

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL

REPORT TO: Planning Portfolio Holder

8 March 2011

AUTHOR/S: Executive Director (Operational Services) / Corporate Manager (Planning and New Communities)

CAMBRIDGESHIRE LOCAL TRANSPORT PLAN 3

Purpose

1. The purpose of the report is to endorse the approach being taken by the County Council in its review of the Local Transport Plan (LTP) and to approve the District Council's statement for inclusion within LTP3.
2. This is a key decision because:
 - it is likely to be significant in terms of its effects on communities living or working in an area of the District comprising two or more wards (affecting all wards).
 - it raises new issues of policy, or is made in the course of developing proposals to amend the policy framework, or is a decision taken under powers delegated by the Council to amend an aspect of the policy framework.and it was first published in the December 2010 Forward Plan.

Recommendations

3. The Portfolio Holder is recommended:
 - (a) To support the emerging Local Transport Plan 3.
 - (b) To endorse the District Statement for inclusion within LTP3 (attached at Appendix 3).

Executive Summary

4. The County Council is required by the Transport Act 2000 and the Local Transport Act 2008 to produce a third Local Transport Plan (LTP3) for the period from April 2011. LTP3 attempts to find a balance between realism over the funding position, the need to have a vision for the future and the need for strategies and programmes against which developer funding can be negotiated and bids for funding from sources can be made. The support of the District Council is crucial in bidding for and achieving adequate funding for transport infrastructure investment. The District Statement, which will be included within LTP3, outlines the Council's support for the LTP and key issues and priorities for the Council.

Background

5. The County Council is required by the Transport Act 2000 and the Local Transport Act 2008 to produce a third Local Transport Plan (LTP3) for the period from April 2011. The coalition government has confirmed their continued commitment to the role of LTPs as a key tool in delivering transport investment and services at the local level.
6. The LTP3 guidance allows more flexibility to develop plans that focus on local circumstance. Unlike previous LTP, there will no longer be national review of plan quality and content, and the requirement to review and replace plans in a five year cycle has been replaced by a requirement to keep the plan current. LTP3 seeks to take advantage of this flexibility and local focus in a number of ways, including:
 - Separating the Strategy and the Implementation Plan into separate documents.

- Having a longer timeframe for the Strategy, initially from 2011 - 2026.
 - Having a shorter term detailed Implementation Plan which will be reviewed annually and look 2-3 years ahead.
 - Taking a modular approach to LTP3, with the intent that individual sections will be updated in timescales that fit with other local plans, policies and processes.
7. The Draft LTP3 Policies and Strategy document and Implementation Plan can be viewed on the County Council's website at:
<http://www.cambridgeshire.gov.uk/transport/strategies/local/>

Local Transport White Paper

8. In January 2011 the Government published its Local Transport White Paper: Creating Growth, Cutting Carbon - Making Sustainable Transport Happen, together with guidance on bidding for Local Sustainable Transport Funding. LTP3 is consistent with the White Paper, focussing on delivering economic growth whilst being greener, safer and improving quality of life in local communities. This means focussing on implementing packages of local solutions enabling people to make sustainable transport choices.

