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1 Traffic Calming – Executive Summary

1. Introduction

A Select Committee of the Overview and Scrutiny Committee has raised traffic calming as an area of concern that requires investigating. To this end Select Committee No.2 was formed to consider the issues concerning implementing traffic calming schemes in Wigan Council.

Members of the Select Committee considered the task and decided that it would be most appropriate to concentrate the review on ***understanding the planning, implementation and monitoring of traffic calming in residential areas and around schools.***

The Committee began collecting evidence at the end of February 2002 and during the past few months have interviewed all identified stakeholder representatives including road users, engineers, emergency services, and ward councillors. A considerable number of members of the public have taken the opportunity to give written and verbal comments throughout the review period and continue to add to the debate.

During the review two site visits were carried out in the Borough. One of the visits was to traffic calming schemes already implemented and to schemes that are planned. The site visit involved a wide number of schemes across the whole of the Borough and gave Members first-hand knowledge of what traffic calming schemes look like and how they work. The other site visit took place aboard a local bus operator's public transport service bus operating routes on the Leigh side of the Borough.

The Select Committee has also considered another authority's approach to traffic calming and has carried out a site visit to areas of traffic calming implemented by that authority. An opportunity was also taken to question a senior officer from that authority regarding traffic calming methodology.

The report follows the terms of reference, that were set down, and uses the information gathered to form a local perspective of the issues involved in the implementation of traffic calming measures in Wigan Council. A considerable amount

of evidence has been collated and many issues have come to light. This report is a factual representation of the evidence collated during the Review. The Select Committee has made a number of recommendations that will need to be considered by policy and decision-makers.

Members of the Select Committee acknowledge the tremendous response from the public regarding the issue of traffic calming. There has been good co-operation from departments, agencies, and all those who gave evidence and assisted with the Review during the last few months. The Committee wishes to thank all Officers, residents and Councillors who took time and trouble to give freely of their opinions.

Select Committee No.2
July 2002

2. Executive Summary

The scope of select committee No.2's report on traffic calming was to "understand the planning, implementation and monitoring of traffic calming in residential areas and around schools".

The findings can be categorised into two distinct areas:

1. The success of completed traffic calming schemes and how Wigan compares with other authorities in meeting national road safety targets.
2. In order to achieve national targets on road safety it is important to complete schemes as efficiently as possible in terms of time, cost and quality. Therefore committee has examined how Wigan plans, implements, and monitors traffic calming and makes a number of recommendations on how to complete schemes in shorter time scales and to the optimum satisfaction of all stakeholders.

It is important to note that the focus of the Committee's work has been to understand and evaluate the way that Wigan Council works to achieve the national targets and in effect reduces serious injury accidents:

1. The National Context

Comparison with other Metropolitan Authorities

In comparison with other Metropolitan Authorities Wigan's performance against the national performance indicator BVPI99 is about average and on previous data has been better than average. On the 1999 statistics Wigan was in the top quartile for the number of people killed or seriously injured. However there has been a sharp increase of 20% for the year 2000 which now shows us as average. It is important to note that a single accident on the M6 motorway accounted for 22 KSI's in May 2000. (Over which we have no control)

Comparison over time

Between 1996 and 2000 the number of KSI's on Wigan's roads fell by 12.5%. Between 1999 and 2000 the total number of all accidents has decreased by 2% in comparison with Greater Manchester where there has been an average increase of 3%. Nationally during the same period there was a 1% reduction.

Local Monitoring and Performance

The traffic and transportation section is able to evaluate the success of completed schemes by calculating an "annual rate of return". The committee found that to date there were statistics available on four schemes and the annual average rate of return for the schemes was 189%. In total the number of accident had been reduced by 17.32.

This in conjunction with the national statistics demonstrates the effectiveness of traffic calming schemes in reducing the accident statistics and meeting the crucial road safety targets.

Arterial Routes versus Residential Schemes

It became apparent that only 22% of accidents occur on non-classified roads in the borough. However, the budget allocation for traffic calming is not allocated on this basis. As a result of these findings, and in order to achieve important PSA targets, the committee recommends a review of the allocation of budgets to achieve maximum effectiveness in meeting national road safety targets.

2. The Local View

The main emphasis and focus of the review has been on how traffic-calming schemes are planned implemented and monitored in the borough. Whilst point number one demonstrates the success of completed schemes, the committee found the road to completion was not dissimilar to a completed traffic calming scheme in that it could be a bit of a bumpy ride or a long and winding road!

