

**HERTFORDSHIRE COUNTY COUNCIL**

**CABINET**

**MONDAY 13 OCTOBER 2003 AT 2.00 P.M.**

Agenda item no.

**6**

**BEST VALUE REVIEW OF PLANNING AND TRANSPORT POLICY  
RECOMMENDATIONS AND IMPLEMENTATION PLAN**

Report of the Director of Environment

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Executive Members: Derrick Ashley and David Beatty

**1. Purpose of Report**

To receive the recommendations of the Member Reference Group as a result of the Best Value Review, together with an Implementation Plan.

**2. Summary**

2.1 The Best Value Review was used particularly to address the issues that were emerging from legislative, regional and policy pressures and within which the voice of Hertfordshire needs to be heard. In particular, strategic planning functions were to change as a result of the new planning regime as set out in the Planning and Compulsory Purchase Bill.

2.2 It was also clear that a review of transport policy development and its monitoring was required to examine if improvements can be made in the ways in which complex policy issues such as congestion reduction are to be addressed.

2.3 All of this was also set within the context of the emerging statutory requirement to engage in a Community Plan.

2.4 This report sets out the findings from the Review and the proposed Implementation Plan. A Member Reference Group (D Ashley, Chairman, M Bayes, N. Brook, J Metcalf, B York) was set up to undertake this Review. At its meeting on 3 September 2003 the Member Reference Group endorsed all the recommendations in the report and agreed that the Group be reconvened in six months' time to review progress.

2.5 The Member Reference Group looked at a wide range of service functions and examined a series of options available, ranging from

ceasing to provide the service, through to developmental change. This was subject to consultation with stakeholders. The detail is set out in the background papers. The Member Reference Group took the decision that ceasing to undertake strategic planning was not an acceptable option but that developmental change to ensure the interests of Hertfordshire were recognised at the regional level was the priority. To achieve this, realignment of roles within the Forward Planning Unit of the Environment Department is necessary.

- 2.6 There are a number of areas that are common to the two strands of work that are the focus of the Review. These include – the regional agenda, the greater need to connect to new and emerging partnerships and stakeholders and the need for a robust information infrastructure. All these areas are also evident in the implementation plans. However, for simplicity's sake, this report separates the two strands of work.

### **3. Conclusions**

#### **Strategic Planning**

- 3.1 The Review team have concluded that the service needs to undergo significant change if it is to refocus its remit towards ensuring the voice of Hertfordshire is heard at the regional level and provide support to Districts, including input to the New Local Development Documents that will replace Local Plans. This will include developing new capabilities within the team, ensuring strong partnership links are in place with districts and regional bodies and that opportunities to play regional roles are grasped.

#### **Transport Planning**

- 3.2 The work in strategic transport policy has been well received and may not need a radical overhaul of all of its key component parts. However, in order to be able to influence positively the changing local and regional agenda, some realignment of the current process needs to be undertaken.
- 3.3 Improving the communication links across all stakeholder groups and within the county council has also consistently been identified as a key issue.
- 3.4 Cabinet are asked to endorse the recommendations of the Best Value Review and the associated Implementation Plan.

## **4. Background**

- 4.1 The Best Value Review was originally aimed at the whole of the Planning and the Transport Planning functions of the County Council. The Member Reference Group (MRG) has overseen a rigorous process of examining all of these functions and has focused on two areas which need to change. The MRG undertook a range of comparative visits and discussions with stakeholders in reaching their recommendations, as set out in this report. The full details of the process for the whole review are set out in the Background Documents referred to at the end of this report.
- 4.2 The remainder of the report is divided into two main sections: Part One, Planning; and Part 2, Transportation Policy.

## **5. Part One: Planning**

- 5.1 The original hypothesis statement was:

If, following the changes in planning legislation, the County Council reorganised its Forward Planning Services to adapt to new challenges, whilst maintaining the same level of resources, what would the service look like?

- 5.2 Members wished the review to extend beyond the Structure Plan team's area of activity to the whole of the Forward Planning Unit function. This was managed in the review process by tackling each area as a separate thematic strand. Appendix 1 sets out the strands and the recommendations in detail.