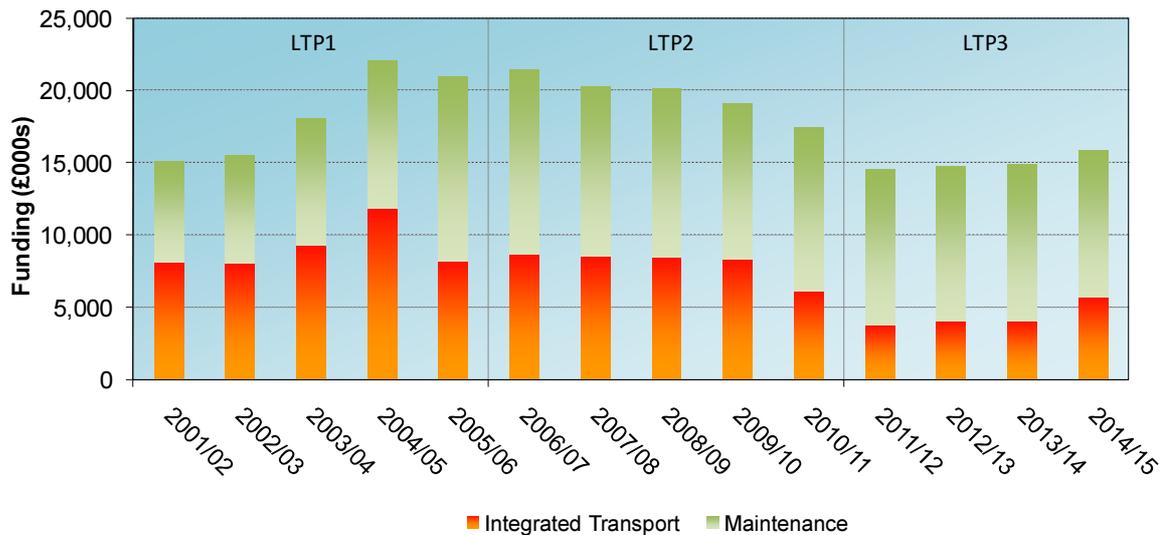
Funding

9. There are very challenging times ahead in terms of financial restraint. Funding from Government for transport is allocated to local transport authorities from five sources. These are:
- **Integrated Transport Block.**
 - **Maintenance Block.**
 - **Major Schemes Pot.**
 - **Sustainable Transport Fund.** A new funding pot that has been established by Government with a total of £560 million capital and revenue funding available across England in the four years from 2011/12.
 - **Regional Growth Fund.** Another new funding pot that has been established by Government with a total of £1.4 billion capital and revenue funding is available across England in the three years from 2011/12.
10. The capital grants from Government for **Integrated Transport** (used primarily for relatively small scale physical improvements to local transport networks) and **Maintenance** (major maintenance works to the transport network, including major resurfacing, maintenance or replacement of bridges, tunnels and other highway structures) for 2011/12 and 2012/13 and indicative funding for 2013/14 and 2014/15 were published on 13 December, as detailed in Figures 1 and 2.

Figure 1 Capital grants for LTP3

Programme Area	Av. LTP2 funding 2006/07 – 10/11	LTP3 funding		Indicative funding		Av. cut from LTP2
		2011/12	2012/13	2013/14	2014/15	
Integrated Transport	£8.431M	£3.805M	£4.059M	£4.059M	£5.707M	-48%
Maintenance	£11.658M	£10.712M	£10.695M	£10.801M	£10.104M	-9%
Total	£20.089M	£14.517M	£14.754M	£14.860M	£15.811M	-25%

Figure 2 Capital funding from Government for LTP1, LTP2 and LTP3



11. In October 2010, the Government announced the **Major Schemes** (local schemes of total cost greater than £5 million) it will support or consider for funding in the next four years. In Cambridgeshire, there were no schemes on these lists. There is therefore no scope to fund priority projects such as Chesterton Interchange or the Ely Southern Link Road from this source prior to 2015/16.
12. Although the County Council and its partners are likely to bid for funding from The Regional Growth Fund and Local Sustainable Transport Fund, they cannot be relied upon to supplement the reduced core budgets.
13. There are a number of further sources of funding raised locally that are used to undertake maintenance or improvement of the transport network, including:
 - **County Council revenue funding.** Used for management and maintenance of the local transport network; including pothole filling, winter maintenance, road safety education and maintenance of traffic signals and street lighting.
 - **County Council capital funding.** Used to supplement government funding in the Integrated Transport and Maintenance Block programmes.
 - **District Council and Parish Council funding / contributions towards schemes.** Contributions towards the delivery of transport infrastructure and services that help deliver local priorities in their areas.
 - **Developer funding.** Funding negotiated from developers towards schemes to mitigate against the impact of development proposals on the transport network.
 - **Grant funding from other sources.** Possible sources include European funding, funding from government departments other than the Department for Transport, and funding from local stakeholders.