To this effect the Committee has made a number of recommendations to improve the effectiveness. The main findings are categorised as follows:

One size does not fit all

The Committee found there are a vast number of measures that can be used as traffic calming measures however one size does not fit all and each scheme needs to be evaluated on its own merits. The measures used will depend on a number of factors and the report gives explanation of the benefits and problems of individual measures.

Consultation

The committee identified the current consultation process and has recommended that more widespread consultation takes place and to include all stakeholders. The local bobby, residents directly affected those who live in adjoining roads and local bus operators are all identified as not feeling fully engaged in the consultation process.

Communication

The implementation of schemes is often a lengthy and complex process and it is inevitable that delays do occur. When this happens it is important to communicate with all relevant stakeholders.

The committee felt it was important to communicate the success of the schemes, to local stakeholders, and felt a communication 12-18 months after completion, which informed people how successful a scheme had been and the reduction in accidents would reinforce the message and gain support from residents.

Comparison

In view of the current best value review, the committee recommends Wigan compare itself with other authorities outside its family group. The committee also recommend that more detailed comparisons, on the annual rate of returns of schemes, are made with other authorities to identify cost effectiveness and best practice.

Monitoring and Evaluation

The committee recommends that schemes are monitored effectively and this should include the displacement of traffic. Displacement needs to be identified during all stages of the monitoring process i.e. prior and post the implementation of schemes. The committee were informed by the Assistant Director of Engineering that there was a planned move to a more zonal approach to traffic calming which should result in more comprehensive monitoring.

It became evident during the review that the durability of some traffic calming measures was poor. Wigan needs to learn from other authorities, and its own experience. All knowledge gathered should inform and improve future schemes.

Project Management

It was evident that the process of project management is complex and slippage has occurred on a number of schemes. In the report the committee observed that there is a need to develop and improve project management systems to avoid such slippage. However, if there are delays there should be a mechanism by which we can communicate delays to relevant stakeholders.

PSA Target 8

Very challenging targets have been set and school travel plans are being developed by a significant number of schools across the Borough but there still remain a number of schools who have chose not to become involved. The committee felt it was important that Governors were asked to become involved from an early stage of the process, particularly elected members. A more detailed plan of how all schools are going to develop "school travel plans" needs to be drawn up. The committee felt that to have a major impact on reducing the KSI's there was a need to target resources at the accident hot spots on the main arterial routes.

Traffic Management Unit

The Committee welcomed the new system of supplying Members with adequate and timely information prior to meetings and recommend the dates of future TMU meetings are posted onto the Wigan Wide Web.

The committee's recommendations are to be found to the back of the report and are based on empirical observations made during the review process. The committee wish to emphasise that without the support and co-operation of the people who took the time and the trouble to write, telephone or speak directly to the committee the work undertaken by themselves would have been fruitless.

2 Recommendations

1. Investigate and consider “points based” and other types of methods of prioritising traffic calming schemes.
2. In order to identify best practice and evaluate the success of schemes, more detailed comparison needs to be made with other authorities on the annual rate of returns of schemes. In line with Best value, comparison should be made with authorities outside the normal “family group” where appropriate.
3. Review the allocation of budgets for traffic calming schemes to ensure the maximum effectiveness in meeting national targets.
4. Ensure close collaborative working with partners such as United Utilities, GMUTC, contractors and other public utilities to enable speedy, efficient and effective implementation of traffic calming schemes.
5. Ensure that, where possible, traffic-calming schemes are completed within a planned timescale. A completion period should be set for all schemes and monitoring arrangements put in place to indicate slippage. Any slippage should be reported to management and there should be regular monitoring reports to the Policy Panel. This should also ensure that planning, implementation and spending arrangements are as consistent as possible throughout the year.
6. Ensure that Highways DLO resources are geared-up appropriately to achieve timescales. The introduction of penalty clauses should be considered for those sub-contractors who unreasonably impede performance.
7. Undertake meaningful discussion with all stakeholders, particularly with all the Emergency Services, on the introduction of various traffic calming measures, particularly full width road humps, and before introducing different policies.
8. The Committee welcome the new system of supplying Members with adequate and timely information prior to TMU meetings and suggests this becomes an embedded process. Furthermore, information sent to outside organisations prior to TMU to be reviewed to ensure it is explicit enough to encourage attendance.
9. It is recommended that the dates of TMU meetings be posted on Wigan’s Website. Partner organisations to be given dates of meetings on an annual basis and the Authority emphasises the importance of attending the meetings. It is apparent that only very minor schemes where there has been no Member involvement are rejected at TMU pre-agenda stage. Therefore the Select Committee requests that the Director confirms that all issues referred by Ward Members go on the TMU agenda and are not rejected at the pre-agenda meeting.
10. The Committee feels it is important that our partner organisations are informed that the cascade of information to their local representative is important to the process.

