

**The South East England Regional Assembly
Accessibility and mobility management**

A long term action plan

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Introduction

1. Addison & Associates have been commissioned by the Regional Assembly to prepare a long term programme for delivering the changes in travel behaviour that are critical to deliver the South East Plan. The particular focus of this report is therefore on the area of managing demand for movement, whilst providing improved accessibility to vital services. It follows on from the Implementation Report prepared previously by officers on transport as part of the SE Plan and suggests an action plan. The action plan proposed is for a period of up to three years, but will need to be reviewed and rolled forward on an annual basis and in the light of experience, outcomes achieved and changing circumstances.
2. The region is diverse – embracing some quite remote rural areas (in the context of the South East), densely developed urban areas and a wide variety of different settlements in between. It also includes areas of wealth and others with significant levels of deprivation again both urban and rural. Changing travel patterns and behaviour across an area with such diversity is therefore a complex challenge and will require a variety of actions in order to be effective.
3. The programme needs to consider how the behaviours of individuals, communities, organisations and government can be affected. Managing the demand for movement is likely to result in some journeys being more costly or less convenient. These changes will not be experienced equally but will be the only way of achieving the wider benefits for the community as a whole. Securing widespread public and political support for such change is therefore challenging.
4. Changes in behaviour are not only needed in relation to transport. They will also be required across other activities – such as waste management and energy use – if the region is to become more sustainable in the future. It is our view that the methodology and proposals that are set out in relation to transport in this proposed programme will be capable of being adapted to encourage behaviour change in these other fields. The magnitude of change that is likely to be required in relation to transport demand and its management needs to mirror that which began to take place with recycling some years ago. Activities that were considered “fringe” a decade ago are now being built into the everyday lives of large sections of the population.
5. Given the research that we have undertaken for this project and the diversity referred to above, we believe that the approach the Regional Assembly should pursue to deliver behavioural change should take the form of a “Lego” kit. This would enable a series of building blocks of different forms to be put together in a

myriad of different ways to reflect the unique circumstances of different parts of the region.

Context

6. The South East Plan is seeking to balance economic and housing growth within the environmental constraints of the region. The government continues to emphasise the need to deliver new housing development in the South East to support the UK's economy. In the past it would have been assumed that growth would generate the need for additional transport infrastructure and much of this would be provided by the public sector and be road based. Even with significant investment by the private sector solutions based on provision of infrastructure alone are increasingly not appropriate. It is increasingly recognised by many that "predict and provide" is no longer the way to address transport problems or provide solutions that are sustainable. Instead alternative means of accommodating economic and housing growth which involve changes in the pattern of development, and the demands for movement that are thereby generated, need to be identified and secured. Delivering these alternatives will require lifestyle changes across the whole of society and a different approach by local authorities.
7. The government's approach to all new development that generates additional journeys is to ensure firstly that the sites allocated are located in places that are accessible by a variety of means of transport. They should be designed to encourage walking and cycling and incorporate local facilities which can be accessed by these modes. The DfT guidance on transport assessments¹ sets out clearly a hierarchical approach beginning with reducing the need to travel and only accepting the provision of additional infrastructure when every other means of providing for sustainable travel has been fully explored. Similarly the Highways Agency policy² clearly states that provision of additional road capacity is the activity of "last resort" and that comprehensive travel planning should first reduce the need to travel and ensure that all other modes of transport are used effectively.
8. The South East Plan reflects this approach and accepts that growth must be accommodated without generating the need for infrastructure which is beyond the capacity of the financial and other resources likely to be available. The Region's Implementation Plan³ identifies the four key delivery mechanisms as behavioural change, regulatory change, improved management of existing assets (infrastructure and services) and investment in additional capacity of infrastructure. The importance of behavioural change in delivering the Plan is emphasised throughout the document. It needs to be achieved alongside more effective use of, and improvements to, the region's infrastructure. Managing demand and changing travel behaviour are therefore central to the sustainability of the region in the longer term. Without this change the pressure on the existing infrastructure, and the requirements for more, would be environmentally damaging, excessively costly and would adversely affect the area's quality of life.
9. Behavioural change therefore needs to be embraced by "consumers, producers and Government". This it is acknowledged will not be easy to achieve and will take time to deliver as did changes in people's approach to waste. Action will be required by everyone across national, regional and local levels. Change may need to be initiated by central government and supported by fiscal incentives and

¹ Guidance on Transport Assessment - DfT /CLG March 2007

² Circular Roads 2/2007 - DfT

³ Delivering the South East Plan – Implementation Plan EIP submission October 2006

regulatory change. However, if these are to be acceptable to the public, and other bodies delivering at the local level, it is vital that the reasons for the change are conveyed, understood and accepted by a wide audience.

10. It will also be necessary for the Assembly to continue to assess the impact of other changes that affect the context within which transport projects and services are delivered. The future of LTPs is uncertain and it may well be that delivery of transport is integrated with the new Local Area Agreements (LAAs) or their successors that are emerging as the primary source of funding streams for local government. There are also proposed legislative changes such as the draft Transport Bill which affects the bus industry. These changes may present new opportunities to promote behavioural change and its importance in a wider context.

The role of the Regional Assembly

11. The Regional Assembly is in a unique position sitting between the long term aspirations and objectives of central government and the primary providers of services, such as the local authorities and the health service. It is therefore important to ensure that the activities with which it is engaged are supportive of the providers, consistent with government policy and add value to the activities of others. The emergence of the final version of the South East Plan following the examination in public, and the progression of the local authorities' Local Development Frameworks (LDFs) gives the Assembly a real opportunity to ensure conformity between policies at the national, regional and local level through the planning system. It also provides an opportunity to consider the implementation of policy given the focus on local authorities producing delivery plans as part of the LDF and ensuring plans can be realistically delivered.
12. The Assembly also recognises that achievement of longer term change can be difficult for those engaged in the immediacy of service provision. This may be because of insufficient resources and skills at the local level, or differing priorities and needs. The roles of leading the debate, facilitating collaboration, promoting research, coordinating information and encouraging shared learning are therefore ones that the Assembly should develop in a positive way.
13. It must also be accepted that encouraging individuals to change their lifestyles and behaviour is difficult, as well as a long term goal. This can be particularly challenging for local organisations with short term aims. There will be resistance to decisions that are necessary to bring about the essential shifts in behaviour. Providing appropriate support and encouraging change at the local level, whilst recognising that the primary responsibility for delivery remains elsewhere, is therefore important to the Assembly. Also important is supporting the effective provision of different travel options which are consistent with the transport objectives.
14. The need to engage with a range of stakeholders to ensure real understanding of the primary importance of changing travel behaviour, reducing car use and locating facilities in accessible places is therefore fundamental to the successful delivery of the government's agenda and the South East Plan. This will require consistent effort over a long period of time and a strategic action plan which clearly identifies the most effective actions available to achieve the necessary objectives. Raising awareness and supporting difficult decisions across the region in the interests of delivering long term outcomes will be part of this process. Similarly, being a voice for the region, securing resources and representing its interests within government

will be an equally important role. This report sets out the key elements that a three year action plan should contain to pursue this agenda.