14. The LTP3 Policies and Strategy document therefore attempts to find a balance between realism over the funding position, the need to have a vision for the future and the need for strategies and programmes against which developer funding can be negotiated and bids for funding from sources such as the Local Sustainable Transport Fund and the Regional Growth Fund can be made.

Process to develop the draft strategy

15. The Strategy to 2026 has been developed following public and stakeholder consultation which took place from January to July 2010. Strong partnership working has been integral to the formulation of the consultation materials and development of the draft Strategy. The Cambridgeshire district councils have contributed to the production of the strategy by means of a joint officer steering group.

LTP3 Objectives

16. The objectives of the LTP are the County Council's five strategic objectives and reflect the national policy position by placing a focus on tackling carbon emissions and growing the economy. They are also broadly similar to the Council's own aims and objectives and are listed below:
 1. Enabling people to thrive, achieve their potential & improve their quality of life.
 2. Supporting & protecting vulnerable people.
 3. Managing & delivering the growth & development of Cambridgeshire's communities.
 4. Promoting improved skills levels and economic prosperity across the county, helping people into jobs and encouraging enterprise.
 5. Tackling climate change.

LTP3 Challenges

17. The Strategy is based on the need to address eight key transport challenges. These challenges, set out below, have been identified through public and stakeholder consultation, local and national research, including drawing on census data, transport modelling data and environmental data. They are:
 - Reducing the length of the commute and the need to travel by private car.
 - Influencing national and local decisions on land-use and transport planning that impact on routes through Cambridgeshire.
 - Improving the reliability of journey times by managing demand for road space and maximising the capacity and efficiency of the existing network.
 - Making sustainable modes of transport a viable and attractive alternative to the private car.
 - Future-proofing our maintenance strategy and new transport infrastructure to cope with the effects of climate change.
 - Ensuring people – especially those at particular risk of social exclusion – can access the services they need within reasonable time, cost and effort wherever they live in the county.
 - Addressing the main causes of road accidents in Cambridgeshire.
 - Protecting and enhancing the natural environment by minimising the environmental impact of transport.

18. Although LTP3 sets out measures for addressing the above challenges on a countywide basis, as a modular plan it will comprise a suite of documents and in due course will also include:
- **Cambridge Area Transport Strategy (CATS)** will set out how additional growth planned for the city and surrounding area will be accommodated and the transport improvements needed. It will also be an important mechanism for securing funding towards transport improvements (and will replace the current Cambridge Corridor Area Transport Plans).
 - **Market Town Transport Strategies (MTTS)** consider in detail the transport needs of each particular town and set out a programme of measures to encourage use of more environmentally sustainable transport and improve safety over the longer term. Like CATS, they will also be used to help secure funding.
 - **Rural Transport Strategy (RTS)** a strategy for the rural areas of the county.
19. The development of CATS (currently underway) and the RTS will be of particular interest to South Cambs, and Members and officers will be closely involved in their development. It will be important to ensure packages of measures that will, in combination, meet the plan objectives and have the best chance of meeting the bidding criteria for Government funding.
20. The Cambridgeshire Councils are currently working together to draw up a proposal to bid for Local Sustainable Transport Fund monies, which is likely to include a proposal to expand and co-ordinate community transport services across the county in the wake of the proposed withdrawal of bus service subsidies.

District Statement

21. The District Council needs to submit a short statement to be incorporated into the LTP which sets out the Council's transport priorities and key issues for South Cambridgeshire. Support of the District Councils as major partners in the LTP process has been a major factor in securing improved funding for transport infrastructure for the area in recent years. One of the bidding criteria for future funding is local support and partnership working. A draft Statement for South Cambridgeshire is attached at Appendix 2 for endorsement.

Next Steps

22. The final LTP3 will be submitted to Government by the end of March 2011. Although the Government is stepping back from monitoring, national guidance makes it clear that local authorities should continually look to improve their own performance. Authorities are accountable to their communities rather than to the DfT for both the quality of the transport strategies prepared and for ensuring effective delivery. Performance monitoring should be an integral part of managing the LTP programme therefore the Implementation Plan will be reviewed on an annual basis, although looking ahead 2-3 years.

