

## 6. Reduced congestion and a strong local economy

Strategic Aim:

**To help strengthen the local economy through transport measures**

### 6.1 Introduction

Over the period of the LTP we have been involved in a broadening range of work relevant to traffic congestion and its links with the economy, both internally and with partners. Our understanding of the congestion problem is improving rapidly through the availability of data on the scale of the problem, its trends and locations. We have participated in the 6Cs Congestion Management Study which, although its central element of the investigation of road-user charging has not led to immediate solutions, has provided valuable information on the potential role of 'smarter choices' work. We will be continuing to explore ways in which we can develop these, through school and business travel plans and potentially through personalised travel planning, through improved marketing and information and modern payment systems for public transport. A significant exercise over the remainder of the LTP period will be the Sheffield City Region's review of transport work, which commenced in 2008. This will seek to improve our understanding of the relationship between north-eastern Derbyshire and South Yorkshire and to investigate the potential role of fixed infrastructure, park-and-ride, ticketing (including 'smartcards') and bus priority.

We are closely involved in the development of sustainable transport packages associated with large-scale regeneration initiatives, notably at Stanton Ironworks and Chesterfield's Waterside. On both of these we are active participants in working groups involving local planning authorities and the private sector, and expect to be able to develop successful, multi-modal solutions drawing upon private sector, LTP and other funding sources.

### 6.2 Progress 2006-2008

#### Objectives and Key Actions

Progress on the key actions identified is as follows:

#### **Objective 1: Deliver transport elements of regeneration projects**

##### **Key Action: Delivery of Markham Vale**

The central transport element of this flagship project, M1 motorway junction 29A, opened to traffic during 2008 and we are delighted that the remainder of the highway and transport elements of the project remain on track. More detail is provided below.

##### **Key Action: Overcoming access obstacles through planning authorities and the private sector**

We have been able to bring forward some substantial network improvements through joint working with local planning authorities and developers. The most important junction in Chesterfield, at the confluence of the A617 link to the M1 motorway and the A61 inner relief road, has been converted from a roundabout to a signalised gyratory. Although large, the roundabout's geometry encouraged high speeds for entering and circulating traffic and did not work efficiently, with queues frequently interfering with the working of other junctions 'upstream'. The signalised system, which also provides access in to a large mixed use development, has effectively solved this problem.



A new section of the A6 through Matlock opened to traffic during 2007, providing access to mixed use development which funded it, removing through trips from the town's focal roundabout and hence opening the way for townscape improvements now under discussion with the local planning authority through a Supplementary Planning Document for the town. The central bridge across the River Derwent now serves traffic in only one direction and provides much improved pedestrian and cycle facilities. The county council is considering the complete closure of the bridge to car traffic on an experimental basis. Whilst it would still need to be open to buses, this is compatible with a further improved environment for other users.

**Key Action: Clay Cross upgrade of existing roads**

The regeneration of Clay Cross is centred upon private sector proposals which have not come to fruition as quickly as had been anticipated. However, the county council's principal investment in the project, the upgrading of existing roads to form a new route for the A6175 principal road avoiding the town centre, are now scheduled to take place in 2009-10. Together with a new link and junction provided by the developer (with support from the regional development agency and English Partnerships) this will reduce congestion associated with turning movements at town centre junctions and allow town centre enhancements to favour pedestrians, cyclists and public transport.

**Objective 2: Improve access to industrial sites for people and goods**

**Key Action: Maintenance priorities and bus service provision**

We identified in the LTP a need to ensure that we take into account the needs of all users to gain access to employment sites in our consideration of maintenance and bus service provision. This work has included, for example, a substantial footway reconstruction on the access to Dronfield's main industrial estate, which is accessible on foot from much of the town and key bus routes. We have also carried out highway resurfacing on important routes to and through industrial estates, such as the B600 and connecting estate roads in Somercotes, and on the Fan Road estate in Staveley. A contribution from our bridge maintenance programme has also been set aside for deck strengthening in association with regeneration of a major site.

We have been involved in several projects aimed at direct public transport links between employment sites and catchment areas for potential employees. The NightShifter and Airlink 69 bus services between Swadlincote, Melbourne and East Midlands Airport, funded by DDEP, the Airport and the county council, are the principal examples. These have not been as successful as we would have hoped, but have provided access to an important employment location where little practical non-car alternative existed. Links to employment have also been explicit considerations in decisions by the county council to support other non-commercial services, but our liaison with operators is also bearing fruit in their proactive amendment of services in advance of major land-use changes such as Markham Vale.

