Chapter 1 Non-Technical Summary

Introduction

This is the Non-Technical Summary of the Strategic Environmental Assessment process that we have undertaken as an integral part of the development of our next Derbyshire Local Transport Plan.

What is Strategic Environmental Assessment and what is its purpose?

The purpose of the Strategic Environmental Assessment (SEA) process is to provide a means for ensuring that the environmental effects of certain plans and programmes are assessed. The aim of this is to provide for a high level of environmental protection and to contribute to the integration of environmental considerations into the preparation and adoption of plans with a view to promoting sustainable development. The process is used as a tool to inform decisions made within the Plan; the SEA process does not make decisions itself. SEAs are required by European Law under what is termed the SEA Directive and was made into English Law in 2004. Local Transport Plans have been identified as being a Plan that should be subject to a SEA.

The Derbyshire Local Transport Plan

The Local Transport Act 2008 requires the County Council to produce a new Local Transport Plan (LTP) by the end of March 2011. This new plan will be the third such LTP for Derbyshire.

The Derbyshire LTP covers the maintenance of our local roads (excluding motorways and trunk roads), pavements, public rights of way, greenways, traffic management, public transport services (bus and community rail), community transport, helping people to access services, road safety, and environmental protection. It is therefore not only about tarmac, road signs and new road infrastructure, but covers transport services, information provision, 'hearts and minds' educational work, and linkages with land use planning and local people/ communities.

The next Derbyshire LTP covers the administrative County of Derbyshire, which means that Derby City Council is producing a separate LTP for its administrative area. The new plan will look long-term to a horizon of the year 2026. This is a much longer term outlook than previous LTPs that looked at five-year periods. Alongside the longer term plan will be a delivery plan that will help bridge the gap between strategy and implementation of measures.

Principles, Transport Vision and Goals

The long term strategy of the next Derbyshire LTP is based upon two key principles, a transport vision and five transport goals:

> **Key Principles**
> - To adopt sustainable development as the common purpose for our transport strategy
> - To take a holistic approach in all that we do, integrating economic, social and environmental needs.

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Transport Vision

At the heart of our vision is a transport system that is both fair and efficient

Healthier lifestyles, safer communities and better access to jobs and services will be the result
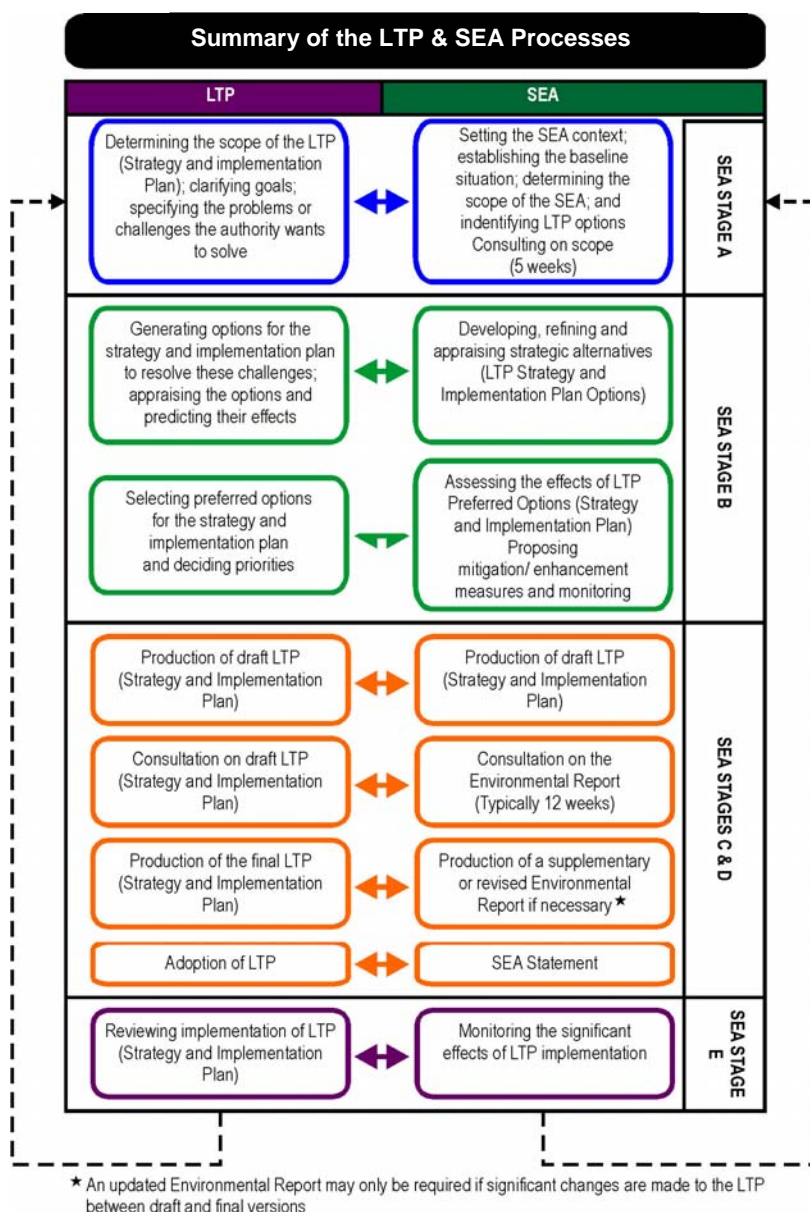
To get there, we will improve the choice and accessibility of transport whilst balancing the economic, social and environmental needs of everyone