Our approach

15. In order to develop the longer term programme we needed to establish firstly the priority that is being given to behaviour change, as it relates to transport, within the current activities of the region's stakeholders. We wanted to understand the diversity of commitment to behaviour change, when set against the many other priorities and activities being addressed by the transport authorities, local authorities and other key partners.
16. We also sought to identify places and techniques that are delivering change and suggest ways in which these could be encouraged, shared and further developed elsewhere. Our study was based on the following:
 - Examination of the Local Transport Plan (LTP) assessment letters issued by GOSE and discussion with officers at GOSE;
 - More limited examination of some of the region's LTPs;
 - A series of three stakeholder workshops held in Oxford, Portsmouth and Guildford;
 - Our experience of working with DfT, CLG and the LGA on projects such as updating the Travel Plan Guidance and supporting innovative cross boundary transport projects;
 - Our work with the Planning Advisory Service assessing performance of LDFs and improving development management processes and especially dealing with large applications;
 - Information deriving from the European project SOLUTIONS looking at land use and transport issues;
 - Our collective experience of working in planning and transport in local authorities in London and the South East, and with professional bodies such as the TCPA, RTPI and IHT which enables us to bring substantial breadth and depth of knowledge and understanding across a wide field.
17. This report sets out the findings from this work, drawing conclusions and making recommendations for future activity to support the achievement of the Assembly's long term objectives. In our view, and on the basis of the findings from our research, we have structured the long term action plan under a series of themes. The justification for these is explained more fully subsequently in the report as we set out the research in more detail and the conclusions that we have drawn from the various strands of our work. We believe that an action plan focusing on these activities would help to maximise the effectiveness of the resources and position available to the Assembly. The themes are:
 - **Leadership** – distilling the key messages and providing clarity and consistency in its delivery over a long period.
 - **Lobbying** on behalf of the region – particularly in respect of the level and nature of resources available.
 - **Engagement** – ensuring all key players are on board with the agenda, especially those whose primary focus may not be transport.

- **Facilitating collaboration** – assisting local authorities (and their partners) to work together across boundaries where sub-regional solutions need to be developed and delivered.
- **Promoting and co-ordinating research** - in relation to demand management and travel behaviour change on behalf the region's stakeholders.
- **Supporting** local authorities – through encouragement of networking and developing skills and corporate understanding of transport issues to senior officers and members.
- **Promoting** good practice – through training, capacity building and publication of appropriate materials and resources.

Terminology

18. We started by considering the various terms that have been used to describe the fundamental need to manage demand for travel (particularly by the private car). Our view is that the whole issue of engagement with stakeholders and the wider community is confused by the different use of terms, a view confirmed in the discussions held. This does not assist the Assembly, or its constituent authorities, in leading any debate about the need to change travel behaviour. We suspect that the terminology used varies because the whole issue of changing behaviour – in ways that people may not want to change – is fraught with difficulties. These manifest themselves in a variety of ways, not least of which are political. Some of the different terms used may well be manifestations of “softening” the real message. Whilst this is understandable, in our view it is not desirable since it adds to confusion, and can reduce the quality of the debate.

Accessibility

19. The DfT define accessibility as “the ease with which an individual can access services and facilities that he or she needs or desires”⁴. They go on to add that “accessibility also describes the catchment characteristics of a given location” and have developed a range of accessibility indicators which are used to quantify accessibility and assess the ease with which a given population (or part thereof) can access one or more services from a residential or other location. They have also developed a software package to allow local authorities to undertake the quantitative analysis. This package has been widely used by local transport authorities to map accessibility in their areas with a particular emphasis on access to education, job opportunities and health facilities for those without access to a car. This issue is discussed further in relation to the desk top research that we have undertaken on the region's LTPs.
20. The primary definition of accessibility is therefore a wide one and the tools available provide a powerful means of considering locational choices for development. However, the emphasis within the guidance published for the purposes of producing LTPs focuses on improving social inclusion. For example, mapping the proximity of people to bus services, has enhanced the understanding of the problems faced by people in rural areas who do not own a car, but not addressed the access issues of other sections of the population. We believe that

⁴ Accessibility planning guidance: Full Guidance published by DfT January 2006

this emphasis, whilst clearly important, has actually narrowed the understanding of the term in the way it is now being used.

21. In our view the application of accessibility measures for wider planning purposes should be encouraged. It should inform the choice of locations for development and help resist development in locations that can only be reached by car. It can also help identify gaps in provision of services and where greatest benefits may be gained from addressing these gaps. It may also help promote the provision of more locally based services which can be reached by sustainable forms of transport, especially if walking and cycling are specifically encouraged for short journeys. However, until this broader use is being promoted at a national level it may be difficult for the Assembly to do so although, given the current variety of approaches, it may not be if applied consistently across the region.

Mobility management

22. The use of the phrase “mobility management” has also led to some confusion. The Assembly have used the term to indicate the need to manage the demand for movement, whilst retaining accessibility to services. However, the DfT have tended to use the term in relation to those who experience physical difficulties associated with moving around. The DfT’s Mobility Unit⁵ was established in 1980 with the objectives of promoting mobility and personal mobility options for those who were experiencing exclusion, largely as a consequence of disability or infirmity. The Unit has recently been expanded to incorporate wider issues of social inclusion, but still emphasises the importance of improving travel options for disabled people.

Smarter Choices

23. Recently the term “Smarter Choices” has also been promoted by the DfT and used in the context of encouraging a choice of more sustainable modes of travel. Smarter Choices are defined as a set of techniques to influence people’s travel behaviour towards more sustainable options such as walking, cycling, travelling by public transport and car sharing. Collectively they are sometimes called “soft” measures. They include providing people with better information about their travel options, marketing these options more effectively so that they are better used, organising services to better meet the needs of specific groups and developing new services aimed at meeting particular needs. Examples include school and workplace travel plans, personalised travel planning, car clubs, car sharing schemes, tele-working and home shopping.
24. Many of these techniques are now being used as part of an integrated package of transport proposals for an area although not necessarily all or across all areas. However, it is our view that on their own they will not achieve the level of behaviour change that is required. They can be seen as the “carrots” which incentivise a change but without some of the “sticks” – such as the introduction of car parking restraint, or charges, they are unlikely to be sufficient. Nevertheless, their use alongside restraint measures and the delivery of additional infrastructure can “lock in” the benefits of other investment. An example would be to ensure that when a bus lane or new bus service is introduced this is combined with effective marketing to maximise its use. Their use should therefore be encouraged as part of an integrated package of demand management measures.