11. Ensure that a robust system of consultation regarding traffic calming schemes is in place involving all stakeholders, particularly residents affected by site works. Where possible inform stakeholders of delays and problems arising.
12. The use of Manchester Evening News for the advertising of emergency notices to be reviewed. Emergency notices should be kept to a minimum but where needed, The Bolton Evening News and the Wigan Evening Post are felt to be more appropriate local newspapers.
13. The process of gathering front-line views is of a particular interest to Best Value and other inspectors. In the case of schools the committee recommend that consultation is methodical and embraces consultation with School Crossing Patrol personnel, parents, and teachers. It is also recommended that the discussion should take place with the representative of the Chief Constable on how the views of the local Police Constable can be incorporated.
14. Select Committee felt it was important that consultation takes place with appropriate bus operators likely to be affected by traffic calming schemes. The GMPTE should be asked to consider this proposal.
15. When public consultation is held, ensure that the officers in attendance are appropriately briefed to be able to respond to the public.
16. Consider, where appropriate, consulting the public, and in particular local residents, on the aesthetic appearance of traffic calming schemes. Influencing the look of schemes may result in more acceptance.
17. Ensure that parking facilities are thoroughly investigated in the planning and design stages of any traffic-calming scheme. Where possible build parking arrangements and parking restrictions, where appropriate, into traffic calming to ensure the success of the schemes and the safety of all.
18. Appropriate information i.e. plans, drawings, and accident information where appropriate, etc., should be made available on site for public inspection. These should be available to all stakeholders throughout the consultation period via local offices i.e. libraries, Neighbourhood Offices, Housing Departments.
19. Appropriate discussion takes place with the Police regarding the permanent siting of speed cameras and red light cameras in the Borough.
20. The effectiveness of traffic calming schemes be published and communicated to stakeholders following completion.
21. Ensure that a process is in place to gather feedback from the implementation of traffic calming schemes including the displacement of traffic and to use feedback to influence future schemes.

Schools

22. A forward action plan should be drawn up indicating how School Travel Plans will be implemented for all schools in the Borough within the next two years.
23. Encourage schools to take-up School Travel Plans. It is suggested to include more school governors at an early stage.

24. In all projects taking place in the vicinity of school entrances discussion should take place with stakeholders, including school crossing patrol personnel, to ascertain working patterns to ensure the safety of schoolchildren.
25. Research and evaluate current “park and walk” and “walking bus” schemes with a view to developing more of these type of schemes. Encourage and facilitate dialogue between schools and local owners of adjacent parking areas.
26. Investigate the usage v deterioration of synthetic speed cushions and evaluate the long-term cost-effectiveness.
27. To avoid confusion over the total amount paid out in insurance “small claims”; set up a monitoring and reporting process to include all small claims paid out (whether they are paid by the Engineering Services Department or whether they are paid out of the Insurance fund).

Whilst making these recommendations the Select Committee fully supports the policies and strategies set out in the Council’s Road Safety Strategy and agrees that this document will continue to form the annual review of procedures for dealing with all traffic calming issues.

Select Committee No. 2

Susan Loudon
July 2002

3 Action Plan



DECISION TAKER: DIRECTOR OF ENGINEERING SERVICES

DATE: ENVIRONMENT PANEL – 19TH FEBRUARY 2003 /
OVERVIEW AND SCRUTINY - 24TH FEBRUARY 2003

SUBJECT: TRAFFIC CALMING ACTION PLAN

REPORT OF: DIRECTOR OF ENGINEERING SERVICES

CONTACT OFFICER: Mr. M.G. Smith 01942 404341

PURPOSE / SUMMARY: To advise Members of and seek endorsement for the proposed Action Plan resulting from the findings of the Overview and Scrutiny Select Committee No. 2 “Traffic Calming”.