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Transport Goals

- Supporting a resilient **local economy**
- Tackling **climate change**
- Contributing to better **safety, security and health**
- Promoting **equality of opportunity**
- Improving **quality of life** and promoting a **healthy natural environment**.

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The Strategic Environmental Assessment Process

There are five stages to the SEA process. To be most effective, these are undertaken alongside the development stages of the LTP. The diagram[1] below shows how the SEA and LTP development processes are linked.

Summary of the LTP & SEA Processes

* An updated Environmental Report may only be required if significant changes are made to the LTP between draft and final versions

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[1] Extract from Department for Transport Webtag 2.11 Guidance for SEAs for Transport Plans and Programmes

Determining the Scope

During this stage of the SEA process we gathered a wide range of background material relating to the environmental context that we would need to develop the Derbyshire LTP. This evidence was used to identify which key environmental issues we needed to consider in further detail at the appraisal stage. The key information that was gathered at this stage was:-

- Other relevant policies, plans and programmes and environmental protection objectives
- Baseline information and identification of environmental problems under the topics of landscape and townscape; biodiversity and soils; cultural heritage; climatic factors; water; the transport asset; and population and human health.

This analysis allowed us to develop a list of environmental challenges and opportunities. We also developed a set of draft SEA objectives based on an analysis of sustainable development objectives from regional (Integrated Regional Strategy) and local level (the previous Derbyshire Local Transport Plan and Derbyshire Districts' and Boroughs' objectives from their land use planning work).

The results of this stage were published in June 2010 in a document titled 'Derbyshire LTP3 2011 onwards: SEA Scoping Report'. The findings were consulted upon with the required consultation bodies of Natural England, English Heritage; and the Environment Agency. We also took the opportunity to involve a number of local partners who had an environmental interest in the LTP's development.

The results of the Scoping Stage were generally positive. Comments received during this stage suggested that light pollution, impact of traffic levels on its 'setting' on landscapes and heritage assets and potential air quality management areas should be scoped into further assessment which was agreed. Issues that had been missed at the Scoping Stage were highlighted; such as the impact of nitrogen being deposited from emissions which could affect plant life; and geodiversity of the landscape which were both considered further. It was also commented upon that the assessment gave too much emphasis to the outstanding features and that a more broad view should be taken as recommended by the European Landscape Convention and recent planning guidance documents, which was agreed. It was also commented upon that a Local Economic Assessment had been undertaken for Derbyshire which identified a number of findings that were associated with the SEA topics and that there were potential conflicts that would benefit from further consideration through the SEA process, which was agreed.