Implications

23. Financial	There are no direct financial implications for the Council. However, LTP3 sets out strategies and programmes against which developer funding can be negotiated and bids made for funding from other sources, therefore there is a need for the Council to work in partnership with the County Council to achieve positive outcomes as funding opportunities arise.
Legal	None.
Staffing	Within existing staff resources.

Risk Management	The lower level of funding present challenges to the delivery of the strategies and programmes.
Equality and Diversity	LTP3 has been subject to an Equality Impact Assessment.
Equality Impact Assessment completed	Yes http://www.cambridgeshire.gov.uk/transport/strategies/local/ The EqlA has been shown to have a neutral and / or positive impact on Equal Opportunities.
Climate Change	LTP3 is important for the delivery of sustainable transport, with resultant climate change benefits.

Consultations

24. Cambridgeshire County Council undertook stakeholder and public consultation in Spring 2010 prior to the preparation of the Strategy document. The Strategy has also been developed in partnership with the District Councils.
25. Internal officer consultation has been undertaken on the draft Strategy and in the preparation of the District Statement. An early draft of LTP3 and District Statement has also been shared with the New Communities and Planning Portfolio Holders and the Member Champion for Children and Young People.

Effect on Strategic Aims

26. **We are committed to being a listening Council, providing first class services accessible to all:** The stakeholder and public consultation in Spring 2010 has enabled the Councils to receive comments prior to the preparation of the strategy.
27. **We are committed to ensuring that South Cambridgeshire continues to be a safe and healthy place for you and your family:** LTP3 sets out a broad range strategies and programmes for the delivery of sustainable transport accessible to all, and maintenance of the existing network.
28. **We are committed to making South Cambridgeshire a place in which residents can feel proud to live:** LTP3 sets out a broad range strategies and programmes for the delivery of sustainable transport accessible to all, and maintenance of the existing network.
29. **We are committed to assisting provision of local jobs for you and your family:** LTP3 will ensure adequate infrastructure is in place to accommodate further development.
30. **We are committed to providing a voice for rural life:** The stakeholder and public consultation in Spring 2010 has enabled the Councils to receive comments prior to the preparation of the strategy.

Conclusions / Summary

31. The LTP has been reviewed and will be submitted to Government at the end of March. LTP3 attempts to find a balance between realism over the funding position, the need to have a vision for the future and the need for strategies and programmes against which developer funding can be negotiated and bids for funding from sources such as the Sustainable Transport Fund and Regional Growth Fund can be made. The support of the District Council is crucial in bidding for and achieving adequate funding for transport infrastructure investment. The District Statement outlines the Council's support for the LTP and key issues and priorities for the Council.

Background Papers: the following background papers were used in the preparation of this report:

Cambridgeshire Local Transport Plan 2011-2026 Policies and Strategy
Cambridgeshire Local Transport Plan 2011-2026 Implementation Plan

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Appendices:

1. Executive Summary for Local Transport Plan 3 (Policies and Strategy)
2. Executive Summary for Local Transport Plan 3 (Implementation Plan)
3. District Statement

Appendix 1

LTP3 Policies and Strategy Executive Summary

This is Cambridgeshire's Third Local Transport Plan (also referred to as this LTP, LTP3 and the Plan) and covers the period 2011-2026.

The Plan is split in to two main parts; this first part is the Policies and Strategy, which sets out the Plan's objectives, problems and challenges and the strategy to meet the challenges.

The second part is the Implementation Plan, which is essentially a business plan detailing how we will deliver the LTP3 Strategy. It details our programmes for the delivery of transport improvements to the networks managed by the County Council, and also for the day-to-day management and maintenance of the network. It sets out the schemes and measures we expect to deliver in the first year of the Plan in detail, and sets out the processes by which future years' programmes will be developed. It also details the indicators and targets we will use to monitor our performance.

