficiently take climate adaptation or resilience into account.*