The SEA Objectives

The Scoping stage identified 23 draft objectives. Consultation on the Scoping Report highlighted a number of minor amendments to clarify the focus of objectives and to ensure that they sought to take advantage of opportunities. Comments also suggested that some of the objectives could be combined to reduce the total number. This resulted in 13 SEA objectives being taken forward for testing. Some of these 13 objectives have sub-objectives to ensure that the detail of what is meant by them is not lost.

To enable us to understand the implications of using the SEA objectives to help assess the environmental implications of the Derbyshire LTP we needed to test the objectives to make sure that they would not contribute to environmental problems when combined. We also needed to assess which objectives would

offer additional or secondary benefits when combined. The result of the testing stage was that no alterations to objectives were required, but the plan should be aware of the following potential conflicts:-

- Increased visual intrusion from road safety engineering interventions impacting upon landscape/ heritage assets
- Increased traffic levels and use of fuels from supporting a resilient economy leading to greater CO_2 emissions

Testing also highlighted that most benefits from combining objectives were:-

- To reduce motorised traffic growth through a combination of demand management measures, land use planning and encouragement of the use of more sustainable transport modes (also climatic).
- To enhance well-being and sense of community by reducing traffic impacts, creating more opportunities for social contact and better access to leisure activities and the natural environment.
- To enhance the network's resilience to climate change e.g. reduce the risk of flooding

The final 13 SEA objectives are:-

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PROTECTION OF ALL LANDSCAPES (INCLUDING TOWNSCAPE AND CULTURAL HERITAGE)

SEA 1 Protect and enhance the landscape character (landscapes, townscapes and the historic and natural environment) including the setting of heritage assets, of the whole plan area, with due regard to areas of multiple environmental sensitivity.
   Maintain the transport asset for local travel, to protect landscape character, sense of place and the natural and historic environment.
   Reduce light pollution and help to preserve dark sky areas.
   Avoid damage to the World Heritage Site and all heritage assets, including their setting.
   Help preserve remoteness and tranquillity within the Peak District National Park and other areas of tranquil countryside.
   Prevent damage to the landscape and biodiversity assets within it due to increases in recreational walking and cycling, motorcycling etc.
   Reduce the visual impact of transport infrastructure.

BIODIVERSITY FLORA AND FAUNA

SEA 2 Protect and enhance nature (biodiversity, geodiversity, wildlife flora and fauna) and take measures to reduce habitat fragmentation and enhance connectivity.

POPULATION AND HUMAN HEALTH INCLUDING NOISE

SEA 3 Support a resilient economy.

SEA 4 To reduce motorised traffic growth through a combination of demand management measures, land use planning and encouragement of the use of more sustainable transport modes (also climatic).
   Promote behavioural change to encourage healthier and more sustainable travel habits.
   Support sustainable tourism.
   Improve access to key services and facilities using sustainable modes of transport e.g. jobs, training and skills, shops, healthcare and leisure.
   Improve health by encouraging walking and cycling, reducing pollution and reducing health inequalities.
   Influence the location of development to make efficient use of existing physical infrastructure and to help reduce the need to travel.

SEA 5 Minimise noise and vibration impacts.

SEA 6 Ensure the provision of transport and services considers the needs of elderly people, particularly in rural areas.

SEA 7 Improve road safety through targeted interventions, and make travel feel safer particularly by non car modes.

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SEA 8 Improve community safety, reduce crime and the fear of crime.

SEA 9 Enhance well-being and sense of community by reducing traffic impacts, creating more opportunities for social contact and better access to leisure activities and the natural environment.

CLIMATIC
SEA 10 Reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change.

SEA 11 Reduce the emission of air pollutants from transport in declared Air Quality Management Areas which relate to local traffic.

SEA 12 Enhance the network's resilience to climate change e.g. reduce the risk of flooding.

MATERIAL ASSETS
SEA 13 Minimise the use of environmental resources.
        Minimise energy usage and reduce dependency on non-renewable resources.
        Increase the proportion of re-used and recycled materials used in road and Rights of Way
        construction and maintenance.
        Use locally sourced materials wherever feasible.

Developing the Plan Alternatives

Examining alternative ways to deliver the Plan can help identify significant environmental effects. Where these effects are likely to be adverse, they can be addressed or minimised during the Derbyshire LTP preparation stage.