The LTP demonstrates how our policies and plans for transport will contribute towards the County Council's vision – Creating communities where people want to live and work: now and in the future. While we must have a vision for the future, we must also be realistic and recognise that we do not have the resources to deliver all of the measures we would wish to over the lifetime of the Plan. Indeed, given the current economic climate, our ability to implement schemes in the short-term may be particularly limited, although we will try and be innovative in the way that we use funds that are available. In this respect, it is important that the LTP sets the policy framework that leaves us well prepared to take advantage of opportunities that may occur to bring in additional or alternative funding and resources.

As a flexible and dynamic document, the LTP Policies and Strategy document will be updated to reflect changes in the wider local and national policy context, council priorities and local consultation as and when needed. The Implementation Plan will be updated on an annual basis. As with our previous Plans, this LTP3 has been produced in partnership with Cambridge City Council and the district councils of East Cambridgeshire, Fenland, Huntingdonshire and South Cambridgeshire. We have had a strong working relationship for many years and have been very successful in bringing together the planning and transport responsibilities of these authorities, to ensure an integrated approach to the challenges.

LTP3 seeks to address existing transport challenges as well as setting out the policies and strategies to ensure that planned large-scale development can take place in the county in a sustainable way. In addition to working with Cambridge City and the District Councils, our Policies and Strategy and Implementation Plan documents have also been informed by public and stakeholder consultation, so that these documents reflect local people's views and concerns. This LTP has been produced during a period of significant change, particularly in terms of the regional planning framework and tough financial climate. However, the County Council is committed to its overarching vision – Creating communities where people want to live and work: now and in the future.

Funding

In the short to medium term our ability to deliver transport improvements in Cambridgeshire will be limited compared to previous years. For Integrated Transport we have £3.805 million for 2011/12 compared to £8.4 million on average in the previous five years. For maintenance we £10.695 million compared to £11.658 million on average in the previous five years. This means that we will not be able to implement large-scale transport schemes such as new roads, public transport improvements or road safety initiatives. In addition, there will be less money for road maintenance.

We will endeavour to secure additional funding through bidding opportunities such as the Regional Growth Fund and the [Local Sustainable Transport Fund](#). Through the fund £560million will be available to the fund for the 4-year period to 2014-15 and will comprise both revenue and capital

funding. The first round of bids must be submitted by 18th April 2011, authorities can bid for up to £5 million. Bids for packages of measures up to £50 million will be short listed in July 2011.

Objectives and challenges

The County Council's priorities are set out below. These reflect the most important things we will do as a Council.

- Supporting and protecting people when they need it most
- Helping people to live independent and healthy lives in their communities
- Developing our local economy for the benefit of all

The LTP will contribute towards the Council's overall priorities, while also focusing on five LTP objectives set out below.

1. Enabling people to thrive, achieve their potential and improve quality of life
2. Supporting and protecting vulnerable people
3. Managing and delivering the growth and development of sustainable communities
4. Promoting improved skills levels and economic prosperity across the county, helping people into jobs and encouraging enterprise
5. Meeting the challenges of climate change and enhancing the natural environment

In response to Government's priorities – the economy and climate change – and the views expressed locally in our public and stakeholder consultation, all these objectives are important and the strategy will enable economic growth and tackle climate change.

Key among the issues affecting Cambridgeshire is the large-scale growth planned across the county, with the associated pressure on the transport network and the environment, and the risks of increased congestion and carbon dioxide emissions and worsening air quality. In parallel, many rural areas of the county continue to suffer from poor access to key services and leisure facilities and the risk of social exclusion.

We have translated the issues and problems related to each of the objectives, into a set of eight challenges for transport, under which, we have set out our strategy for addressing them. The challenges and summarised strategies are:

Challenge 1: Improving the reliability of journey times by managing demand for road space and maximising the capacity and efficiency of the existing network

We will continue to investigate the potential to manage demand using the experience we have already gained within the county where this can help to improve conditions for sustainable modes of transport and maximising the capacity of the network. Furthermore, we will support measures which encourage the transfer of more freight onto rail and continue to work with freight operators to promote the use of the most appropriate routes for road freight, particularly where that is passing through the county.