### **Conclusions and recommendations of the Review**

- 5.3 The Review team have concluded that the service needs to undergo significant change if it is to refocus its remit towards ensuring the voice of Hertfordshire is heard at the regional level and provide support to Districts, including input to the New Local Development Documents that will replace Local Plans. This will include developing new capabilities within the team, ensuring strong partnership links are in place with districts and regional bodies and that opportunities to play regional roles are grasped.

### **Recommendations:**

#### **Strategic Policy Strand**

- Recommendation 1 -** To take the role of strategic lead in the County for Regional and Sub Regional planning work and retain specialist advice /expertise role on key strategic planning issues.

**Recommendation 2 -** Support Joint Working on planning matters with Districts at the Regional level and explore scope for joint working within the County.

### **Renaissance Strand**

**Recommendation 3 -** Maintain and develop the role of promoting high quality sustainable development in the County.

**Recommendation 4 -** Bid to become a Centre of Excellence in Renaissance activities

### **Sustainability Strand**

**Recommendation 5 -** Retain and develop a leadership and expertise role in sustainability and develop sustainability activities at the Regional level for the benefit of the County.

**Recommendation 6 -** Develop the Internal and External consultancy and intelligent client role of the Sustainability team on specialist topics.

## **6. Part Two: Transportation Policy**

6.1 The original hypothesis was:

If we had a consolidated approach to strategic transport policy for developing, advising promoting, monitoring and reviewing all transport policy we would provide a seamless service to all of our clients.

6.2 Whilst policy development worked well, there are areas that required attention. There has been an increasing need for policy to address the complex issues behind the problems of congestion that the county faces and to ensure that within the regional context, Hertfordshire's transportation priorities are recognised. In particular it was considered important that developing and monitoring transportation policy across the County Council is more closely aligned and that we ensure that a wider range of interested parties are included in the stakeholder groups which inform policy formulation. In addition, the need to ensure that we learn from policy implementation through effective review was identified.

6.3 Appendix 2 sets out the background and recommendations in detail.

## **Conclusions and recommendations of the Review**

- 6.4 The work in strategic transport policy has been well received and may not need a radical overhaul of all of its key component parts. However, in order to be able to influence positively the changing local and regional agenda, some realignment of the current process needs to be undertaken.
- 6.5 Improving the communication links across all stakeholder groups and within the county council has also consistently been identified as a key issue.

### **Recommendations:**

#### **Transport Policy Strand**

- Recommendation 7 –** To revisit all of the terms of reference for current external stakeholder groups with a view to broadening and strengthening some of these terms.
- Recommendation 8 –** To integrate closely the work of all transport policy staff in this area to ensure coherent policy development, planning and monitoring.
- Recommendation 9 –** To establish a cross-HCC service group for strategic transport policy, implementation planning and monitoring.
- Recommendation 10 –** To strengthen the strategic lead on regional transport work.
- Recommendation 11 –** To strengthen and improve the management information systems used to maintain and develop evidence-based policy.

## **7. Implementation Plan**

- 7.1 The detailed implementation plan is set out in Appendix 3. In developing this plan, it was clear that there are considerable areas of overlap and we anticipate that these areas will be a major focus for Strategy Group management attention, particularly in undertaking regional development and stakeholder/partnership work. It should be recognised that these recommendations require changes in the nature of the work undertaken by current staff and depend upon the development of new and innovative partnerships. Some of these

matters, such as the nature of the Centre of Excellence will not be fully within the control of the County Council. At this time, there are still uncertainties about the precise form that the new services will take.

- 7.2 It is important that staff have adequate support, training and development opportunities during the transition phase of implementation. It is anticipated that managing this change will be key priorities for the Units involved.
- 7.3 The MRG have concluded that they should review progress of the implementation plan in six months time.

## **8. Financial implications**

There will be no changes in the net cost of providing the service as a result of the review, although opportunities have been identified to employ some of the resources differently to produce a more efficient and effective output. We anticipate non-cashable efficiencies will be achieved through new partnership and working arrangements. In addition, there is the possibility of the total level of resource being increased by attracting contributions from external partners, again not increasing the net cost to the County Council, but increasing the total level of service provided.