RECOMMENDATION / DECISION: Members of Overview and Scrutiny Committee are requested to endorse the proposed Action Plan.

IMPLICATIONS:

Financial:	Contained within the Local Transport Plan Capital Programme
Staffing:	Within existing resources
Policy:	Local Transport Plan, Road Safety Strategy
Equal Opportunities	Inclusive
Wards Affected:	All
Special Interest Areas:	None

Tracking/Process:

Forward Plan	Consultation	Ward Members	Partners
Panel	Overview & Scrutiny	Cabinet	Council
19.2.2003	24.2.2003		

There are no Background Papers to this Report within the meaning of Section 100D of the Local Government Act 1972.

Proper Officer P.W. Taylor

Date 6th February 2003

1 BACKGROUND:

- 1.1 In July 2002, the Overview and Scrutiny Select Committee No. 2 produced its findings in the report "Traffic Calming: Understanding the Planning, Implementation and Monitoring of Traffic Calming in Residential Areas and Around Schools".
- 1.2 From this, a series of recommendations have been agreed with the Committee, which form the basis of the Action Plan presented in this report.
- 1.3 As part of this process, the Select Committee fully supports the policies and strategies set out in the Council's Road Safety Strategy and agrees that this document will continue to form the annual review of procedures for dealing with all traffic calming issues.
- 1.4 In addition, the Committee also supports the principles set out in the report "Traffic Calming in Residential Areas" considered by Environment Panel on 3rd April 2002 (Minute 186 refers), and recommends the report should be submitted to a future meeting of the Panel for formal endorsement.

2 SELECT COMMITTEE GENERAL RECOMMENDATIONS:

- 2.1 Investigate and consider "points based" and other types of methods of prioritising traffic calming schemes.
- 2.2 In order to identify best practice and evaluate the success of schemes, more detailed comparison needs to be made with other authorities on the annual rate of returns of schemes. In line with Best Value, comparison should be made with authorities outside the normal "family group" where appropriate.
- 2.3 Review the allocation of budgets for traffic calming schemes to ensure the maximum effectiveness in meeting national targets.
- 2.4 Ensure close collaborative working with partners such as United Utilities, GMUTC, contractors and other public utilities to enable speedy, efficient and effective implementation of traffic calming schemes.
- 2.5 Ensure that where possible, traffic-calming schemes are completed within a planned timescale. A completion period should be set for all schemes and monitoring arrangements put in place to indicate slippage. Any slippage should be reported to management and there should be regular monitoring reports to the Policy Panel. This should also ensure that planning,

implementation and spending arrangements are as consistent as possible throughout the year.

- 2.6 Ensure that Highways DLO resources are geared-up appropriate to achieve timescales. The introduction of penalty clauses should be considered for those sub-contractors who unreasonably impede performance.
- 2.7 Undertake meaningful discussion with all stakeholders, particularly with all the Emergency Services, on the introduction of various traffic calming measures, particularly full width road humps and before introducing different policies.
- 2.8 The Committee welcome the new system of supplying Members with adequate and timely information prior to Traffic Management Unit (TMU) meetings and suggests this becomes an embedded process. Furthermore, information sent to outside organisations prior to TMU to be reviewed to ensure it is explicit enough to encourage attendance.
- 2.9 It is recommended that the dates of TMU meetings be posted on Wigan's Web site. Partner organisations to be given dates of meetings on an annual basis and the Authority emphasises the importance of attending the meetings. It is apparent that only very minor schemes where there has been no Member involvement are rejected at TMU pre-agenda stage. Therefore, the Select Committee requests that the Director confirms that all issues referred by Ward Members go on the TMU agenda and are not rejected at the pre-agenda meeting.
- 2.10 The Committee feels it is important that our partner organisations are informed that the cascade of information to their local representatives is important to the process.
- 2.11 Ensure that a robust system of consultation regarding traffic calming schemes is in place involving all stakeholders, particularly residents affected by site works. Where possible inform stakeholders of delays and problems arising.
- 2.12 The use of Manchester Evening News for the advertising of emergency notices to be reviewed. Emergency notices should be kept to a minimum but where needed, the Bolton Evening News and the Wigan Evening Post are felt to be more appropriate local newspapers.
- 2.13 The process of gathering front line views is of a particular interest to Best Value and other inspectors. In the case of schools, the Committee recommend that consultation is methodical and embraces consultation with School Crossing Patrol personnel, parents and teachers. It is also recommended that the discussion should take place with the representative of the Chief Constable on how the views of the local Police Constable can be incorporated.
- 2.14 Select Committee felt it was important that consultation takes place with appropriate bus operators likely to be affected by traffic calming schemes. The GMPTE should be asked to consider this proposal.
- 2.15 When public consultation is held, ensure that the officers in attendance are appropriately briefed to be able to respond to the public.