⁵ DfT web site – introduction to the Department’s Mobility and Inclusion Unit

25. The demand for movement comes from the desire that people have for access to places, people and services. Our approach is therefore to use the following terms:
- **Accessibility** – providing improved access to places, people and services. This can be done by providing better transport systems, including walking and cycling facilities, but can also be achieved by ensuring that services and activities that people need, or wish to engage with, are provided with in local areas or accessed without the need to travel.
 - **Demand management** – modifying behaviour through a wide range of activities including reducing the need to travel, reducing the length of journeys, encouraging modal shift, changing the times that travel takes place, ensuring that the capacity of the network is used efficiently and introducing charges. Managing demand in this way includes both “carrots” and “sticks” so that alongside the improvement of sustainable travel options there may be increased parking charges, or reductions in road space for cars.
 - **Mobility** – providing opportunities for movement for those with disabilities. Those who have impaired mobility require assistance to ensure that they can meet their basic needs. Mobility impairments are diverse and can range from minor and temporary to severe and permanent. Evidence suggests that when these are considered in the design of transport systems – whether through the provision of dropped kerbs, low floor buses, or much more specialist vehicles - everyone benefits. These issues should therefore be taken into consideration throughout the design of new development and all modifications to the public realm, including the provision of new transport infrastructure.
26. In the context of seeking to change travel behaviour, across the whole community we therefore recommend that the consistent use of the broader term “demand management” would result in wider understanding. If demand is to be managed effectively it will require behavioural change. In our view it is also essential to be realistic and honest with all the stakeholders. Changing demand for travel, which may mean reducing it as well as modifying it and widening the choices available for everyone to meet their needs, is not solely about doing the “soft” and popular things. It will involve hard and difficult choices and will meet with resistance. Understanding the reasons for this resistance and finding ways of either minimising it or overcoming it will assist in the making of the difficult decisions that will be necessary to deliver the level of change required. The use of this broader term may also be an appropriate term in the context of wider behavioural change. For example, the public are likely to understand that the demand for fuel and energy, which are finite resources, has to be effectively managed in a civilised society.

Desk top research

27. Local Transport Plans (LTPs) have been an important vehicle in developing a more integrated approach to transport issues, problems and investment within the local transport authority areas. Within each area it is apparent that the LTP process has resulted in a much more holistic understanding of transport issues. All modes of travel are now being considered. However, LTPs remain focused on the competitive process of securing capital funding for infrastructure and a desire to

meet the guidance set out by the DfT⁶ as far as possible in order to secure an appropriate “score”.

28. The emphasis on capital funding means that LTPs do not address the ongoing difficulties with securing revenue support for public transport services which are funded from general local authority revenue sources, where not wholly private sector. Furthermore, “softer measures” which are also at the heart of delivering behaviour change are more difficult, if not impossible, to fund directly from LTP sources. There is no overall assessment of the level of behaviour change that might be secured through the combined measures of a proposed LTP programme, although many elements within the plans are clearly aimed at encouraging more sustainable modes.
29. Recent research by the DfT has indicated that over 80% of LTPs (in the whole country) make reference to Smarter Choices programmes. However, only just over a quarter have really embedded these actions into their LTP programmes. Elsewhere commitment appears patchy and the emphasis is on school and workplace travel planning rather than a more complete package of all potential measures. This may simply reflect the current guidance under which LTPs were written and their continuing emphasis on capital funding programmes.
30. The current system has ensured that all authorities develop their proposals for transport in the context of the authority’s corporate objectives and on the basis of a thorough understanding of the transport issues facing that particular locality. The clear emphasis on demonstrating value for money, effective performance management and involvement of local stakeholders has undoubtedly resulted in a raising of standards. The shared priorities and the standardisation of approach could be seen as a straight jacket, but has the benefit of allowing some comparison to be made between the plans, their programmes and the performance of different authorities.
31. The documents’ primary aim has been to perform well in the bid for scarce resources. LTPs are currently assessed by the Government Offices (in this case GOSE) and our initial research focused on looking at the assessments carried out on the 19 LTPs from around the region⁷. An overview of the results of this analysis is set out in the Appendix to this report. The majority of plans are considered to be high quality with 15 of the 19 considered to be good or excellent. Part of the assessment looked at performance against the “shared priorities” defined within the DfT guidance on production of LTPs as congestion, accessibility, air quality and road safety. Our analysis concentrated particularly on looking at the assessments relating to congestion and accessibility since these appear to be most closely aligned to the demand management agenda.

Congestion

32. The way in which authorities are approaching congestion problems across the region is diverse. Congestion is seen as a much greater problem in urban areas where a whole range of techniques are being used to reduce its negative effects. High levels of congestion are a driver to encourage behavioural change. However, where it is not such an acute problem there may be a much reduced incentive for promoting reductions in car use. Whilst it appears that considerable investment is being carried out to improve the alternatives to the car and improve the efficiency

⁶ Full Guidance on Local Transport Plans: Second Edition – published January 2006

⁷ Assessment letters for each local transport authority in the South East published on the DfT web site

of the network, there was less evidence that other measures, aimed at reducing car use, were being introduced. This may be reflected in the overall scores that were given on this issue since none of the region's authorities was considered to be excellent.