## **Background Papers**

Summary of Workshop Outcomes – 04/12/02  
Workshop Overview – 21/08/03  
MRG Minutes – 12/12/02  
MRG Minutes – 27/01/03  
MRG Minutes – 03/03/03  
MRG Minutes – 20/05/03  
MRG Minutes – 03/09/03  
Consultation Meeting Notes – 27/08/02, 24/03/03, 28/04/03, 23/07/03  
Local Transport Planning User Group – 09/04/03  
Local Transport Planning Strategic Group – 11/04/03  
Local Transport Planning HTCOA Group (Districts) – 04/04/03

## Best Value Review: Planning

Hypothesis 1 of the BVR focuses on possible service changes that could follow as a consequence of the proposed changes in planning legislation, which are currently progressing through Parliament. The original hypothesis statement was:

“If following the changes in planning legislation, the County Council reorganised its Forward Planning Services to adapt to new challenges, whilst maintaining the same level of resources, what would the service look like?”

It should be noted that the review was not limited purely to the Structure Plan team’s area of activity, but to the whole of the current Forward Planning Units area of responsibility, including the Sustainability and Implementation functions.

In order to make the review more manageable, the Forward Planning service area was divided into separate strands, although the importance of the interconnections between the strands was one of the strong conclusions which resulted from both stakeholder consultation and the analysis of future models of service delivery. Four strands were identified – Strategic Policy; Renaissance; Sustainability and Information. Whilst the relationship between the Forward Planning function and information and monitoring is critical, the Information Management Unit has already been the subject of a Major Service Review. Therefore any implications for the Information Management Unit will be considered outside of this formal review process

One of the key challenges of this Review has been the timing with regard to the progress of the Planning and Compulsory Purchase Bill, the ability to engage potential partners in debate about future models of operation and the emergence of new initiatives such as the EEDA consultation on Renaissance and Regeneration issues. Some of these matters remain unresolved at the time of writing this report and are identified in the Implementation Plan proposals.

## Recommendations

### 1. Strategic Policy Strand

**Recommendation 1 -** To take the role of strategic lead in the County for Regional and Sub Regional planning work and retain specialist advice /expertise role on key strategic planning issues.

**Recommendation 2 -** Support Joint Working on planning matters with Districts at the Regional level and explore scope for joint working within the County.

The proposed changes to the Planning system remove the statutory responsibility of the County Council to prepare Structure Plans. The decision could, therefore, be taken to withdraw completely from this function.

However, it has become clear through the Review process that such a response is not what is expected by Central Government, it is not supported by other stakeholders and planning authorities in the County, and is not considered to be the way forward by the Member Review Group.

In the absence of the Structure Plan, the recommendation that has emerged from the Review is for the County to lead on Regional and Sub Regional Planning matters. The main stakeholders acknowledge that HCC has a unique body of skills and expertise in strategic planning, and this resource should be retained for the benefit of the County. The core activity of the Structure Plan Team should therefore be refocused to provide leadership on strategic planning matters at the regional and sub regional level. This recommendation is complementary to the proposal on regional transport issues, which is in the response to hypothesis 2.

Under the new planning system, District Councils in the County will have more demands placed upon them, in terms of understanding and interacting with the regional level of planning, as well as more onerous responsibilities in the production of Local Development Documents. There is a professional and political interest in exploring how the best use of resources can be achieved in the County to meet these new demands.

To this end, a programme of discussions will be held during the autumn of 2003, to explore the scope for joint working arrangements on regional planning matters and local planning, which would prove mutually beneficial to all parties. To some extent, this has already started at an informal officer level, with the work being carried out on the production of district level housing figures for RPG 14.

At this stage the shape of this joint working cannot be specified, but the commitment to explore this issue is a key recommendation, which will be implemented over the next six months.

One of the key future roles to be examined through the Review has been the work that is expected to be delivered to support the planning function of EERA. The EERA planning function has been established with minimal central resource, and it relies upon strategic planning authorities contributing significant amounts of officer time. This arrangement has been very informal in the past, although money has been allocated to strategic authorities in recognition of this role.

Partly as a result of the impending changes in the planning system, discussions have taken place to formalise this arrangement through a Service Level Agreement with EERA. Whilst having some concerns about this SLA, the strategic authorities in the Region have accepted it. The review considered whether this role should be continued, and it was concluded that it should, provided that it did not prejudice the position of HCC.