Challenge 2: Reducing the length of the commute and the need to travel by private car

Our transport strategy supports the development strategy for Cambridgeshire by aiming to reduce the need to travel and by providing sustainable travel options for new developments. We will focus on securing school, workplace and residential travel plans and support and encourage employers to adopt smarter choices measures to help reduce the need to travel. We will also support and

encourage journey planning tools to improve information available for journeys by sustainable modes.

Challenge 3: Making sustainable modes of transport a viable and attractive alternative to the private car

Countywide, we will continue to push forward in making sustainable modes of transport more attractive by continuing to develop sustainable networks for walking and cycling, making it easier for people to change between modes of transport and working with bus operators to provide high quality bus services. In addition, our aim is to improve the environment and safety for pedestrians, cyclists and public transport users, in accordance with our user hierarchy and focus on raising awareness of the transport choices available, including the health and environmental benefits of cycling and walking. This will include work with local planning authorities to ensure provision for sustainable modes that form an integral part of new developments.

Challenge 4: Future-proofing our maintenance strategy and new transport infrastructure to cope with the effects of climate change

To address these issues our strategy will use a risk management approach to help determine priority areas for adapting to climate change. We have developed an adaptation action plan to set out how we will meet our objectives. We will take account of the projected impacts of climate change at the scheme design stage, make use of emerging technologies as they become available and build new infrastructure to the latest standards for withstanding the impacts of climate change.

Challenge 5: Ensuring people – especially those at risk of social exclusion – can access the services they need within reasonable time, cost and effort wherever they live in the county

Our strategy focuses on access to key services for our communities to the nearest main service centre, e.g. large village or market town. We will consider the whole journey, including the interaction between different modes of transport and aiming to provide suitable transport provision for necessary journeys, whilst also recognising the importance of car borne access in many of our rural areas. We will continue to support the development and work of community transport schemes as well as investigating alternative forms of public transport where traditional bus services do not meet community needs. This will include work with service providers to be innovative in the way services are delivered locally recognising that it is not simply about providing a transport service but as much about where and how the service is provided based on need.

Challenge 6: Addressing the main causes of road accidents in Cambridgeshire

To continue to reduce casualties our strategy will focus on education, training and publicity to improve road user behaviour, particularly targeting young drivers and riders, users of rural roads and children. In addition, we will progress our programme of measures aimed at reducing casualties at accident cluster sites that will give the highest casualty reduction and work with the police and other agencies through the Cambridgeshire and Peterborough Road Safety Partnership.

Challenge 7: Protecting and enhancing the natural environment by minimising the environmental impact of transport

Our strategy to protect and enhance the environment will focus on working with the district councils to reduce levels of air pollution in order to meet national objectives. This will be achieved through managing and reducing vehicle emissions and encouraging increased usage of sustainable modes of transport. Additional demand management measures will also be investigated where appropriate in order to manage car use and we will investigate the use of new technologies as they become available. Environmental issues such as protecting biodiversity and impacts on the landscape will be considered at the design stage of transport projects and we will support the provision of green infrastructure. Furthermore, we will reduce carbon dioxide emissions through a programme of smarter choices measures, improvements to sustainable travel options and the management of car use.

Challenge 8: Influencing national and local decisions on land-use and transport planning that impact on routes through Cambridgeshire

We will reflect national policies in our local plans, policies and strategies and continue to lobby for rail improvements as well as improvements to the trunk road network, including the A14. While aiming to address all the challenges we have identified, the main focus of our strategy will be on measures and initiatives that maintain and enhance the economy and also those that tackle climate change. This reflects both the outcomes from public and stakeholder consultation as well as the direction of national transport policy. The strategy recognises the tensions between enabling economic growth and tackling climate change, and will aim to balance the two objectives.

Monitoring and performance

Monitoring the effectiveness of our Policies and Strategy document and Implementation Plan is a key part of our LTP. We want to ensure that the delivery of our Plan is as effective as possible and is providing value for money, and therefore have a robust monitoring framework of indicators and targets to check our progress towards delivering our strategy and achieving our objectives. The indicators we have chosen reflect the issues which are most important to Cambridgeshire while at the same time enabling us to compare our progress against other local authorities in the country.