- 2.16 Consider, where appropriate, consulting the public and in particular, local residents, on the aesthetic appearance of traffic calming schemes. Influencing the look of schemes may result in more acceptance.
- 2.17 Ensure that parking facilities are thoroughly investigated in the planning and design stages of any traffic-calming scheme. Where possible build parking arrangements and parking restrictions, where appropriate, into traffic calming to ensure the success of the schemes and the safety of all.
- 2.18 Appropriate information i.e. plans, drawings and accident information where appropriate, etc., should be made available on site for public inspection. These should be available to all stakeholders throughout the consultation period via local offices, i.e. libraries, Neighbourhood Offices, Housing Departments.
- 2.19 Appropriate discussion takes place with the Police regarding the permanent siting of speed cameras and red light cameras in the Borough.
- 2.20 The effectiveness of traffic calming schemes be published and communicated to stakeholders following completion.
- 2.21 Ensure that a process is in place to gather feedback from the implementation of traffic calming schemes including the displacement of traffic and to use feedback to influence future schemes.

3 SELECT COMMITTEE RECOMMENDATIONS WITH RESPECT TO SCHOOLS:

- 3.1 A forward action plan should be drawn up indicating how School Travel Plans will be implemented for all schools in the Borough within the next two years.
- 3.2 Encourage schools to take up School Travel Plans. It is suggested to include more School Governors at an early stage.
- 3.3 In all projects taking place in the vicinity of school entrances, discussion should take place with stakeholders, including school crossing patrol personnel, to ascertain working patterns to ensure the safety of school children.
- 3.4 Research and evaluate current “park and walk” and “walking bus” schemes with a view to developing more of these types of schemes. Encourage and facilitate dialogue between schools and local owners of adjacent parking areas.
- 3.5 Investigate the usage v deterioration of synthetic speed cushions and evaluate the long-term cost-effectiveness.
- 3.6 To avoid confusion over the total amount paid out in insurance “small claims”, set up a monitoring and reporting process to include all small claims paid out (whether they are paid by the Engineering Services Department or whether they are paid out of the insurance fund).

4 ACTION PLAN FOR IMPROVEMENT:

4.1 See Appendix to this report.

5 CONCLUSIONS:

5.1 Overall, our processes covering the introduction of Traffic Calming are closely governed by Government legislation and guidance and there is a clear policy framework through the Greater Manchester Local Transport Plan and the Council's Road Safety Strategy. During recent years, my Department has also significantly developed and refined its processes relating to the introduction of such schemes.

5.2 Even so, the proposed Action Plan resulting from the recommendations of the second Select Committee should build on this good foundation and give us tangible improvements at all stages of scheme implementation, helping the Council to continue to improve the way it delivers its services in this area. Consequently, it is recommended that Members give their full support for this Action Plan.