The other major option examined was that of acting as agent for the Regional Assembly, in delivering certain planning support services. This is an idea that has been trailed in the Planning and Compulsory Purchase Bill. It was concluded that if this arrangement is offered it should not be taken up, as it would cause a potential conflict of interest.

## **2. Renaissance Strand**

**Recommendation 3 -** Maintain and develop the role of promoting quality sustainable development in the County

**Recommendation 4 -** Bid to become a Centre of Excellence in Renaissance activities

The Review of this area of activity examined the overall objective of the County Council being involved in influencing the quality of new development in Hertfordshire. This concept was supported by other stakeholders and Local Planning Authorities and there was considerable support from Central Government for a leadership role to be developed.

The work that had so far been undertaken such as the Town Renaissance Campaign and work on the sustainable development guide for the County was supported by local stakeholders and partners. But it was recognised that to be more effective and deliver a change in the quality of new development in the County, a stronger role needs to be developed.

Consideration of the recommended position coincided with work being carried out by EEDA, to examine how a Centre of Excellence in Renaissance issues could be developed in the Region. The Member Review Group and the Stakeholder event both concluded that the County Council should fully explore the option of becoming a Centre of Excellence, with the benefits in terms of status and resources that this could bring. HCC have now expressed their interest in this as part of the submission to EEDA.

The Renaissance strand of the Review is therefore dependent on the outcome of EEDA's decision regarding this bid. If successful, an implementation plan will be drawn up based on the resources made available by EEDA and the brief that will come with this role. If the bid fails, it is suggested that the County Council develops an enhanced service, with an examination of how local partnerships could be developed to enhance and develop the effectiveness of such a function.

### **3. Sustainability Strand**

**Recommendation 5 -** Retain and develop a leadership and expertise role in sustainability and develop sustainability activities at the Regional level for the benefit of the County

**Recommendation 6 -** Develop the Internal and External consultancy and intelligent client role of the Sustainability team on specialist topics.

The review of the county's sustainability function reinforced how important this area of work is, and how it is has become a major consideration in key areas of the County's activities.

The Review confirmed how valued the resource and expertise at county level has been over recent years, in terms of supporting the understanding of sustainability and leading the practical incorporation of it into both HCC and partner organisations operations.

It was however recognised that in order to continue the development of this role, the County had to develop areas of expertise. In order to influence the increasingly important regional level of government, Hertfordshire needed to make itself known for leading and developing sustainability work which was of a wider significance than only to Hertfordshire.

These two potential actions were seen as complementary, in that by leading work at a Regional level, this would enable expertise to be gained, whilst also enabling the County to take advantage of that expertise and resource.

The key output of the recommendation therefore relates to building a regional profile and regional recognition, with key strategic partners, particularly the Regional Sustainable Development Roundtable.

The second major area of the sustainability strand to be examined was the range of activities that have been developed over time, both within HCC and with outside bodies, particularly the Hertfordshire Environmental Forum (HEF), which aim to shape and influence the activities of those organisations to make them more sustainable.

It was recognised that in exploring the development of the sustainability concept, this had led to a wide range of activities being explored or undertaken. It was recognised that in order to remain effective, the work on sustainability had to become more focussed, and the range of activities undertaken should be more clearly defined.

The recommendations therefore point to key concepts to be adopted for both internal and external consultancy works. The first point is that not every aspect of sustainability will be or can be covered in detail, although an overview will be maintained. Also that Hertfordshire's role should concentrate on advising where to find information and facilitating activities. It was

recognised that to live within existing resources, implementation work would have to be carefully limited to the development of best practice and specific case studies.

A final and very important aspect of the recommendation is to recognise that new linkages and partnerships need to be embraced for the sustainability function to remain effective. A prime example of this is making the link to community planning and particularly supporting the development of HEF as a critical element of the strategic community planning process.