**Objective 3: Implement transport initiatives to support sustainable tourism**

**Key Action: Information on Peak District National Park visitor patterns and through traffic**

Our work through the South Pennines Integrated Transport Strategy (SPITS) Officer Working Group has identified that the evidence base on visitor trips

and through traffic is in need of refreshment. We have good sources of data on traffic volumes, but much less information on how much traffic is local, how much relates to visitors and how much is cross-park. The group is currently compiling a definitive report on existing data with a view to agreeing how to plug gaps in this to better inform priorities for intervention.

**Key Action: Public transport information/facilities to/through tourist areas**

Over the LTP period we have been able to make significant progress on the provision of both information and passenger facilities in tourist areas. We have used LTP capital funding to put in place real-time passenger information displays on the central Trans-Peak bus route and have continued a programme of stop and shelter improvements. We have been able to work with partners to put in place passenger information, including real-time displays, at rail stations within the Derwent Valley Mills World Heritage Site and in the National Park and surrounding area. We have also contributed to access and car park improvements, and cycle parking.

**Objective 4: Provide a transport infrastructure and support transport services which will foster sustainable economic growth**

**Key Action: Liaison with developers and partner local authorities**

In the LTP we specified the Woodville-Swadlincote Regeneration Route and Belper town centre as examples of where we would work with local planning authorities and the private sector to address transport issues. On the former we have continued to support, financially and in project management, work on the investigation of scheme costs and constraints. In Belper, as well as liaising with potential developers, we have assisted in the development of a draft development brief for the area concerned. We have also continued to work closely with both private sector and local planning authorities on potential major developments with significant highway and transport implications, notably in Chesterfield and at the former Stanton Ironworks.

**Key Action: Bus Quality Partnerships and Punctuality Improvement Partnerships**

Our work on these is covered in the 'best practice' section below.

**Objective 5: Relieve congestion**

**Ilkeston - Awworth Link Road**

The Ilkeston-Awworth link road provides a new section of highway as an alternative route to the existing A6096 Station Road. In doing so it has benefits for pedestrians and cyclists, for public transport, and for air quality and noise in a built-up, largely residential area. All of these are brought about by the ability of vehicular traffic to use a more suitable route. The reduction in congestion on Station Road will make this into a more pleasant, safer and more reliable route for other road users as well as residents.

In the construction of the Link Road we have encountered some significant and unforeseen problems including the discovery, despite absence from previous surveys, both of protected species and the damaging Japanese Knotweed. These have added to difficulties of construction in an area of land affected by old mine workings. Close co-operation with Government and with our construction contractor, though, have enabled delivery of the scheme, open to traffic in December 2008.



**Key Action: Audit of pedestrian and cycle routes into Chesterfield**

This work was initiated through a review of the underlying demand for cycling, both existing and latent, via consideration of the key locations needing to be linked. These include the town centre, schools, hospitals and employment areas, nearby settlements and housing areas within Chesterfield itself. This review was carried out with the direct involvement of stakeholders (local user groups and Sustrans) and has resulted in a clear, agreed, definition of the priority corridors. These are now being audited, again with stakeholder input, to examine the suitability of existing infrastructure and to identify gaps in the form of a costed programme of schemes in order of priority.

The consideration of pedestrian routes into the town centre has been focussed much more tightly around the town centre, and integrated with detailed consideration of road safety issues. Each approach is being audited using a standard format, dealing with signing, surfacing, accessibility, lighting and road crossings.

**Key Action: Rail information and access**

Much of the work mentioned above on rail information and access within tourist areas has been replicated elsewhere. An example is Alfreton Station, where LTP funding has been allocated to cycle parking, access ramps, approach signing and customer information screens.

**Key Action: New stations at Gamesley and Ilkeston**

Consideration of the potential for a new station at Gamesley is being considered under the much broader context of Greater Manchester's 'Future Transport' initiative. A study of the Manchester to Glossop/Hadfield line, including the option of Gamesley Station with or without park-and-ride provision, has been led by Greater Manchester Passenger Transport Executive with direct involvement of the county council. At the present time we are awaiting completion of the study with a view to identifying a programme and funding sources for any agreed outcomes.

Ilkeston Station has been identified as a potential part of the multi-modal strategy needed to accommodate the delivery of an accelerated housing programme for the Nottingham Housing Area under the approved 6Cs New Growth Point. This initiative, with financial support from Government, is providing the funding for an investigation of the business case for a station, expected to be complete early in 2009. There will also be consideration of the wider context into which this station might fall, with investigation of the possibility of Nottingham Express Transit (tram system) extensions, heavy rail improvements or hybrid tram-train systems.