Accessibility

33. The DfT guidance on LTPs was quite prescriptive in its requirements for authorities to undertake accessibility planning and produce maps and actions plans. It has provided a better understanding of the social exclusion problems experienced by those without access to a car and living in rural and some parts of urban areas. The need to work in partnership, particularly with health and education providers has been highlighted as part of this process. However, its primary focus has been on supporting and assisting those who are experiencing social exclusion and associated problems of access to services, rather than a tool for promoting behaviour change. Only one of the region's authority's was judged to be excellent in relation to accessibility planning and some others, who were otherwise good performers, were judged to be weak in this area. It is an area where further work is needed if its power as a tool to assist in the choice of location for development or changes in e.g. car parking standards is to be used to its full potential.
34. We believe that further study of the work that has been done, and is being planned in these areas, would be beneficial. Firstly, it would enable an overall assessment of what the region's authorities collectively are doing to deliver demand management and behavioural change. Secondly, it would help to identify which specific activities contribute most effectively to deliver these changes and see where these were taking place. This would assist in identifying the best "tools" to use in which specific circumstances and ensure that they were then being applied wherever possible.
35. Whilst the assessments of the LTPs undertaken by GOSE are detailed, the resulting letter given to each local authority is, of necessity somewhat broad brush. It may therefore obscure other valuable information and action that are actually embedded within the LTPs. However, the size of the documents themselves, which is partly necessary to fulfil the DfT's requirements, can be daunting and hinder their usefulness to those outside the authority for which they have been prepared. Our experience of authorities across the region is that resources are limited and therefore efforts are concentrated on the authority's own problems, aspirations and need for resources. The amount of working across boundaries and in partnership with neighbours on particular transport issues remains quite limited. Few authorities have sufficient time or resources to study the LTPs of other authorities and draw any ideas or good practice from them on a regular basis.
36. We therefore believe that there would be benefits from a specific in depth analysis of each of the documents themselves, combined with conversations with officers at some of the authorities. In particular the activities that are being undertaken by each authority to change travel behaviour could be examined, and areas where there are gaps identified. This process would also highlight good practice, allow an assessment of the most effective methods being used and provide opportunities for sharing, learning and wider application of the best practice across the region. It would also indicate if there are areas where particular difficulties are being experienced and opportunities for change are not being seized.
37. This work could parallel a project we have undertaken on behalf of the Planning Advisory Service (PAS) which sets out a benchmark for an excellent service, a

diagnostic for assessing current performance and delivers an action plan to the local authority on ways in which they could improve. This is carried out in a supportive manner, and is very different from any “assessment” by the Government Office, or “inspection” undertaken by the Audit Commission.

38. Furthermore, we believe that the Regional Assembly needs to emphasise and develop its role in providing an overview of the performance of all the region’s transport authorities, outside the assessment process. The role of GOSE is of necessity one of encouraging individual authorities to comply with DfT requirements and assisting in the decisions made by central government on the distribution of resources. Feedback is given to each authority and support offered to those authorities that have been experiencing difficulties. However, the Assembly should look at the LTPs with a different perspective, particularly with the four key delivery mechanisms that have been identified in the Implementation Plan in mind. This would highlight issues where government regulation (or lack of it) hinders such travel behaviour change and where further effort needs to be put into more effectively managing assets to promote behaviour change. It would also support the role that the Assembly has in being a voice for the region, lobbying for change with government and helping the region’s local authority’s act collectively. It would help to identify those elements of infrastructure investment that are particularly critical to supporting the management of travel demand.

Workshops

39. In order to secure further evidence of the type of programme that the region’s stakeholders would support to promote changes in travel behaviour we facilitated a series of three workshop events to discuss the issues of accessibility and mobility management. The invitation made it clear that the topic for discussion was broad and that we were seeking to engage a wide range of stakeholders. The workshops were held in Oxford, Portsmouth and Guildford. Out of a total of more than 360 people who were invited; 47 attended. We believe that this relatively small attendance reflects the lack of ownership with the demand management agenda of many of the region’s key stakeholders. Put bluntly, many stakeholders simply do not understand the primary importance of reducing the demand for movement. It also indicates to us that the Assembly will have to be much more pro-active in informing and engaging with those stakeholders in order to secure the ownership of this issue alongside that of the authorities. Fuller details of the preparations for the event, the attendance lists, briefing notes and presentations, together with the information gathered and an evaluation of the events by the participants are provided in the Appendix to this report.
40. The preparations for the events themselves proved to be more challenging than we had expected. Requests for information from the local transport authorities were responded to in an inconsistent manner, and there was less information available directly from the Assembly itself than we had anticipated. We appreciate that it is difficult to maintain up to date data bases on the key personnel over such a wide area and with differing responsibilities. However, we believe that if the Assembly is going to use its position of influence more effectively it is important to ensure that accurate and timely information is maintained within the Assembly. It is not sufficient to rely on the local authorities to be the source of such information and key contacts throughout the region. We would recommend that an electronic data base is developed for use by the Assembly and its constituent authorities. In our view the Assembly should set out a clear proposed requirement of the information

and contacts it needs from each authority in relation to the key stakeholders. The data base should then be updated annually and accessible to the constituent authorities. The rationale for the Assembly needing it will need also to be clear as well as the advantages to the authorities of having such a coherent and consistent database.

41. As a consequence of the difficulties experienced with the invitations the number of attendees at each of the events was both smaller, and from a narrower selection of representative bodies, than we had hoped for. However, those that came participated very actively in the discussion and provided a wealth of important information about the way in which the Assembly could promote the travel behaviour agenda. Most of the participants were those who were already well informed about the issues. A significant number were the region's transport planners, working within the local transport authorities, but somewhat frustrated at the patchy nature of the corporate support they receive. The voluntary sector was also well represented and keen to be seen as a resource that could be used to promote and deliver aspects of travel behaviour change.
42. However, there was a noticeable lack of attendance on the part of the business sector and important elements in the public sector, such as health providers. Participation by the higher education sector was limited, but where it was engaged it demonstrated a good understanding of the issues and the importance of being part of the solutions and change programme.
43. There was also an absence of operators from the discussion. However, knowledge of public transport services was provided through the participation of a number of the region's local authority officers who are responsible for supporting bus services in the region.
44. A number of key messages emerged from the debate, which have informed the programme of activity that we are recommending but there were two key ones:
 - The need to deliver travel behaviour change as an integral and vital part of the South East Plan is not universally understood or embraced. Local efforts by the transport authorities, who see it as important, can frequently be frustrated by lack of commitment by other key players and corporate colleagues. There is therefore a real role for the Assembly to engage in a consistent manner with the region's local authorities, business representatives, health providers and transport operators in order to secure wider ownership of the need to manage demand for travel more effectively.
 - The attitudes towards, and understanding of, the Assembly's role varied across the region. In our view it is therefore important that the Assembly firstly clarifies its role in relation to changing travel behaviour and communicates this with the authorities and stakeholders. In parallel with this, and in order to seek wider ownership of the necessity for demand management, it should go on to select activities which either support the role of the local authorities or which are difficult for individual authorities to undertake alone. In this way the Assembly will be seen to add value to work already being done by the different parts of government.