## Best Value Review: Transportation Policy

### 1. Background

1.1 The need to review all aspects of strategic transport policy provision has been driven by the outcomes of the initial scoping work for the review. This work involved a series of internal workshops supported by the analysis of data from a variety of externally sources, such as recent MORI surveys, from which the following key themes emerged:

- how the regional framework will affect future policy development at the local authority level
- the need to build upon current and future relationships with district councils and other partnerships if policies are to be delivered efficiently and effectively in the future
- how to address the difficulties for implementation and monitoring, which are often created when transport policies are not always delivered through one “unit”
- a concern that our policies do not translate clearly to the public
- the need to ensure that making decisions are as transparent as possible in order to reassure local people about the integrity and professionalism of the Council
- how to become more assertive about our expectations of other stakeholders involved in policy work

### 2. Hypothesis

2.1. From this initial work it became clear that although the current framework for developing strategic transport policy had many positive attributes, there would still be substantial benefits in reviewing each of the key stages of the process. This would help identify possible improvements to the service and how it could be delivered to our clients in the future. In order to facilitate this exercise, the following hypothesis was proposed for testing:

**If we had a consolidated approach to strategic transport policy for developing, advising promoting, monitoring and reviewing all transport policy we would provide a seamless service to all of our clients.**

2.2. The current framework was subdivided into five key component parts:

- developing
- advising/consulting
- promoting
- monitoring
- reviewing

- 2.3. Working alongside all of the key stakeholder groups, each part was evaluated and scrutinised with the overriding challenge of what changes could be considered which would result in;
- an improved service for departmental, cross departmental and external clients
  - a more comprehensive feedback on the effectiveness of all strategic policies in how they can deliver real change
- 2.4 Other issues addressed in this work included:
- how best to support internal and external stakeholders
  - how best to utilise current information and intelligence
  - how best to use scarce resources
  - how to respond to the future demands of regional government, outcomes of CPA etc.
  - how to provide a “seamless” service to all of our stakeholders
  - how to improve the monitoring and reviewing of current and future transport policies

### **3. Recommendations**

- 3.1. It is clear from the hypothesis testing that much of the work in strategic transport policy has been well received and as such, may not need a “radical” overall of all of it’s key component parts. However, in order to be able to become more proactive, rather than reactive, to the changing local and regional contexts in which we are working, some realignment of the current structure needs to be undertaken.
- 3.2. Improving the communication links across all stakeholder groups and interested parties has consistently been identified as a key issue throughout the hypothesis testing process. The key elements of which are:
- How best to maintain and strengthen the links between all of the key areas
  - How best to improve the work relating to reviewing transport policies developed by the County Council.
  - How to maintain and improve the links with the land use planning and transport policy work at district level
  - How best to develop the links into the Regional Transport Strategy (RTS) and Regional Spatial Strategies (RSS)

These issues, coupled with the overwhelming demand for all strategic policies to have a more transparent and consistent process for “reviewing” both their implementation and effectiveness, has lead to the following recommendations.

- 3.3. **Recommendation 7 – To revisit all of the terms of reference for current external stakeholder groups with a view to broadening**

**and strengthening some of these terms.** This would then facilitate further links into the reviews of transport, the development of Local Development Frameworks, Community Planning and other transport issues outside of the county boundary.

- 3.4. **Recommendation 8 – To closely integrate the work of all staff in this area.** No structural change is required here, but changes to working practices will be required.
- 3.5 **Recommendation 9 – To establish a cross service group for strategic transport policy.** This would report every six months through the Performance and Planning Group and therefore ensure that the strategic transport policies would be linked across the county council.
- 3.6 **Recommendation 10 – To strengthen the strategic lead on regional transport work.** This would support the emerging transport activities at a regional level and link to the development of regional and sub-regional spatial strategies.
- 3.7 **Recommendation 11 – To strengthen and improve the management information systems used to maintain and develop evidence-based policy.** This will include embracing the new approach to managing our transportation assets to further the objectives of the authority.
- 3.8 The implementation plan for all of these recommendations is attached to this report.