**Key Action: Junction improvements on congested links, especially removing pinch points for buses**

We have used LTP funding to deal with a number of key junctions at which traffic congestion was a problem interfering with bus reliability. One example is the junction of the A619 and Deepsick Lane, between Chesterfield and Bolsover. The route, as well as being one of the main links between Chesterfield and Markham Vale and Bolsover, serves the town's Royal Hospital and is a Punctuality Improvement Partnership route. Already served by traffic signals, the junction did not function efficiently, partly because of inadequate roadspace to keep traffic waiting to turn right from blocking through movements. The provision of better storage space for these, and a modern signal controller,

has significantly improved vehicle flow and bus reliability through this junction. Before and after surveys will examine the impact on bus reliability along the whole route following the implementation of other improvements during 2008/09.

## **Objective 6: Influence and manage transport demand**

### **Key Action: Parking enforcement and residents' parking schemes**

Civil Parking Enforcement (CPE) is planned to be introduced in Derbyshire. In the preparation of this the county council gave consideration to the ways in which parking controls could help to achieve wider objectives. In October 2007 the authority agreed a strategic policy, subject to consultation, which included the following clauses relevant to congestion and the economy:-

#### **Policy 3**

The county council will, in urban locations, generally favour charging and enforcement regimes encouraging short-stay parking.

#### **Policy 4**

The county council will seek to discourage commuter parking on streets around town centres through the use of charges, residents' parking schemes or traffic regulation orders.

#### **Policy 5**

The county council will seek, where appropriate, to encourage 'park-and-walk' and 'park-and-ride' systems to encourage drivers to park outside congested town centres and areas of high pedestrian and cyclist flows.

The rationale behind these policies is the discouragement of commuter traffic where it is causing the most harm, in terms of wasted time, of pollutant emissions and of the discouragement of travel by less damaging modes. We are establishing links between bus operators and our area managers to better inform traffic management and parking enforcement.

We do not currently have formal park-and-ride facilities operating within the county. However, the LTP period has seen the introduction of some new parking outside Chesterfield town centre, with good pedestrian connections. We are also exploring, with Chesterfield Borough Council, the opportunities provided by the relocation of the town's football club, which will involve a new area of parking adjacent to a strong, existing bus corridor.

## **Good Practice**

### **Good Practice Case Study 1: Bus Punctuality Improvement Partnership**

The partnership has been developed with the cooperation and successful working between Derbyshire County Council, Derby City Council along with the bus operator companies. Derbyshire County Council leads on the Punctuality Improvement Partnership (PIP) which has developed a working group to establish where focus needs to be made to deliver improvements to local bus services.

PIP was set up in February 2007 following guidance from the national Bus Partnership Forum and Traffic Commissioners, and the implementation of the Traffic Management Act (2004). The main purpose of the PIP is to improve the reliability and punctuality of bus services as a way to improve the public's

opinion and experience of local bus travel, involving the sharing of data on reliability and service performance.

The first task of the partnership was to organise a working group to identify and investigate the routes that were susceptible to unreliability and poor punctuality. Once the routes were selected the partnership tested the routes in more detail to find specific hotspots where traffic problems would frequently occur. In order to prioritise these routes, investigations into the scale of the hotspots and the effect they had on punctuality were weighed upon the cost of the proposed solutions. Once an agreement had been made by the partnership, work would be scheduled into the capital programme.

The benefits of the PIP have yet to be quantified as the before and after studies set up to capture the outcomes of the schemes are not complete. The PIP benefits bus operators tremendously as an improvement in running time makes services more efficient, thus reducing operators' costs and potentially bringing financial benefits that could result in improved bus services.

Users of the service also benefit as savings in journey time and reliable services makes the bus a more attractive option. Benefits to the environment are also present as more people using bus services cuts the reliance on the private car and lowers the carbon emission and associated problems with congestion. Anecdotal evidence from bus operators suggests that 2008 has seen improvements.

The PIP has schemes outlined in the capital programme to build infrastructure improvements to the existing hotspot areas within the next LTP period. Follow-up investigations can then take place which may identify further "softer" initiatives to improve reliability and punctuality, such as scheduling changes and improved fare collection methods. The PIP also plans to roll out punctuality improvements to more routes within the county so the process of identifying new routes to investigate will start over.

