



ACHIEVING VALUE FOR MONEY

The Partnership will endeavour to make sensible and accountable use of public funding. Opportunities for greater efficiency will also be pursued in line with the 'Gershon Report' Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency.

Value for money will be achieved through:

- efficient planning and delivery of schemes with focus on achieving shared priorities and LTP objectives;
- achieving added value through combining schemes, for example implementing integrated transport schemes as part of highway maintenance schemes;
- maximising capital investment through revenue and other sources of funding;
- working in partnership with other organisations to achieve wider benefits and additional match funding;
- benchmarking with other comparable authorities to tackle excessive costs and poor performance;
- providing what customers need;
- making more and better use of existing assets;
- making more effective use of technology to plan and manage improvements to the existing transport system rather than building new infrastructure wherever possible; and
- more emphasis on 'smarter choices' to win hearts and minds of people which will make it easier to implement controversial but essential proposals.

LEARNING FROM EXPERIENCE

'LESSONS LEARNED' FROM THE FIRST LTP

During the first LTP the Partnership delivered a wide range of measures to try and determine what works best and to give an indication of the scale of improvement that could be achieved by these measures elsewhere. In many cases, the outcomes have been measured in the form of 'before and after' impact reports and reported in our APRs. Appendix M shows a summary of these impact reports.

We have used the findings from these studies to influence the selection of measures in LTP2. The number and breadth of impact reports has provided particularly good information on measures that can work well in the area or road safety engineering measures. In this and other areas however, demonstrating causal links can be more difficult due to the number of external influences acting upon travel behaviour.

LEARNING FROM OTHERS

The Partnership has learnt from the experience of other authorities through the Centre of Excellence process. We have also shared our practices with other authorities, for example through the Beacon Council process.

USE OF RESOURCES

INTEGRATION

Combining integrated transport funded measures and highway maintenance funded measures in a holistic way gives value for money and is practised by all the district authorities, providing a package of benefits at a lower cost.

ROAD SAFETY

Great efforts are made to maximise value for money through sharing of best practice and joint working between the partner agencies.

In Bradford it has been estimated that it will take around 10 years to deliver the engineering side of speed management with current funding. It therefore becomes necessary to target police resources to address safety concerns and involve local people in anti-speeding initiatives.

Local safety schemes are approached in terms of the 'first year rate of return' to measure value for money in reducing road injuries. The HA is developing analysis techniques on trunk roads and motorways to use information on damage only collisions to identify risk; we intend to use the findings to improve our performance.

Road Safety ETP initiatives are subject to evaluation to make sure that they have reached the appropriate audience and have had the required impact.

ASSET MANAGEMENT

Efficient methods of working have been developed over a number of years and will continue to be improved.

The new TAMPs will bring better planned programmes of repair and renewal. These should ensure that maintenance is carried out at the most cost effective times in the life of an asset and give a better focused delivery and ensure value for money.

Whole life costing is gradually being introduced, though as this sometimes means higher initial costs for higher specification work progress is slow. Risk assessment of, for example, the likelihood of excavations by utilities, is part of the calculation of whole life costs.

The most cost effective approach to maintenance is to intervene with timely, low cost works just as a street is beginning to deteriorate. However, it is also necessary to address the backlog of streets which need significant work.



PUBLIC TRANSPORT REVENUE FUNDING

Part 3 "Strategy Delivery" showed how revenue expenditure on public transport was the biggest area of revenue expenditure. Our efforts to secure other sources of revenue funding were also discussed.

Achieving value for money from revenue funding is equally important.

Metro has worked constructively with the DfT on the Northern franchise review to explore ways in which in best value for money can be achieved from local rail services during LTP2 and beyond. Metro is also actively exploring new ways to generate additional revenue income from rail services during the course of LTP2.

Subsidised bus services and concessionary fares are the next biggest items of revenue expenditure. Regular reviews of tendered (non-commercial) bus services will continue to be undertaken on an area basis to ensure that the best outcomes are realised in the most economical way when re-tendering services. Usage criteria will continue to be applied to decide whether funding of services should continue, or commercial operation should be restored (for example some Sunday services).

The use of accessibility tools to review tendered services was described in Part 3 'Revenue Programme', along with the difficulty of re-specifying services to give even better value for money given the existence of residual historic service patterns operating commercially at other times. A potential solution is the more radical

approach to bus service delivery being pursued by the Partnership (described in the Bus Strategy).

Expenditure on concessionary fares is expected to rise following the Government's 2005 budget announcement of free fares for older and disabled people. This increase is expected to be funded by Government grants to the district authorities. During LTP1, Metro maintained expenditure on concessionary fares at broadly similar levels. During LTP2, Metro will investigate efficiencies in the way concessionary fares reimbursement is calculated and administered to meet the requirements of the report Releasing Resources for the Frontline: Independent Review of Public Sector Efficiency.

Developer contributions towards the revenue costs of additional rail rolling stock, bus services, replacement bus shelters and additional RTP1 on-street display units will continue to be sought during LTP2.

The opportunity will be taken, through the LDF process and the use of SPDs, to identify how developer contributions can be co-ordinated to complement and enhance the LTP2 revenue and capital programmes. In the meantime, guidelines for developers, land use planners and development control officers for the remainder of the UDP period are shown in Appendix L.