Evolution without a plan

Before alternatives for the plan are developed, it is important to consider how the environmental issues would evolve where a plan did not exist. This would enable us to examine the positive and negative implications of having a plan. This 'without the plan' scenario would not be unguided because the County Council has a number of legal functions to perform in looking after its transport networks and services. However, it was considered that the following would happen:-

- There would be less transport input into new development meaning that there would be less sustainable travel, accessibility planning or funding of transport improvements
- There would be less focus towards carbon reduction
- There would be less tackling of social exclusion leading to less knowledge about barriers to accessibility and no planning for an increase in an elderly population
- There would be less investment in integrating transport, investment would be reactive and focussed on maintaining the current transport networks rather than improving.
- There would be less innovation and less engagement with others.
- There would be less monitoring and therefore effectiveness of future solutions would suffer.
- There would be no assessment of the environmental, social and economic goals to check that we were continuing to travel in the right direction

The result of this stage highlighted which measures we were likely to do more of, do about the same, about the same or less and those that we would not do at all. This allowed us to appraise the without the plan

scenario to see what impact this would have against the environmental issues identified within the SEA Scoping Report.

This showed that the without the plan scenario would generally be negative for environmental issues. Where improvements were likely this is because they were regulated by a legal duty, cost efficiencies or through external influences, but improvements would likely be at a much slower rate. In summary, the likely negative impacts would be:-

- Less environmental protection and little or no environmental enhancement; visual impact from traffic and transport infrastructure would worsen; there would be less protection of habitats and species
- Less impetus for reducing the need to travel by motorised transport and for encouraging use of more sustainable modes of transport; carbon emissions would be reduced at a slower rate
- There would be more of a need for reactive measures to deal with population growth and social inclusion and independent living for an elderly population; long term health benefits would not be considered or the needs of people with long term illness or disability
- Road casualties would reduce at a slower rate
- Would be less impetus for sustainable purchasing of materials

Positive benefits would be:-

- Less use of electrical energy and less light pollution due to a need to make cost savings from the lit transport network, although this would not necessarily be targeted to areas of most benefit
- Flooding would be tackled through the Flood and Water Management Duty, although at a slower rate
- Air quality would improve due to vehicle technology and outside influences such as fuel costs and technology.

Our three realistic LTP options

The SEA Directive requires the appraisal of different alternatives or options to the way the plan can be implemented. This is designed to help ensure that the LTPs likely environmental effects are highlighted and addressed during its preparation. To enable us to do this, we had to develop options that were reasonable i.e. options that were not extreme or undeliverable.

The development of different options was not easy, but to help we identified three contexts in which they were developed:-

- **Legal –** As already mentioned we are bound by a number of legal duties which set out what transport services we are required to provide. Despite being bound to a certain degree, in examining these we found that there were still many choices in the way we provided transport services.
- **Resources –** It is clear that there will be uncertainty of resources for delivery of the LTP covering a 15 year period. We also do not currently know the short-term resources which will be known after the Government's spending review. However, we do expect a reduction of at least a quarter on current funding levels. It was unlikely that significant additional resources could be sought from elsewhere.
- **Social and political acceptance** – the LTP needs to be consistent with existing government policies and local policies such as the Council Plan.

After much deliberation to how we could develop options that offered a truly different choice, we settled on alternatives that would to some degree meet all of the transport goals but that each one provided an greater emphasis to one or more of the transport goals. This choice was made following consultation with Derbyshire residents about the national transport goals, which were later chosen as the Derbyshire LTP3 goals, which found that the most important goals locally were supporting economic growth; better safety, security and health; and quality of life and a healthy natural environment. This differed to the view of central government that saw the biggest challenge as tackling climate change and supporting economic growth. Therefore, these two different emphases offered two different choices. Our third option was based upon our Equality Impact Assessment which showed that hard to reach or disadvantaged groups of society were less likely to put their views forward and that equality of opportunity could be missed as a priority, we therefore added a third option to consider focussing on promoting equality of opportunity. In summary, our three options were:-

Option 1

- Supporting economic growth
- Better safety, security and health
- Quality of life and healthy natural environment