Conclusions

45. From the information that has emerged during this study we conclude that there are some key issues that the Assembly must address if it is to be effective in performing a truly regional role in relation to demand management:
- How can the Assembly ensure an increased ownership of the issue across all the region's stakeholders?
 - How can the Assembly effectively engage with those stakeholders and improve communications and linkages between key people and organisations?
 - How can the Assembly identify the key skills that are needed to push the demand management agenda forward?
 - How can the Assembly best use its position to build the capacity of the region and its stakeholders to embrace and deliver change?
46. The Assembly should firstly identify and meet with the key representatives of the local authorities, health providers, business, education, and transport operators in order to clarify the role that it will play in driving forward travel demand management. It is important for those outside the transport sector to understand the effect that their activities and services have on transport patterns. They should be encouraged to take responsibility for the demand for movement that they generate, ensuring that it is minimised and the use of sustainable modes maximised. Such an approach will support the sustainability of the region's economy, environment and quality of life.
47. We believe that the priority is to secure much wider ownership of the importance of demand management to the region's future. As this sense of ownership is increased it will be much easier to engage on other specific activities. The Assembly can then be seen to facilitate co-operation, enhance the skills available to deal with the issue and help to build the capacity of all the stakeholders to deliver change. The paragraphs below highlight some key actions for the Assembly on the basis of the themes proposed. They would follow on from the initial task set out in paragraph 44. These are also developed and summarised in Table 1. The table illustrates the building blocks that are part of the "Lego" kit and can be assembled in different combinations.

Leadership

48. The Assembly should actively engage with stakeholders outside the transport field – particularly those in health, education and business – to ensure that decision makers in these areas more fully understand the implications for travel behaviour and access. It is recommended that this should initially be done by having a conference or event specifically aimed at engaging with the non-transport sector and that messages promoting healthy lifestyles and reducing the effects of climate change should be used to generate participation.
49. The Assembly should seek to devise a series of simple key messages about the need to manage demand for travel. A regional brand of "TravelWise" may be appropriate which can be developed and used by all the region's authorities. This would reduce the amount of duplication across the area and encourage these messages to be used by those who do not have sufficient resources to develop their own materials. Following on from this action the Assembly could lead

discussion on some form of Oyster card for the region which would facilitate ease of movement. This idea was strongly supported in the workshops (see below).

50. The Assembly should seek to ensure that its own policy documents recognise the importance of managing demand for travel when decisions are made. It should also ensure that it practices demand management for its staff and visitors, encouraging use of sustainable transport and flexible working wherever possible.

Lobbying

51. Demand management requires the delivery of a wide range of “soft” measures and winning hearts and minds of all stakeholders. These activities cannot be funded from capital resources. The Assembly therefore has a role in working with government to review the way in which transport services are funded to ensure that adequate resources are available for activities that support changes in behaviour. It is clear that the small amount of funding that has been used to support the development of school travel plans has resulted in some very beneficial changes in behaviour. The Assembly should encourage the government to continue this type of investment.
52. The way in which local authority performance is assessed, particularly through the identification of targets, is a key driver for change. The Assembly should therefore persuade the government to consider targets that would enable local authority’s performance in relation to measures to manage travel demand to be included in assessments of LTPs and other corporate assessment programmes. Similarly, the Assembly should be encouraging the government to reward local authorities that take difficult transport related decisions that assist behaviour change. These rewards could be financial, or related to performance measurement. Given the current changes taking place in the national performance improvement agenda it will be important to have early discussions with DfT and CLG on how this can be done and integrated into their current thinking. Such a process has been followed in the planning field.
53. There was evidence of problems on the ground with the current fragmentation of the bus industry. Many consider this to be an obstacle in the delivery of better public transport. This in turn perpetuates the perception of poor quality services and discourages behaviour change. The Assembly should continue to lobby the government for improved legislation to remove ineffective competition and encourage better integration of services, particularly in relation to ticketing.

Engagement

54. The Assembly has limited resources with which to engage with the 19 local transport authorities across the region, but we consider up to date knowledge of who’s who around the region is essential and the maintenance of a sound data base of contacts a vital role, as set out more fully in paragraph 36. The Transport Advisory Group and the Transport Co-ordination Group ensures regular contact with the key players promoting transport issues within each local transport authority. Participants in these groups should be used to help lead and deliver elements of the proposed programme. The ability of the Assembly to influence the distribution of resources appears to affect the level of active engagement. This lever should continue to be used to promote changes in travel behaviour.
55. If the demand management agenda is to be more widely embraced the Assembly will need to engage with Members and senior officers from other disciplines within the local authorities, as well as the transport experts. It will also be important to

encourage participation in the debate from those primarily involved in education, health and the private sector. It is suggested that this should be done through a series of workshops and seminars but trying to approach the issue from the perspective of those who are currently arms length from the debate. For example, health providers may be more interested in the benefits of improving the health of the population through promotion of more active lifestyles.

56. The Assembly should also attempt to bring together senior players from the region's transport operators to discuss ways in which demand management and travel behaviour change could and should provide opportunities for business growth.

Facilitating collaboration

57. The development and maintenance of a database of key stakeholders across the region will assist communications enabling the Assembly to keep in touch with them on appropriate topics and reinforce messages on a regular basis. Information within the data base should be able to be shared between authorities and be seen to be of benefit to them by encouraging networking.
58. The benefits of the "Oyster" card used by TfL was widely quoted throughout our research as being an enormously beneficial product that has made it easier to use and pay for public transport. A number of areas within the region would like to see similar products developed but it was recognised that this would be unlikely to be something that could be developed and delivered by an individual authority. The Assembly should consider its role in promoting the development of this type of product, initially for a pilot area within the region, and possibly with a view to extending this to a region-wide product in the longer term. The Assembly is already supporting some projects which may provide a model of an approach that could be used more widely in relation to this aspect.
59. Travel patterns and the public do not recognise administrative boundaries. Some problems within a local authority area can only be addressed by looking beyond its boundaries. However, finding mechanisms for brokering solutions that are acceptable to different authorities in these situations can present significant challenges. These issues are likely to be compounded where growth areas have been identified and more than one local authority will be affected by development. In many areas it may be beneficial to promote cross boundary working, for example to assist in the delivery of improved public transport. This may be particularly relevant in the areas which have been identified for economic regeneration and/or growth. The Assembly should seek to facilitate and develop partnership working in at least one of these areas to bring the relevant local authorities and their partners together to help resolve the problems that can arise from different areas having conflicting aspirations. It will be important in this field to be seen as adding value and not duplicating work already underway by the partners.
60. There was active participation at the workshops by the voluntary sector, many of whom see themselves as champions of sustainable transport and a resource that could be more effectively used, both strategically and locally. Given the way in which local authority resources are stretched improved use of the voluntary sector would be beneficial. The Assembly has a role to play in encouraging this by providing training and material that can be used in local communities. A similar approach should be considered to engage more effectively with the business community, promoting to them the benefits of more effective management of their travel needs and demands.