#### **Swadlincote to Burton Bus Punctuality Partnership**

The Swadlincote to Burton Bus Quality Partnership is a cross-boundary partnership with Staffordshire County Council and bus operators. A survey of the route was completed in July 2007 and an action plan developed by the autumn. Initial works included the refurbishment of Swadlincote bus station, installation of signals to reduce waiting times at Park Road junction and amendment of the network route, whilst Staffordshire County Council have made adjustments to signal times to reduce delays. Waiting facilities have been upgraded with the introduction of bus boarders, signage and better information. In 2008/09, 13 locations in Derbyshire and Staffordshire where parked vehicles or waiting traffic are causing delays will be tackled through the introduction of parking restrictions, lining and box marking at junctions. Enforcement of parking restrictions will be undertaken following the introduction of civil parking enforcement.

#### **Good Practice Case Study 2: Markham Vale**

In summer 2008, the new Markham Vale Business and Industrial Park M1 Motorway Junction was completed. The project is a flagship of economic regeneration within the area as a new 85 hectare employment site has been created to provide more than 5,000 jobs to the local community.

The project has been a major scheme for a number of years and has had support from Derbyshire County Council and two private companies; Henry Boot Developments and King Sturge.

The site of the business park is on the formerly unused and derelict wasteland of the old Markham Colliery Site. Derbyshire County Council and the local district and borough councils of Chesterfield, Bolsover and North East Derbyshire have used this development as an opportunity to utilise the £130 million of private investment to secure the transformation of the environmental landscape through tree planting, nature trails and the creation and protection of habitats for plants and wildlife.

Markham Vale is strategically placed next to the M1 motorway and the new motorway junction (M1 29a) provides direct access to major cities and ports throughout the UK.

This direct link to the M1 means that within a 30 minute drive of the Markham site, there is access to 2.2 million people and around 66,000 unemployed people. This means that site has adequate labour resource to fulfil the amount of jobs created and this will help grow the local economy significantly.

The site will have not only have a positive economic effect on the area near the site but the increased opportunities for business arising from increased trade movements will benefit the whole county as the scheme is attracting major companies to locate in and around Derbyshire. It also provides excellent opportunities for businesses in the area to supply goods and services to companies moving on to the site, boosting the local economy even further.

Accessibility to the site from local towns has been addressed as the initial transport infrastructure for the site included the renewal of Markham Lane, a new roundabout junction with A623 and local road improvements from Bolsover and Staveley have been carried out to prepare for the changes in traffic rerouting towards the Markham site.

As a way to cut the need for staff to use their car to access to the site, bus operators have diverted 3 local services to provide a frequent service from local conurbations to the Markham Vale site. Also, as a way to promote sustainable travel and access to the site, various footway and cycleway improvements have been made to the surrounding area.

## Targets

The following targets were developed to measure the outcomes from the reduced congestion and a strong local economy strategy (see Annex 3, Table A3.4 for more detail).

**KEY:** The target titles are coloured to highlight the position we are currently at in achieving the target compared to the milestones we set ourselves. **Green = achieved/ on track;** **Amber = milestone target narrowly missed;** and **Red = not on track;** **Grey = no clear evidence.**

**LTP6 Peak period traffic flows into central Chesterfield [No Clear Evidence]** - Although the data shows that progress against this target is not on



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track there are a number of factors which question this. Major developments along the main feeder routes have caused significant variation to comparable data. Other data has been factored due to a number of sites being removed through road maintenance. Examination of data suggests that the pattern is similar to 2006/07, and if comparable data was available then there possibly would be a slight reduction.

**LTP5 Bus service punctuality [Narrowly Missed]** - Although punctuality has slightly reduced in 2007/08 it has generally been static in the first two years of the plan period. We are confident that improvements in punctuality will start to be evident in the later years of LTP as punctuality partnerships [which have been in development during the first two years of LTP2] begin the implementation of measures designed to improve punctuality during 2008/09 (see page 6-5 for more information).

### **Our Local Partners**

The degree to which our work on the issues of traffic congestion and the economy has been carried out in conjunction with partners has developed markedly over the past few years. At a local level we continue to work closely with public transport operators on issues such as dealing with pinch-points on key bus routes, with Sustrans and local cycling interest groups, and with rail operators and national bodies on station improvements.