Option 2

- Tackling climate change
- Supporting economic growth

Option 3

- Promoting equality of opportunity

Measures to address challenges

Because the LTP is a strategic long-term flexible plan, there is some uncertainty to as what interventions will be delivered. To provide more certainty to what is likely to be delivered in each option, we developed a list of measures from which a different mix was selected for each option. The measures were grouped under the following headings:-

- Maintenance and design
- Accessibility
- Vehicle fleets
- Spatial planning
- Behavioural change
- Public transport

- New infrastructure
- Account/ decision making
- Economy
- Network management
- Road and community safety

Prediction and evaluation of effects

This stage of the SEA appraised the three options to determine what the positive and negative effects would be against the without the plan scenario. To do this we considered the impact of the option on each of the 13 SEA objectives. This appraisal was generally based upon a judgement of effects by a group of environmental professionals from within the Authority and externally from Natural England, Peak District National Park Authority and NHS Derbyshire County. Where possible these effects were quantified or considered against the trends identified within the SEA Scoping Report. The results of the appraisal was a degree of positive or negative significance (minor or significant) of effect or a neutral or uncertain effect. Timescale of effects were also considered in the short, medium and long term.

The results of appraisal for the three options are shown in the table below:-

	Option 1: Supporting economic growth, better safety security and health, improve quality of life and healthy natural environment			Option 2: Tackling climate change, supporting economic growth			Option 3: Promoting equality of opportunity		
	Timescale of impact			Timescale of impact			Timescale of impact		
	Short	Medium	Long	Short	Medium	Long	Short	Medium	Long
PROTECTION OF ALL LANDSCAPES (INCLUDING TOWNSCAPE AND CULTURAL HERITAGE)									
SEA 1 Protect and enhance the landscape character (landscapes, townscapes and the historic and natural environment) including the setting of heritage assets, of the whole plan area, with due regard to areas of multiple environmental sensitivity	–	0	+	–	–	–	–	–	–
BIODIVERSITY FLORA AND FAUNA									
SEA 2 Protect and enhance nature (biodiversity, geodiversity, wildlife flora and fauna) and take measures to reduce habitat fragmentation and enhance connectivity.	0/+	+	+	–	–	–/0	0	0	0
POPULATION AND HUMAN HEALTH INCLUDING NOISE									
SEA 3 Support a resilient economy.	0	+	+	0	+	+	?	?	?
SEA 4 To reduce motorised traffic growth through a combination of demand management measures, land use planning and encouragement of the use of more sustainable transport modes (also climatic).	+	+	+	+	+	+	0	+	+
SEA 5 Minimise noise and vibration impacts.	?	+	+	?	0	0	0	?	?
SEA 6 Ensure the provision of transport and services considers the needs of elderly people, particularly in rural areas.	+	+	+	0	0	0	+	+	++
SEA 7 Improve road safety through targeted interventions, and make travel feel safer particularly by non car modes.	+	+	+	0	0	?	+	+	+
SEA 8 Improve community safety, reduce crime and the fear of crime.	+	+	+	0	0	?	+	+	+
SEA 9 Enhance well-being and sense of community by reducing traffic impacts, creating more opportunities for social contact and better access to leisure activities and the natural environment.	+	+	+	+	+	+	+	+	++
CLIMATIC									
SEA 10 Reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change.	0	+	+	0	+	++	0	+	+
SEA 11 Reduce the emission of air pollutants from transport in declared Air Quality Management Areas which relate to local traffic.	0	0	0	0	0	+	0	0	0
SEA 12 Enhance the network's resilience to climate change e.g. reduce the risk of flooding.	0	0	+	0	0	+	0	0	0
MATERIAL ASSETS									
SEA 13 Minimise the use of environmental resources.	+	+	+	+	+	++	0	0	0

Key		Meaning
++		Significant positive benefit
+		Minor positive benefit
0		Neutral or no effect
-		Minor negative impact
- -		Significant negative impact
?		Uncertainty in impact or no information on which to determine

The Preferred Strategy

The appraisal of each option confirmed their realism in that each one would be generally acceptable albeit with some mitigation required for options 2 and 3. It is clear that option 1 would provide the most positive effects. Through consultation on the draft options as part of the Derbyshire LTP3 'Local Transport Futures: Challenges and Options' consultation carried out in early summer 2010, option 1 was also the most popular option for tackling our transport challenges. However, it is clear that options 2 and 3 offer greater long term benefits for climate change and use of resources; and for services for elderly people and social effects in our communities. The draft Derbyshire LTP3 strategy took option 1 as it base and to this were added the measures that provided greater benefit long term from options 2 and 3.