P.W. Taylor
Director of Engineering Services

WIGAN COUNCIL
DEPARTMENT OF ENGINEERING SERVICES

TRAFFIC CALMING ACTION PLAN FOR IMPROVEMENT

A. Prioritisation and Programming				
Ref.	Action / Recommendation	Benefit / Outcome	Priority / Timescale	Responsibility / Comments
A.1	Investigate and consider "points based" and other types of methods of prioritising traffic calming schemes.	More effective use of funding and resources	High priority. During 2003 as part of Road Safety B.V. Review	Traffic and Transportation Manager. Constrained by Government guidance on use of Local Safety Schemes funding
A.2	Review the allocation of budgets for traffic calming schemes to ensure the maximum effectiveness in meeting national targets.	More effective use of funding and resources	High priority. During 2003 as part of Road Safety B.V. Review	Traffic and Transportation Manager. May result in more funding for major routes rather than residential traffic calming.
A.3	Draw up forward action plan indicating how School Travel Plans will be implemented for all schools in the Borough within the next two years.	More effective use of funding and resources. Improve timescale information for stakeholders.	High priority. Broad programme in place already. Develop action plan during 2003.	Traffic and Transportation Manager. Depends on support from schools and ability to predict expenditure associated with individual STPs.
A.4	Encourage schools to take up School Travel Plans. It is suggested to include School Governors at an early stage.	Participation and support from schools throughout the process is vital to educate children and parents.	Medium priority. Considerable lobbying already taken place including Governor newsletter. Continue during year 2003 / 04.	Traffic and Transportation Manager. Already have agreed programme of schools for this financial year.
B. Design and Investigation				
B.1	Ensure that parking facilities are thoroughly investigated in the planning and design stages of any traffic calming scheme. Where possible build parking arrangements and parking restrictions into traffic calming schemes.	Ensure parking provision helps to counteract objections from local residents.	High priority. Already part of the design process.	Traffic and Transportation Manager. Highway Design Manager.
B.2	Ensure appropriate discussion takes place with the Police regarding the permanent siting of speed cameras and red light cameras in the Borough.	Ensure funding and resources are used as effectively as possible to reduce accidents on major routes.	High priority. Already part of the design and investigation process.	Traffic and Transportation Manager in partnership with G.M. Police.

Ref.	Action / Recommendation	Benefit / Outcome	Priority / Timescale	Responsibility / Comments
B.3	Research and evaluate current "park and walk" and "walking bus" schemes with a view to developing more of these type of schemes. Encourage and facilitate dialogue between schools and local owners of adjacent parking areas.	Determine the effectiveness of this low-cost but potentially high impact measure.	Medium priority. During year 2003 / 04.	Traffic and Transportation Manager.

C. Traffic Management Unit

C.1	Undertake meaningful discussion with all stakeholders, particularly with all the Emergency Services, on the introduction of various traffic calming measures, particularly full width road humps and before introducing different policies.	Ensures support from key stakeholders.	High priority. Already part of Departmental procedures.	Traffic and Transportation Manager.
C.2	Ensure new system of supplying Members with adequate and timely information prior to TMU meetings is continued. Information sent to outside organisations prior to TMU to be reviewed to ensure it is explicit enough to encourage attendance.	To ensure Members and key stakeholders are kept informed and consulted.	High priority. Now part of Departmental procedures.	Traffic and Transportation Manager.
C.3	Post dates of TMU meetings on Wigan's web site. Partner organisations to be given dates of meetings on an annual basis and importance of attending meetings to be emphasised. All issues referred by Ward Members to go on TMU agenda (not rejected at pre agenda meeting).	To ensure Members and key stakeholders are kept informed and consulted.	High priority. Now part of Departmental procedures.	Traffic and Transportation Manager.

D. Consultation

D.1	Inform partners that the cascade of information to their local representative is	Better informed local reps with less likelihood of conflicting views from one organisation.	Medium priority. During year 2003 / 04.	Wholly dependent on support from partner organisations.
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	important to the process.			
Ref.	Action / Recommendation	Benefit / Outcome	Priority / Timescale	Responsibility / Comments
D.2	Ensure that a robust system of consultation regarding traffic calming schemes is in place involving all stakeholders, particularly residents affected by site works. Where possible inform stakeholders of delays and problems arising.	To ensure residents are kept informed and properly consulted.	High priority. Stringent checks now part of Departmental procedures.	Traffic and Transportation Manager and Highway Design Manager. May also involve Director of Planning and Development for town centre enhancement schemes.
D.3	Review use of Manchester Evening News for the advertising of emergency notices. Emergency notices should be kept to a minimum but where needed, the Bolton Evening News and Wigan Evening Post are felt to be more appropriate local newspapers.	To ensure residents and other stakeholders are properly advised.	Medium priority. During year 2003 / 04.	Traffic and Transportation Manager and Director of Legal Services.
D.4	For schemes affecting schools, consultation should be methodical and embrace consultation with School Crossing Patrol personnel, parents and teachers. Discuss with Chief Constable representative how the views of the local Police Constable can be incorporated.	Ensure key stakeholders are kept informed and properly consulted.	Medium priority. Largely part of existing Departmental procedures.	Traffic and Transportation Manager.
D.5	Ask GMPTE to consider consulting appropriate bus operators likely to be affected by traffic calming schemes.	Ensure key stakeholders are properly consulted.	Medium priority. During year 2003 / 04.	GMPTE responsibility.
D.6	When public consultation is held, ensure that the officers in attendance are appropriately briefed to be able to respond to the public.	Ensure residents are given appropriate advice.	Medium priority. Largely part of existing Departmental procedures.	Traffic and Transportation Manager.