Promoting and coordinating research

61. It was evident from the workshops, and from our experience working with other local authorities, that resources are stretched and the nature of the work is becoming more complex and requires new ways of thinking. For example, the move away from rigid application of standards to a design led approach to development, as advocated by the Manual For Streets can require higher levels of competence from staff. However, the sheer pressure of work load can mean that opportunities for learning, development and networking are lost as individuals and organisations become increasingly focused on the “day job”. Monitoring and research are also activities that are “squeezed” and in the longer term this can affect the authorities’ ability to be innovative or take risks.
62. We believe that there would be considerable benefits from the Assembly developing “A Resource Centre/s for information and skills” in relation to sustainable transport and SMARTER CHOICES where some of these functions could be brought together and information, data, and research could be undertaken on behalf of individual authorities, or groups of them. Such a centre would give a strategic focus to the travel behaviour change agenda and be championed (and funded) by the Regional Transport Board, thus signalling to the whole region how seriously the Assembly takes this element of the delivery of the South East Plan. It would provide access to scarce skills.
63. This team should be seen as resource to assist anyone in the region. They would therefore work directly with the local authorities and other stakeholders sharing information, encouraging connections, and ensuring that learning from the delivery of projects was embedded (see below). Their terms of reference and programme of work should be agreed by the constituent authorities. We would recommend that at least two such centres be established in different parts of the region and that these could be “hosted” by local transport authorities e.g. one county and one unitary authority. Further details of the possible topics for research and development are provided in Table 1.

Supporting local authorities

64. It was evident throughout our research that the region’s local authorities are stretched and there is a lack of capacity for undertaking this developing area of work. The Assembly therefore has a role to assist in the development of capacity. This could be done through a series of seminar programmes aimed at different officers and members within the local authorities.
65. The development of diagnostic tools to benchmark excellent services and identify improvement programmes would also be helpful.
66. Elsewhere it may be appropriate for the Assembly to support innovative projects, which might be seen to contain some element of risk. Providing support for community based solutions to rural accessibility may be one example of the type of project that would benefit from regional support. The piloting of a project considering a number of villages and a small town utilising the approach similar to that of Village Design Statements and community audits from the transport perspective could be very powerful and informative (discussions are underway with DfT and CLG around a project called Rural Reach). If successful after a trial period these could become models for future projects elsewhere in the region.

Sharing Good Practice

67. It is evident from the study of the LTPs that there is much good work being undertaken throughout the region. Buckinghamshire, Hampshire, West Sussex and Reading were all judged to be excellent. Aspects of other plans were also judged to be excellent, such as Kent with respect to accessibility planning. It is well known that Brighton and Hove have an excellent bus service. However, we are not convinced that the wealth of experience and knowledge about different aspects of managing transport are being effectively shared. We consider that there would be benefits for professionals to learn from one another and much would also be gained by members and other key partners seeing how another part of the region has addressed a particular problem. We believe that the Assembly is in an excellent position to facilitate the sharing of good practice. In the longer term it may also be appropriate to pull examples together and publish them in the form of guidance. They could organise and facilitate regular workshops or brainstorming meetings on the lines of the PAS/POSe “learning and dissemination” project and the LDF “high speed group”.
68. One of the benefits of sharing good practice would be to offer specific assistance to other parts of the region that are facing significant change and challenge. For example, a number of smaller towns within the region that are identified as hubs. There may be opportunities to work with these towns in the same way that the DfT support the Sustainable Towns Initiative, working with a range of stakeholders to deliver a package of measures across the long term.
69. The original brief for this project suggested that the development of a toolkit and the publication of written material may be the most appropriate way of sharing good practice across the region. From the discussions that we have now had and the research undertaken we are not convinced that this would provide value for money at least in the first instance. It would not be an effective exercise to produce a document, or a set of guidance that remains inadequately used. We consider that it would be much more powerful to provide the region with seminars, events and visits that would encourage those attempting to grapple with similar issues to share their experiences and the way that they overcame particular difficulties. This could then be followed up by written guidance of a variety of forms to suit different needs.
70. The events proposed should be designed and tailored for different groups of participants across the region, including members, senior officers, and key stakeholders (including health, education and transport operators). The development of training modules would enable consistent messages to be delivered across the region and would also have the benefit of raising the profile of the Assembly. This technique has proved to be very effective in work that we have undertaken on behalf of DfT and PAS. It is proven to be cost effective for participating authorities and also provides additional opportunities for networking. In our view this approach would better reflect what the views of those who attended the workshops would like to see from the Assembly.
71. The attached table sets out a programme of activities to facilitate travel behaviour change and achieving the key objectives set out above.

Table 1: Proposed work programme to deliver more effective demand management and travel behaviour change throughout the region.

Aim	Objective	Proposed activities	Timescale
Leadership	Lead the debate	Hold a conference to debate the importance of demand management and travel behaviour change with non-transport leaders in the region (health, education and business). Use climate change, public health and costs to business as catalysts.	Year 1
	Regional “Oyster” card	Lead the discussion on advantages of a regional payment card for use on public transport	Year 1
	Provide simple key messages and promote consistently.	Develop material and promotional activities that will be used across the region – working with those that are already recognised as leaders in the field. Promote through a series of workshops to all local authorities, key stakeholders and voluntary organisations.	Year 1 develop and roll out of material. Years 2 and 3 –evaluate and continue programme
	Lead by example	Embed the message about sustainable access into all aspects of the Assembly’s work. Undertake a “demand management” audit of all Assembly Documents – identify gaps, set out expected future practice. Ensure the Assembly’s own practices are consistent with these messages (e.g. accessibility statements for all policy developments, implement an active and effective staff travel plan)	Year 1 Year 1
Lobbying	Secure a shift of resources from capital to revenue	Engage with central government on the issue of capital/revenue funding. Lobby for greater flexibility and increased level of revenue funding to support behaviour change.	Year 1 and beyond
	Encourage government to set appropriate targets for local authorities	Set up a task and finish group of representative constituent authorities and stakeholders to work with DfT/CLG representatives to develop improved measurement and monitoring activities specifically to deal with travel behaviour change. Develop new targets and indicators and encourage their adoption by central government and local authorities. Use new targets and indicators to encourage the government to reward local authorities that take difficult decisions through the funding allocations.	Year 1 Year 2 Years 2 and 3
	Identify changes to overcome problems of fragmentation of the bus industry	Work with local authorities and operators to determine the key changes in legislation that would benefit service provision. Assess the likely impact of the Transport Bill. Lobby for changes.	Years 2 and 3
	Assess the impact of new guidance and funding regimes	Assess the effects of changes in the LTP process and the introduction of new LAA processes	Year 2 and ongoing
	Be the Region’s voice	Identify with the local authorities and key stakeholders where collective action would be more effective in encouraging change at national level. Identify infrastructure elements that are critical to managing travel demand and lobby for necessary resources for their delivery.	Year 1 Year 2 and ongoing