Additional external sources of revenue funding will also be investigated, for example, Metro bus shelters are being modified to include advertising panels, which will generate revenue income during LTP2.



COSTS

Costs of schemes are managed and controlled through our internal project management processes (See 'Managing the Risks')

OTHER ISSUES

Value for money is not just about finance it is also about things that cannot be measured in financial terms such as landscape, severance and physical fitness.

Table 4.6 gives an appraisal of the proposed Action Plan against a range of measures that are used in the DfT New Approach to Appraisal (NATA) process. This appraisal is a largely subjective analysis as it has not been possible to undertake a full NATA analysis because of the complexity of dealing with large numbers of very diverse schemes.

This appraisal is for the overall LTP2 strategy excluding the effect of major schemes (which will be assessed in their individual appraisals).



TABLE 4.6: APPRAISAL SUMMARY TABLE

OPTION		DESCRIPTION	PROBLEMS	PRESENT VALUE OF COSTS TO PUBLIC ACCOUNTS
Overall LTP2 Strategy (excluding major schemes)		Improvements to accessibility, congestion, safety, air quality and more effective asset management through packages of bus, cycling, walking, safety, traffic and demand management measures	Increasing traffic levels and congestion, public transport reliability, level of casualties and quality of infrastructure.	£286m capital - excluding majors £210m per year revenue
NATIONAL OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS	QUANTITATIVE ASSESSMENT	ASSESSMENT
ENVIRONMENT	Noise	Constrained traffic growth (compared to do nothing) together with speed management and use of low noise surfacing will lead to noise reductions		Slightly beneficial
	Local Air Quality	Constrained traffic growth (compared to do nothing) will lead to improved air quality	Reduction of 2,820 tonnes of NO _x per year by 2011	Beneficial
	Greenhouse Gases	Constrained traffic growth (compared to do nothing) will lead to no reduction in greenhouse gas emissions despite a growing economy and traffic flows	No reduction of CO ₂ emissions	Neutral
	Landscape	Few schemes will affect the landscape		Neutral
	Townscape	Schemes in town centres will facilitate townscape improvements but some transport infrastructure can detract		Slightly beneficial
	Heritage of Historic Resources	We would seek to protect the environment in conservation areas and around listed buildings.		Beneficial
	Biodiversity	Few if any schemes will affect biodiversity, may be slight benefits from 'Greenway' cycling schemes		Neutral
	Water Environment	Constrained traffic growth (compared to do nothing) and improved drainage may lead to slightly improved water environment through less water borne pollution		Slightly beneficial
	Physical Fitness	Pedestrian, cycling and travel awareness strategies encourage a healthier lifestyle with more cycling and walking		Slightly beneficial
Journey Ambience	Better public transport - bus and rail station improvements, RTPI, shelters, etc. Improved cycling and walking facilities		Beneficial	



NATIONAL OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS	QUANTITATIVE ASSESSMENT	ASSESSMENT
SAFETY	Accidents	Reduction in casualties through safety engineering measures and road safety ETP	Approx. 595 fewer people killed or seriously injured per year by 2010 compared to 1994-1998 average	Beneficial - Present Value of Benefits - to be estimated for final LTP2
	Security	Continued use of CCTV, improved street lighting and improvements to staffing at bus and rail stations will improve security		Beneficial
ECONOMY	Transport Economic Efficiency: Business Users & Transport Providers	Reduction in vehicle operating costs through bus priorities and reduced congestion Increases in car costs for some journeys from demand management measures (e.g. increased parking charges)		Beneficial
	Transport Economic Efficiency: Consumers	Significant improvements to bus journey times Improvements to journey times along cycle and pedestrian routes Reduction in vehicle operating costs through reduced congestion (compared to do-nothing) but increases in car costs for some journeys from demand management measures		Beneficial
	Reliability	Improved reliability of bus journey times particularly along quality corridors Reduced congestion (compared to do-nothing) will improve car and lorry journey time reliability		Beneficial
	Wider Economic Impacts	Strategy supports regeneration initiatives City and town centre proposals will assist the local economy		Beneficial
ACCESSIBILITY	Option values	Improvements to the available transport options for many areas particularly disadvantaged communities		Beneficial
	Severance	Improvements to pedestrian movements and reduction in traffic (compared to do-nothing) will tend to reduce severance		Slightly beneficial
	Access to the Transport System	Strategy includes significant initiatives to address social inclusion initiatives including a developing Accessibility Strategy		Beneficial



NATIONAL OBJECTIVE	SUB-OBJECTIVE	QUALITATIVE IMPACTS	QUANTITATIVE ASSESSMENT	ASSESSMENT
INTEGRATION	Transport Interchange	Strategy includes significant improvements to interchange between all modes		Beneficial
	Land-Use Policy	Strategy supports and is supported by land use policies - UDPs, emerging LDFs and RSS through support for developments, parking standards, travel plans, etc		Beneficial
	Other Government Policies	Defra - improved access for rural communities DfES - improved access to schools and other education establishments DH - improved physical activity through cycling and walking Home Office - reduced crime through CCTV and other security measures DTI - assisting businesses through improved journey reliability and operating costs		Beneficial