Ref.	Action / Recommendation	Benefit / Outcome	Priority / Timescale	Responsibility / Comments
D.7	Consider where appropriate consulting the public, and in particular local residents, on the aesthetic appearance of traffic calming schemes.	Ensure support for scheme and minimise adverse impact on residents.	Medium priority. Already part of existing Departmental procedures for Township enhancement schemes.	Traffic and Transportation Manager. Highway Design Manager. Director of Planning and Development. May be conflict between road safety and aesthetic issues e.g. high visibility markings.
D.8	Appropriate information i.e. plans, drawings and accident information where appropriate should be made available on site for public inspection. These should be available to all stakeholders throughout the consultation period via local offices i.e. libraries, Neighbourhood Offices, Housing Departments.	Ensure residents and other key stakeholders are kept properly informed and consulted.	Medium priority. During year 2003 / 04.	Traffic and Transportation Manager. Highway Design Manager. Highways DLO Manager. Local offices already used. Sign with contact details now provided on site for all major schemes.
E. Implementation				
E.1	Ensure close collaborative working with partners such as United Utilities, GMUTC, contractors and other public utilities to enable speedy, efficient and effective implementation of traffic calming schemes.	Ensure delivery of scheme to timetable.	High priority. During 2003.	Highway Design Manager. Highways DLO Manager. Dependent on support from Partners.
E.2	Ensure that, where possible, traffic calming schemes are completed within a planned timescale. A completion period should be set for all schemes and monitoring arrangements put in place to indicate slippage. Any slippage should be reported to management and there should be regular monitoring reports to the Policy Panel.	Ensure delivery of scheme to timetable.	High priority. During 2003. Use of programming software already in place. Performance included in Departmental Local Performance Indicators.	Traffic and Transportation Manager. Highway Design Manager. Highways DLO Manager.

Ref.	Action / Recommendation	Benefit / Outcome	Priority / Timescale	Responsibility / Comments
E.3	Ensure that the Highways DLO resources are geared-up appropriately to achieve timescales. The introduction of penalty clauses should be considered for those sub-contractors who unreasonably impede performance.	Better performance by Highways DLO and other contractors.	High priority. During 2003 / 04.	Highways DLO Manager. Penalty clauses for sub-contractors may affect Council's ability to commission work in current business climate.
E.4	In all projects taking place in the vicinity of school entrances discussion should take place with stakeholders, including school crossing patrol personnel, to ascertain working patterns to ensure the safety of school children.	Ensure safety of school children.	Medium priority. Largely part of existing Departmental procedures.	Road Safety Manager (who is already consulted directly as part of TMU process).
F. Monitoring				
F.1	Compare annual rate of returns of schemes including authorities outside the normal "family group" where appropriate.	Ensure optimum use of funding and resources.	High priority. During 2003 as part of Road Safety B.V. Review.	Traffic and Transportation Manager.
F.2	Communicate effectiveness of traffic calming schemes to stakeholders following completion.	Ensure residents and key stakeholders are aware of benefits of schemes.	Medium priority. During 2003 / 04.	Traffic and Transportation Manager. Could include in conjunction with satisfaction surveys.
F.3	Ensure that a process is in place to gather feedback from the implementation of traffic calming schemes including the displacement of traffic and to use feedback to influence future schemes.	Ensure optimum use of funding and resources for future schemes.	High priority. During 2003 as part of Road Safety B.V. Review.	Traffic and Transportation Manager. Highway Design Manager.
F.4	Investigate the usage v deterioration of synthetic speed cushions and evaluate the long term cost effectiveness.	Ensure optimum use of funding and resources.	Medium priority. During year 2003 / 04.	Highway Design Manager. Already abandoned use of certain types of speed cushion.

Ref.	Action / Recommendation	Benefit / Outcome	Priority / Timescale	Responsibility / Comments
F.5	Set up a monitoring and reporting process to include all small claims paid out.	Ensure optimum use of funding and resources.	Medium priority. During year 2003 / 04	Highway Design Manager and Director of Finance and I.T.