Aim	Objective	Proposed activities	Timescale
Engagement	<p>Creation of database</p> <p>Secure wider ownership of demand management agenda</p>	<p>Prepare brief for setting up data base of contacts. Require local authorities to provide information on a consistent basis. Ensure business partners, academics, health providers, transport operators and key voluntary sector activists are included. Set up e-database and use it as basis for improved communication.</p> <p>Hold workshop with key stakeholders to clarify Assembly's Role. Ensure participation of corporate officers and members. Undertake this workshop in 6 locations across the region to maximise participation. Use members of TAG/TCG to assist in delivery.</p> <p>Undertake a series of workshops aimed at the health sector on the importance of demand management. Deal with issue of location choices for health facilities, access to health care, and the public health issues related to transport – e.g. obesity and exercise, road safety and air quality.</p> <p>Develop a forum for the region's transport operators to focus on ways which they could develop their business in response to the travel behaviour change agenda</p>	<p>Year 1 – URGENT</p> <p>Year 1 – URGENT Review annually.</p> <p>Year 1 – second half</p> <p>Year 1 – second half or beginning of Year 2</p> <p>Year 1 – second half or beginning of Year 2</p>
Facilitating collaboration	<p>Encouraging cross boundary working</p> <p>Development of integrated ticketing</p> <p>Work with voluntary sector and parish councils.</p> <p>Work with business sector</p>	<p>Identify 2 or 3 pilot projects where cross boundary working is essential but mechanisms for doing so are undeveloped. Identify and commission support for such projects. Rural Reach could be an example of a pilot scheme.</p> <p>Promote the development of a regional equivalent of the Oyster card – combine with developments of ITSO and the National Concessionary Bus Travel Smartcard</p> <p>Encourage work with the voluntary sector (local environment groups and parish councils) to identify key actions that they could undertake to support demand management. Develop a programme of actions at a strategic level that could be rolled out to local areas through the local transport authorities.</p> <p>Promote the benefits to business of more effective travel planning and demand management as a means of reducing costs and recruiting and retaining staff.</p>	<p>Year 2 and ongoing</p> <p>Year 2 and beyond</p> <p>Year 2 and 3</p> <p>Year 2 and beyond.</p>

Aim	Objective	Proposed activities	Timescale
Promoting and coordinating research	Develop resource centres of information and skills	<p>Agree terms of reference for “centres of information and skills” with key stakeholders and secure resources for implementation to cover aspects of sustainable transport and SMARTER CHOICES.</p> <p>Agree topics for research and development such as:</p> <ul style="list-style-type: none"> • Collecting data and information on demand management issues to share with regional stakeholders; • Developing tools to enable accessibility assessments to be made of new locations for provision of schools, hospitals and other key facilities. • Monitoring of travel plans • Researching issues around development of regional Oyster card • Undertaking research on behalf of groups of authorities – assessing impact of parking charges on economic performance of retail centres. • Strengthening links between local planning and transport authorities – assisting in greater integration of LTPs and LDFs. • Identifying some “new and risky” initiatives to support at local level – e.g. Rural Reach • Developing tools for undertaking community based “travel audits” • Developing materials for use by voluntary and business to promote reductions in car use. 	<p>Year 1</p> <p>Years 2 and 3 and ongoing Programme to be developed in consultation with constituent authorities.</p>
Supporting local authorities	<p>Build capacity and skills of different stakeholders</p> <p>Support innovation</p> <p>Develop benchmarks of excellence</p> <p>Develop networking opportunities</p>	<p>Develop seminar programmes that would be appropriate for senior officers, members, LSP partners to assist in conveying key messages about transport and the need for behavioural change.</p> <p>Identify and support some pilot projects which seek to delivery demand management in innovative and new ways.</p> <p>Develop a benchmark for an excellent service. Undertake diagnostic and produce action plans for improvement</p> <p>Provide information on the expertise around the regions. Use the database to enable practitioners to know who does what around the region.</p> <p>Identify key activities that deliver behaviour change and run workshops for front-line staff to increase their capacity to deliver the changed priorities.</p>	<p>Year 2</p> <p>Years 2 and 3</p> <p>Year 1 Years 2 and 3</p> <p>Year 1</p> <p>Year 2</p>

Aim	Objective	Proposed activities	Timescale
Promoting good practice	Identify good practice in the region on a range of activities that deliver changes in travel behaviour.	Undertake a more detailed analysis of the region's LTPs with a view to: <ul style="list-style-type: none"> • Providing an overview of performance on demand management issues to the local transport authorities; • Extracting examples of good practice and undertake case study interviews of local authorities. • Providing guidance for dissemination to a wide audience in the form of short publications and web-based material. 	Year 1 Year 2 Year 3
	Encourage sharing of experiences and information	Based on the above studies encourage and facilitate "exchange" visits between local authorities to explore how difficult decisions were taken, services improved and problems of implementation were overcome.	Years 2 and 3
	Develop products that can be adopted by local authorities	Organise and facilitate regular workshops on topics that contribute to demand management – e.g. travel plans, parking management, marketing bus services.	Years 2 and 3
		Develop accessibility checklists to assist in the assessment of options appraisal for LDFs and the selection of the best sites for development in access terms.	Year 1
		Develop advice on the securing of developer contributions could be adopted by local authorities to ensure a common and consistent approach across the region.	Year 1
		Provide advice on the effect of the revised guidance from the DfT on major schemes to maximise resources available to deliver demand management	Year 1

Table 2: Proposed work programme to deliver more effective demand management and travel behaviour change throughout the region by year.