With each of the local planning authorities within the county we are working on Local Development Framework preparation, both through providing information on the existing situation and through an assessment of the impacts and possible mitigation of different land-use strategies or specific allocations. As mentioned above, we are closely involved in detailed work on some sites of strategic importance such as the Woodville-Swadlincote area, Chesterfield Waterside and Stanton Ironworks. This incorporates liaison with the Highways Agency. Similar areas of work, across wider areas (the Housing Market Areas which combine local planning authorities) are underway within the 6Cs New Growth Point area. Under this we are agreeing both areas to investigate and schemes to implement with local planning authorities and neighbouring transport authorities.

The work we are undertaking using budgets from the South East Manchester Multi-Modal Strategy (SEMMMS) is aimed directly at the reduction of traffic congestion, not just within Derbyshire but where this has cross-boundary implications. Our aim is to provide Derbyshire residents with alternative, and attractive, ways in which to access Greater Manchester by modes other than the car. Obviously we are interested in the further development of this work under the 'Future Transport' proposals.

During the first half of the LTP period we were working actively with our partners in the 6Cs Congestion Management Study, supported by the Transport Innovation Fund. Whilst the central issue of road-user charging will not be taken further forward we are very interested in the continuation of joint working on 'smarter choices'.

Of a similar magnitude to the congestion management work, over the remainder of the LTP period, will be our investigation as a partner in the Sheffield City Region of how it can improve its joint working on transport.

**Table 6.1 Congestion and Economy Stakeholder Audit**

|   | <b>Funding<br/>(additional to LTP)</b>   | <b>Planning and reviewing</b>   | <b>Doing</b>  |
|---|--|---|---|
| <b>National</b>                           | <ul style="list-style-type: none"> <li>• Central Government</li> <li>• Network rail</li> <li>• Sustrans</li> </ul>                           | <ul style="list-style-type: none"> <li>• Highways Agency</li> <li>• Network Rail</li> <li>• Sustrans</li> </ul>   | <ul style="list-style-type: none"> <li>• Highways Agency</li> <li>• Network Rail</li> <li>• Sustrans</li> </ul>   |
| <b>Regional/<br/>Sub-Regional</b>         | <ul style="list-style-type: none"> <li>• South East Manchester Multi-Modal Study</li> <li>• Peak District National Park Authority</li> </ul> | <ul style="list-style-type: none"> <li>• Government Office East Midlands</li> <li>• Peak District National Park Authority</li> <li>• South Pennines Integrated Transport Strategy</li> <li>• Strategic sub-regional partnerships</li> <li>• South East Manchester Local Authority Group</li> <li>• Neighbouring Authorities</li> <li>• Sheffield City Region</li> <li>• Manchester City Region</li> </ul> | <ul style="list-style-type: none"> <li>• Peak District National Park Authority</li> </ul>   |
| <b>Local organisations and volunteers</b> | <ul style="list-style-type: none"> <li>• Local Area Agreement</li> <li>• Developers</li> <li>• Train Operating Companies</li> </ul>          | <ul style="list-style-type: none"> <li>• Markham Vale</li> <li>• Local Strategic Partnerships</li> <li>• Districts/Boroughs</li> <li>• Punctuality Improvement Partnerships</li> <li>• Developers</li> <li>• Bus Operator Liaison Group</li> <li>• Train Operating Companies</li> </ul>   | <ul style="list-style-type: none"> <li>• Districts/Boroughs</li> <li>• Bus operators</li> <li>• MEGZ Ltd.</li> <li>• Developers</li> <li>• Train Operating Companies</li> </ul> |
| <b>Local communities</b>                  |  | <ul style="list-style-type: none"> <li>• LTP public consultation</li> <li>• MORI</li> <li>• Community Forums</li> <li>• Local enquiries</li> <li>• Scheme Consultation</li> </ul>   |   |
| <b>Derbyshire<br/>County Council</b>      |  | <ul style="list-style-type: none"> <li>• Area Teams</li> <li>• Traffic signals</li> <li>• Regeneration</li> <li>• Highways Information Group</li> </ul>   | <ul style="list-style-type: none"> <li>• Area Teams</li> <li>• Traffic Signals</li> </ul>   |

### **Inform, consult, involve**

Crucial to this strategy area is the degree to which we liaise with bus operators on an ongoing basis. Feedback from the bus operators about pinch-points on bus routes is particularly helpful in guiding our work to improve bus punctuality.

## **6.3 Forward look 2008-2011**

### **Policy Update**

An analysis of influence from recent policy and programmes at national, regional and local level (see Annex 2) has resulted in the following summary for this strategy area:

*Develop Next to Existing Services* - where possible new developments must be placed close to existing services to reduce the need to travel and ensure public transport route changes are minimised.