## IMPLEMENTATION PLAN

Key Milestones	When	Reporting responsibility	Cost/Saving	Outcome Indicators
<b><u>GENERAL</u></b>				
<b>Recommendation: Examine Internal Reorganisation</b>				
• Review structure of Forward Planning Unit	04.04	Jon Tiley	Within existing resources	New structure in place for new municipal year.  Fully revised PADS for the Unit together with short and long term training plan  Agreed communications strategy
• Carry out audit of skills for new roles and responsibilities and develop long terms training programme	2004/05	Jon Tiley		
• Establish Communications strategy to engage/inform stakeholders in new Agenda for Unit	04.04	Jon Tiley		
<b>Recommendation: Examine external Implications</b>				
• Review service procurement – both as client and provider	04.04	Jon Tiley	Within existing resources	Revise set of SLA's.  Establishment of new joint working liaison structures
• Work through implications of new roles with providers	2004/05	Jon Tiley		

Key Milestones	When	Reporting responsibility	Cost/ Saving	Outcome Indicators
<b><u>STRATEGIC POLICY</u></b>				
<b>Recommendation 1: To take the role of strategic lead in the County for Regional and Sub Regional planning work and retain specialist strategic advice/expertise</b>				
• Establishment of new strategic planning policy team	04.04	Jon Tiley	Within existing resources	New team in place to respond to regional/sub regional planning agenda
• Develop service plan for core activities of team focussed on revised agenda of regional and sub regional planning	04.04	Jon Tiley		
• Retention of specialist aviation advice	Ongoing	Jon Tiley		
• Review other specialist requirements for strategic policy team	04.04	Jon Tiley		
• Continue full participation in Regional Planning process	Ongoing	Jon Tiley		
• Appoint to regional planning post funded through SLA	Autumn 03	Jon Tiley		
<b>Recommendation 2: Support Joint working on planning matters with Districts at Regional level and explore scope for joint working within the County</b>				
• Explore protocol with Districts for joint working at officer and member level	Autumn/ Winter 03	Jon Tiley	Joint arrangements will have additional cost implications. Additional servicing costs to be met by partner subscriptions	Joint working protocol in place.  Joint working on regional matters commenced
• Pilot new joint working arrangements	04.04	Jon Tiley		
• Review new joint working relationships	04.05	Jon Tiley		

Key Milestones	When	Reporting responsibility	Cost/ Saving	Outcome Indicators
<b><u>RENAISSANCE</u></b>				
<b>Recommendation 3: Maintain and develop role for promoting quality sustainable development in the County</b>				
• Draw up Renaissance Team service plan	04.04	Project Team/Anne Fisher	Potential additional cost if not partnership funding from regional level	Enhanced quality of new development in the County. Enhanced support services to Districts and other stakeholders
• Establish Team	04.04	Anne Fisher		
• Establish new linkages and partnerships	2004/05	Anne Fisher		
• Roll out implementation of Sustainable development guide	2004/05	Project Team		
• Implement selection of Case Studies/ Good Practice examples/ Renaissance initiatives	2004/05/06	Project Team		
• Review activities against targets	04.06	Anne Fisher		
<b>Recommendation 4: Bid for Centre of Excellence in Renaissance activities</b>				
• Respond to EEDA Consultation document	08.03	Project Team/Anne Fisher	Potential non-cashable savings through enhanced service level delivery, part funded through EEDA. Also potential for joint funding activities with Districts	If successful, establishment of a Regional Centre of Excellence or satellite facility
• Lobby EEDA	09.03	Project Team/Anne Fisher		
• Explore potential partnership arrangements with Districts	Autumn/ Winter 03	Project Team/Anne Fisher		
• Build potential partnership arrangements with CABE, academic institutions	Autumn/ Winter 03	Project Team		

Key Milestones	When	Reporting responsibility	Cost/ Saving	Outcome Indicators
<p><b><u>SUSTAINABILITY</u></b></p> <p><b>Recommendation 5: Retain and develop leadership and expertise role in sustainability and develop sustainability activities at the Regional level for the benefit of the County</b></p>				
<ul style="list-style-type: none"> <li>Build new links to regional partners – Sustainable Development Roundtable; GOEE; EERA; EEDA</li> </ul>	2004/05	Jon Tiley/John Rumble	Within existing resources	Development of new linkages and partnership arrangements on sustainability issues.
<ul style="list-style-type: none"> <li>Develop programme for raising profile and expertise at Regional level</li> </ul>	04.04	Jon Tiley/John Rumble	Potential non cashable savings through leverage of external funding for specific projects and initiatives	Development and enhancement of new areas of expertise.
<ul style="list-style-type: none"> <li>Review programme of regional linkages and engagement</li> </ul>	04.06	Jon Tiley/John Rumble		
<ul style="list-style-type: none"> <li>Develop links between HEF and Herts Together, to facilitate engagement with community planning and establish lead organisation on sustainability</li> </ul>	2004/05	John Rumble/Anne Fisher		
<ul style="list-style-type: none"> <li>Develop further partnerships to improve representation and broaden base</li> </ul>	2004/05	John Rumble		