Year	Aim	Proposed activities
Year 1 - URGENT	Engagement	<p>Prepare brief for setting up data base of contacts. Require local authorities to provide information on a consistent basis. Ensure business partners, academics, health providers, transport operators and key voluntary sector activists are included.</p> <p>Set up e-database and use it as basis for improved communication and review annually</p>
Year 1	Leadership	<p>Hold a conference to debate the importance of demand management and travel behaviour change with non-transport leaders in the region (health, education and business). Use climate change, public health and costs to business as catalysts.</p> <p>Lead the discussion on advantages of a regional payment card for use on public transport</p> <p>Develop and roll out material and promotional activities that will be used across the region – working with those that are already recognised as leaders in the field. Promote through a series of workshops to all local authorities, key stakeholders and voluntary organisations.</p> <p>Embed the message about sustainable access into all aspects of the Assembly’s work. Undertake a “demand management” audit of all Assembly Documents – identify gaps, set out expected future practice. Ensure the Assembly’s own practices are consistent with these messages (e.g. accessibility statements for all policy developments, implement an active and effective staff travel plan)</p>
	Lobbying	<p>Engage with central government on the issue of capital/revenue funding. Lobby for greater flexibility and increased level of revenue funding to support behaviour change.</p> <p>Set up a task and finish group of representative constituent authorities and stakeholders to work with DfT/CLG representatives to develop improved measurement and monitoring activities specifically to deal with travel behaviour change.</p> <p>Identify with the local authorities and key stakeholders where collective action would be more effective in encouraging change at national level.</p>

Year	Aim	Proposed activities
Year 1	Engagement	<p>Hold workshop with key stakeholders to clarify Assembly's Role. Ensure participation of corporate officers and members. Undertake this workshop in 6 locations across the region to maximise participation. Use members of TAG/TCG to assist in delivery. To undertake in 2nd half of Year 1.</p> <p>Undertake a series of workshops aimed at the health sector on the importance of demand management. Deal with issue of location choices for health facilities, access to health care, and the public health issues related to transport – e.g. obesity and exercise, road safety and air quality. To undertake in the 2nd half of year 1 or beginning of Year 2.</p> <p>Develop a forum for the region's transport operators to focus on ways which they could develop their business in response to the travel behaviour change agenda. To undertake in the 2nd half of year 1 or beginning of Year 2.</p>
	Promoting and coordinating research	<p>Agree terms of reference for "centres of information and skills" with key stakeholders and secure resources for implementation to cover aspects of sustainable transport and SMARTER CHOICES.</p>
	Supporting local authorities	<p>Develop a benchmark for an excellent service.</p> <p>Provide information on the expertise around the regions. Use the database to enable practitioners to know who does what around the region.</p>
	Promoting good practice	<p>Undertake a more detailed analysis of the region's LTPs with a view to:</p> <ul style="list-style-type: none"> • Providing an overview of performance on demand management issues to the local transport authorities <p>Develop accessibility checklists to assist in the assessment of options appraisal for LDFs and the selection of the best sites for development in access terms.</p> <p>Develop advice on the securing of developer contributions could be adopted by local authorities to ensure a common and consistent approach across the region.</p> <p>Provide advice on the effect of the revised guidance from the DfT on major schemes to maximise resources available to deliver demand management</p>

Year	Aim	Proposed activities
Year 2	Lobbying	<p>Develop new targets and indicators and encourage their adoption by central government and local authorities.</p> <p>Identify infrastructure elements that are critical to managing travel demand and lobby for necessary resources for their delivery. This needs to be ongoing.</p>
	Facilitating collaboration	<p>Identify 2 or 3 pilot projects where cross boundary working is essential but mechanisms for doing so are undeveloped. Identify and commission support for such projects. Rural Reach could be an example of a pilot scheme. This needs to be ongoing.</p> <p>Promote the development of a regional equivalent of the Oyster card – combine with developments of ITSO and the National Concessionary Bus Travel Smartcard. Continues beyond Year 2</p> <p>Promote the benefits to business of more effective travel planning and demand management as a means of reducing costs and recruiting and retaining staff. Continues beyond Year 2</p>
	Supporting local authorities	<p>Develop seminar programmes that would be appropriate for senior officers, members, LSP partners to assist in conveying key messages about transport and the need for behavioural change.</p> <p>Identify key activities that deliver behaviour change and run workshops for front-line staff to increase their capacity to deliver the changed priorities.</p>
	Promoting good practice	<p>Undertake a more detailed analysis of the region's LTPs with a view to:</p> <ul style="list-style-type: none"> • Extracting examples of good practice and undertake case study interviews of local authorities.

Year	Aim	Proposed activities
Year 2 & 3	Leadership	Evaluate and continue programme to develop material and promotional activities that will be used across the region – working with those that are already recognised as leaders in the field. Promote through a series of workshops to all local authorities, key stakeholders and voluntary organisations.
	Lobbying	Use new targets and indicators to encourage the government to reward local authorities that take difficult decisions through the funding allocations. Work with local authorities and operators to determine the key changes in legislation that would benefit service provision. Assess the likely impact of the Transport Bill. Lobby for changes. Assess the effects of changes in the LTP process and the introduction of new LAA processes
	Facilitating collaboration	Encourage work with the voluntary sector (local environment groups and parish councils) to identify key actions that they could undertake to support demand management. Develop a programme of actions at a strategic level that could be rolled out to local areas through the local transport authorities.
	Promoting and coordinating research	A programme to be developed in consultation with constituent authorities and ongoing beyond Year 3. Agree topics for research and development such as: <ul style="list-style-type: none"> • Collecting data and information on demand management issues to share with regional stakeholders; • Developing tools to enable accessibility assessments to be made of new locations for provision of schools, hospitals and other key facilities. • Monitoring of travel plans • Researching issues around development of regional Oyster card • Undertaking research on behalf of groups of authorities – assessing impact of parking charges on economic performance of retail centres. • Strengthening links between local planning and transport authorities – assisting in greater integration of LTPs and LDFs. • Identifying some “new and risky” initiatives to support at local level – e.g. Rural Reach • Developing tools for undertaking community based “travel audits” Developing materials for use by voluntary and business to promote reductions in car use.
	Supporting local authorities	Identify and support some pilot projects which seek to delivery demand management in innovative and new ways. Undertake diagnostic and produce action plans for improvement
	Promoting good practice	Based on the above studies encourage and facilitate “exchange” visits between local authorities to explore how difficult decisions were taken, services improved and problems of implementation were overcome. Organise and facilitate regular workshops on topics that contribute to demand management – e.g. travel plans, parking management, marketing bus services.

Year	Aim	Proposed activities
Year 3	Promoting good practice	Undertake a more detailed analysis of the region's LTPs with a view to: <ul style="list-style-type: none">• Providing guidance for dissemination to a wide audience in the form of short publications and web-based material.