Conclusion

Our LTP3 Policies and Strategy document and Implementation Plan set out how we will help to address existing transport related problems and meet the transport needs of the large-scale development planned for the county. It is important that our strategy provides the right balance between being aspirational, and outlining what we want to achieve against a backdrop, in the shorter term at least, of significantly less funding than during previous LTP periods whilst still being able to respond to the changing environment as and when needed.

As such, our LTP3 is a flexible and dynamic suite of documents which will respond to the changing environment, as and when needed. This LTP aims to provide maximum value for money through close partnership working, by closely integrating our Policies and Strategy document and Implementation Plan and by monitoring our performance against indicators relevant to local communities.

LTP3 Implementation Plan Executive Summary

This Implementation Plan is the second of the two core documents in the suite of documents that make up the Third Cambridgeshire Local Transport Plan (LTP3). It shows how the Implementation Plan fits in with and draws from the LTP Policies and Strategy, and from policy guidance, key objectives and more detailed local strategies.

As the mechanism for managing our delivery of the whole LTP, the Implementation Plan is essentially a business plan detailing how we will deliver the LTP Policies and Strategy. It details our programmes for the delivery of transport improvements to the networks managed by the County Council, and also for the day-to-day management and maintenance of the network. It sets out the schemes and measures we expect to deliver over the first year of the plan in detail, and sets out the processes by which future years' programmes will be developed.

The Transport Capital Programme for 2011/12 focuses on the delivery of improvements to the transport network in Cambridgeshire, and the undertaking of major maintenance schemes. The types of measures that are funded from this programme include:

- Traffic calming schemes
- Pedestrian crossings
- Major road maintenance and structural maintenance schemes
- Cycleway schemes
- Junction improvements
- Major schemes (e.g. Guided Busway, Papworth Everard Bypass)

The Transport Revenue Programme for 2011/12 focuses on the day-to-day management and maintenance of the local transport network in Cambridgeshire. The types of measures that are funded from this programme include:

- Routine ongoing minor maintenance (e.g. pothole filling, gully emptying, grass cutting)
- Road safety education
- Winter maintenance
- Travel planning with schools and businesses
- Supported bus services / concessionary bus fares
- School crossing patrols

Funding levels for at least the first four years of this plan will be extremely challenging, with cuts to core funding of around 25% from levels seen over the period of the second Cambridgeshire Local Transport Plan (LTP2). Revenue funding for transport will also reduce over the Plan period. There are new opportunities such as the Regional Growth Fund and the Sustainable Transport Fund, but these are bidding funds, and cannot be relied upon to supplement our reduced core budgets.

The significant challenges that the current funding environment brings therefore requires the County Council and its partners to review not only the scope of the programmes that can be delivered, but also the organisational structures that deliver them.

We have therefore set out the process which we will undertake through 2011 to develop the detailed programme for 2012/13 onwards. A detailed programme looking a year ahead will be maintained, along with a less detailed programme setting out the expected expenditure in programme areas of the following 3-4 years. Both will be updated on an annual basis, to ensure that the Implementation Plan remains aligned with our District Councils' Local Development Frameworks (LDFs) and the needs of partner delivery agencies, local stakeholders and the public.

The 2011/12 programme addresses the views of stakeholders and communities by reflecting their views on our LTP objectives and priority areas. For future years, work will be undertaken in 2011 to consider areas or programmes where decision making on priorities and schemes can be devolved to a more local level, but also to identify those areas where it will remain critical to maintain the strategic overview needed to ensure the safe and effective operation of the transport network.

Figure 0.1 The Local Transport Plan suite of documents within local and national guidance



Effective programme management and monitoring of performance is essential if the best possible outcomes are to be achieved from available resources, particularly in times when funding and resources are reducing. Cambridgeshire County Council seeks to ensure that the management of its transport programmes is effective and appropriate, and is accountable to Members of the Council, the Council's partners and the wider community in Cambridgeshire.