Key Milestones	When	Reporting Responsibility	Cost/ Saving	Outcome Indicators
<b>Recommendation 6: Develop the internal and external consultancy and intelligent client role of the Sustainability Team on selected topics</b>				
<ul style="list-style-type: none"> <li>Draw up programme to Improve internal linkages within the Department and the Authority</li> </ul>	2004/05	Jon Tiley/John Rumble	Within existing resources	Clear establishment of consultancy role on key subject areas
<ul style="list-style-type: none"> <li>Maintain and develop appraisal expertise for Department</li> </ul>	ongoing	John Rumble		
<ul style="list-style-type: none"> <li>Develop expertise to advise on Strategic Environmental Assessment</li> </ul>	2004/05	John Rumble		
<ul style="list-style-type: none"> <li>Maintain expertise to support and manage Departmental EMS system</li> </ul>	ongoing	Siân Treasure		
<ul style="list-style-type: none"> <li>Review implementation of programme</li> </ul>	04.06	Jon Tiley/John Rumble		
<b>Recommendation 7: To revisit all of the terms of reference for current external stakeholder groups</b>				
<ul style="list-style-type: none"> <li>Prepare and consult with three key groups on proposed changes</li> <li>Review and adjust changes</li> <li>Confirm changes with groups</li> <li>Endorse changes through Transport Panel</li> </ul>	01.04 03.04 04.04 06.04	David Humby  Transport Panel	Within the existing resources	Agreed set of terms of reference that feed into the APR and LTP 2 process

Key Milestones	When	Reporting Responsibility	Cost/Saving	Outcome Indicators
<p><b>Recommendation 8: To closely integrate the work of all staff in this area</b></p>				
<ul style="list-style-type: none"> <li>• Consultation with internal senior officers</li> <li>• Testing of the models established for reviewing strategic transport policy with senior managers</li> <li>• Finalise model and reporting mechanisms</li> <li>• Begin initial review of selected policy(s)</li> <li>• Report back through Transport Panel and included in APR</li> </ul>	<p>09/2003 12.2003 01/2004 03/2004</p>	<p>David Humby</p>	<p>Within existing resources.</p>	<p>Group actively reporting back annually through relevant channels the outputs of their work.</p>
<p><b>Recommendation 9: To establish a cross service group for strategic transport policy</b></p>				
<ul style="list-style-type: none"> <li>• Prepare proposal</li> <li>• Gain agreement from PPG</li> <li>• Establish first meeting of key officers</li> <li>• Ensure issues are addressed in Departmental Business Plans</li> </ul>	<p>01/2004 01/2004 03/2004 Annually</p>	<p>David Humby/ Anne Fisher PPG Anne Fisher PPG</p>	<p>Potential non cashable savings due to an increase in delivering a more systematic review and monitoring of policies</p>	<p>Group established and outcomes actively reported back through the Performance and Planning Group (PPG) for consideration by Transport Panel</p>

Key Milestones	When	Reporting Responsibility	Cost/Saving	Outcome Indicators
<b>Recommendation 10 : To strengthen the strategic lead on regional transport work</b>				
<ul style="list-style-type: none"> <li>Develop work programme for core activities related to emerging regional strategies</li> <li>Report on regional issues through panels and executive member</li> </ul>	01/2004  As appropriate	David Humby  Transport Panel Regional Issues Panel	Within existing resources	Work programme included in 2004/5 Unit Service Plan
<b>Recommendation 11: To strengthen and improve the management information systems used to maintain and develop evidence-based policy</b>				
<ul style="list-style-type: none"> <li>Undertake audit for current information systems</li> <li>Identify SLA changes required</li> <li>Run Pilot Programme</li> </ul>	12/2003  03/2004  04/2004	Dave Humby Terry Fox  Mouchel/ Herts Highways	Officer time plus adjustments to SLA's	A Pilot Programme in place for financial year 2004/05