> **Derbyshire LTP3 Preferred Strategy:-**
>
> Gives emphasis to:-
>
> - Supporting economic growth
> - Better safety, security and health
> - Quality of life and healthy natural environment
>
> But also includes an emphasis on:-
>
> - Reducing carbon dioxide emissions
> - Minimising use of resources
> - Consideration of transport and services for a growing elderly population
> - Enhancing well-being and sense of community

Predicted outcome of LTP3 strategy

A further appraisal of the preferred strategy was undertaken and discussed in more detail. Overall the conclusion was that the predicted outcome would be no significant negative environmental effects. The appraisal identified that the preferred LTP3 strategy would have a positive long term effect against all the SEA objectives and against four of these it was likely that a significant positive effect could be made, these are:-

- SEA 6 Ensure the provision of transport and services considers the needs of elderly people, particularly in rural areas.
- SEA 9 Enhance well-being and sense of community by reducing traffic impacts, creating more opportunities for social contact and better access to leisure activities and the natural environment.
- SEA 10 Reduce transport's emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change.
- SEA 13 Minimise the use of environmental resources.

As already stated, the evaluation of the options and the preferred strategy has been made with some uncertainty as to what will actually be delivered. Therefore it is recognised that a framework is needed so that the effects of the Plan are monitored to ensure that any potential negative impacts are avoided or minimised.

Mitigation and dealing with uncertainty

The conclusion that no significant effects are expected from the Derbyshire LTP3 implementation means that no mitigation measures are specifically required. However, we have identified that a framework is required to ensure that the uncertainty in predicting effects does not lead to potential negative effects. In addition, through the Scoping stage we identified many environmental opportunities for enhancement that we wanted to ensure were carried forward for consideration as part of our LTP implementation.

Risk Management and Environmental Opportunities

We concluded at this stage that the risk management framework should be to examine which SEA objectives and sub objectives or other risk actions that each measure should seek to contribute to through delivery. This would act as a simple framework for ensuring that at the delivery stage the requirements for the measure are fully understood. The implementation of this will be taken forward through an 'Investment Protocol' that will be developed for the delivery of Derbyshire LTP3 measures.

Major Schemes

At this stage of LTP3 development or planning for delivery we have no firm plans for including major scheme(s) within our strategy. Based upon the last 15 years when funding levels were likely to be higher we undertook two major schemes. Indeed we do not currently know whether former funding streams for major schemes will be available following the Governments spending review in October 2010. We currently have a list of ten potential major schemes. This is currently being reviewed. During this SEA we have included a measure within the measures list for major schemes. Additional appraisals will be undertaken for major schemes at the appropriate stages of development.

Monitoring the environmental effects

Significant Positive Effects

As mentioned previously, the evaluation of the preferred Derbyshire LTP3 strategy identified four SEA objectives for which a significant positive effect may be achieved through the plan's implementation. We intend to monitor two of these:-

SEA 10 Reduce transport emissions of carbon dioxide and other greenhouse gases, with the desired outcome of tackling climate change.

- **Percentage of carbon dioxide emissions from local authority operations**
- **Per person carbon dioxide emissions in Derbyshire**

These indicators are being set as an interim measure until final indicators are set as part of the Derbyshire LTP3 Road Transport Carbon Reduction Strategy.

SEA 13 Minimise the use of environmental resources

- **Energy usage of the illuminated transport network in Derbyshire per year**
- **Material usage, reuse and waste.** We will need to develop a methodology for collecting information about material usage as this is not currently collected.