*Efficient Movement of People and Goods* - To effectively use the strategic road network within Derbyshire to improve the efficiency of transporting people and goods.

*Regeneration* - Locate large employers and provide access from areas of low employment to job locations to boost local prosperity. Promote and support sustainable tourism through transport incentives e.g. concessionary fares.

*Travel Planning* - Working with developers to ensure that new developments have travel planning considerations and promotion of sustainable transport.

*Spatial Planning* - Aims to encourage sustainable modes of transport by combining land use planning with transport planning to steer new developments and regeneration into areas with existing public transport links or close to services to reduce the need to travel and provide an opportunity for public transport use.

### New Performance Framework

A review of the effect of the new National Performance Framework on this strategy is illustrated below (see Annex 3, Section A3.3 for more details).

| LTP Mandatory and Best Value Performance Indicators   | New Performance Framework 2008 onwards                                    |
|---|---|
| <b>Reduced congestion and strong economy</b>  |   |
| ✓ LTP5 Bus punctuality  | NI 178 LAA Derby City<br>Bus services running on time                     |
| ✓ LTP7 Congestion (vehicle delay) (n/a)   | NI 167 Congestion - average journey time per mile during the morning peak |
| ✓ LTP6 Peak period traffic flow to urban centres - peak hour (am) into central Chesterfield |   |

KEY ✓ Continuation of LTP2 indicators

LAA: Indicators selected by the Local Area Agreements are highlighted in bold

This shows that bus punctuality remains important, with the Local Area Agreement in Derby City selecting this as a local priority; this suggests that routes in and out of the city continue to be important. Tackling congestion has been continued in NI 167.

### Risk Register

| <b>Risk Register Key Risks (from Annex B6 of LTP2)</b>   |
|--|
| <ul style="list-style-type: none"> <li>• <b>Reduction in funding levels or congestion reducing solutions are expensive</b></li> <li>• <b>People are generally getting wealthier and car ownership rates are increasing leading to more congestion and delays</b></li> <li>• <b>Convenience of car/ lorry too great to be able to make alternatives attractive.</b></li> <li>• <b>Changes in traffic levels difficult to predict and are subject to influences from a wide range of factors</b></li> <li>• <b>Changes in oil prices/ relative inexpensive cost of travelling by car/ lorry</b></li> <li>• <b>Potential influence of disruption during widening of M1 will increase congestion in and around Chesterfield</b></li> <li>• <b>Potential influence of rapid take-up on Markham Vale</b></li> <li>• <b>Difficulty in finding practical engineering solutions to congestion hotspots</b></li> </ul> |

A review of the risk register from the Local Transport Plan has established that practical engineering solutions to congestion problems are in fact being identified, and that private-sector funding is helping to deliver these. Our improving evidence base on congestion is helping to establish priorities for further locations where more radical measures such as land assembly may be needed.

Regular close liaison with the Highways Agency and its contractors, and including Nottinghamshire, Nottingham and Derby City, has meant that issues associated with the widening of the M1 motorway have, to date, been minimal.

The relationships between household wealth, fuel prices and the ownership and use of cars clearly remain complicated. Whilst we do not control these influences we are tracking the effects of fuel price changes in order to identify whether there are, for example, variations between urban and rural areas which might lead us towards targeted work aimed at longer-term behavioural change.

### **Areas for Improvement - Risk Management Project Plan**

An internal review was carried out with reference to the objectives and actions of each strategy. This is seen as the first stage in identifying key issues and taking these up as appropriate internally, with working partners and the Department for Transport.

This included a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis which was followed through to a draft risk management project plan.

Suggestions include:

- Begin to tackle congestion hotspots using the data to inform the early implementation of the Network Management Duty.
- Increase involvement with master planning for towns, and seek to influence other authorities to consider the implications of development proposals in Derbyshire.
- Ensure opportunities are taken in the Capital Programme to restrain traffic within the South Pennines Integrated Transport Strategy area.
- Seek early involvement with developers in order to secure contributions for new bus services.
- Provide public transport information focused on routes into Derbyshire tourist areas from outlying cities.
- Ensure that future take up of the Markham Vale site delivers non-car access to jobs e.g. new bus services.
- Use Civil Parking Enforcement powers to reduce congestion at identified hotspots and Punctuality Improvement Partnership routes.

The risk management project plan for each strategy will be reviewed by senior management and any subsequent actions will be incorporated into the Service Plan for 2009/10 onwards.