The two other significant positive effects are extremely difficult to monitor as they are based upon many in-combination effects and improvements are likely to only be perceived by those groups who have a specific

issue that required action. Success against these is likely to be shown through use of anecdotal evidence or the recording of best practice and interventions delivered to meet these objectives.

Risk management indicators

Testing of objectives showed that there were two risks of conflict contained both between the SEA objectives and LTP3 transport goals. As mentioned before these were:-

- Increased visual intrusion from road safety engineering interventions impacting upon landscape/ heritage assets
- Increased traffic levels and use of fuels from supporting a resilient economy leading to greater CO_2 emissions

Through the appraisal of the preferred LTP3 strategy, we have predicted that there will be a positive effect against both of these issues, but it is clear that this conflict requires monitoring to ensure that this happens and that any potential negative effects are highlighted at an early stage. We therefore propose two indicators to monitor these:-

- **Number of signs within Derbyshire.** This will be monitored on a spatial basis too, relating to the Peak District National Park, Derwent Valley World Heritage Site, areas of Primary and Secondary environmental sensitivity and other areas of Derbyshire.
- **Road traffic growth in Derbyshire.** The trend of traffic growth will be monitored against the low and high growth trend scenarios.

Monitoring enhancement

As described earlier, we expect the preferred LTP3 strategy to have a positive effect against all of the SEA objectives. New or existing indicators can help us to monitor the effect of the LTP3 and to assess how the delivery meets our predictions. It would not be sensible from a financial or resource point of view to monitor every environmental effect, but the following should provide an overview against some of the objectives:-

Light Pollution

SEA 1 Protect and enhance the landscape character (landscapes, townscapes and the historic and natural environment) including the setting of heritage assets, of the whole plan area, with due regard to areas of multiple environmental sensitivity

The SEA process identified that light pollution was likely to reduce during the plan period. Spatially we identified that most improvement could be made in the rural western half of Derbyshire, where darker skies could be enhanced. We are still considering the best methodology for this but an indicator will help manage and assess the areas where light reducing interventions are implemented:-

- **Light pollution.** Methodologies being considered involve either; the number of street lights; a combination of lighting and lit hours; or energy use; all of which can be monitored spatially.

Other indicators

Where data is being monitored separately by others, this will provide additional data to assess the effects of the LTP3 strategy on environmental issues. Those that are currently being measured are:-

SEA 4 To reduce motorised traffic growth through a combination of demand management measures, land use planning and encouragement of the use of more sustainable transport modes

- **Obesity among primary school children in Year 6**

SEA 7 Improve road safety through targeted interventions, and make travel feel safer particularly by non-car modes

- **Number of people killed and seriously injured in road traffic collisions**

SEA 11 Reduce the emission of air pollutants from transport in declared Air Quality Management Areas which relate to local traffic

- **Air quality in Air Quality Management Areas**

SEA 12 Enhance the network's resilience to climate change e.g. reduce the risk of flooding

- **Planning to adapt to climate change**

Remaining Steps of the SEA and LTP3 Process

The Environmental Report

The remaining chapters and this non-technical summary form the Strategic Environmental Assessment: Environmental Report for the draft Derbyshire LTP3. This report is now subject to a 12 week public consultation alongside the draft Derbyshire LTP3. The role of the Environmental Report is to provide the general public and partners with, information as to how the LTP3 was developed, the alternatives considered and the likely environmental effects.

Assessing changes, making decisions and provide information

Following completion of the consultation period, alterations to the draft LTP will be assessed and decisions made to change parts of the LTP3. At this stage we will also consider whether proposed changes will change the conclusions made within this Environmental Report.

Should there be no significant changes to the draft LTP3 or the conclusions of this Environmental Report, we will then adopt a final Derbyshire LTP3 document by the end of March 2011. Alongside this final LTP, we will publish an Environmental Statement covering how environmental considerations have been integrated into the LTP; how the Environmental Report has been taken into account; how opinions and consultation responses have been taken into account; the reasons for choosing the final LTP3 strategy as adopted and measures that will be taken to monitor the effects of the LTP3.

Longer term LTP and SEA management

The Local Transport Plan 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:

- Manage a portfolio of projects, the benefits they are expected to provide (including the findings of the Strategic Environmental 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.