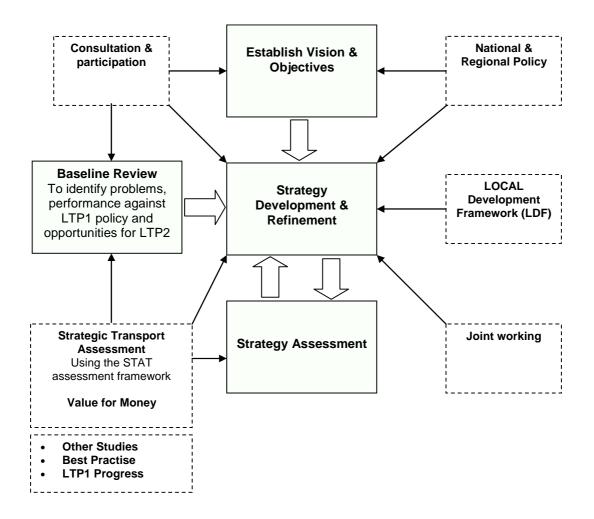
3. Developing the Transport Strategy

The transport strategy for Southend comprises a programme of policies, measures and actions to deliver the shared priorities for transport, local and national priorities for regeneration, and to address current and future problems. The merits of the measures have been appraised against a range of criteria relating to the shared priorities, local objectives, policies and targets. The transport strategy builds upon the successes of LTP1 and the continued involvement of the Integrated Transport Partnership.

The development of the Plan has drawn upon a range of regional and national considerations, recent studies, public and partner views, LTP1 progress, brought together through work undertaken in preparing LPT2 (Figure 3.1). The remainder of this chapter summarises these processes.

Figure 3.1 Plan Development Process



Identification of Transport Related Problems and Issues

The report on baseline transport conditions 11 provides an overview of transport related issues in Southend based on the best information available at the time. In particular, it highlights how the transport system performs relative to local objectives, indicators and targets set in LTP1. This report is based on evidence from a combination of sources, namely:

- monitoring data as required to inform the LTP1 Annual Progress Reports (APR);
- other ad hoc transport related data collected by or on behalf of the Council;
- evidence reported on as part of other recent or ongoing studies of transport in Southend;
- information gathered through consultation and partnership with key stakeholders;
- analysis of existing and future year problems using the Strategic Transport Analysis Tool which has been developed to forecast high level transport conditions across the Borough.

Establishing the Vision and Objectives for this Plan

Before embarking upon the development of the Plan it is important to establish the aims of the transport strategy. A previous set of objectives existed which informed the first LTP for Southend. At that time the Government's New Approach to Transport Appraisal (NATA) criteria (as used in the Guidance on the Methodology for Multi Modal Studies) were key to identifying the objectives at national, regional and local levels. The broad objectives for appraisal were defined as environment, economy, accessibility, safety and integration.

A series of Integrated Transportation Partnership meetings involving over 300 organisations within the community have been held throughout the implementation of LPT1 and the development of this Plan to inform, seek views, provide feedback and act as a general forum for discussing transport issues. The Integrated Transportation partnership approach has been recognised as 'best practice'. This has led to a consensus in terms of the objectives now presented, particularly the local priorities. Overall the LTP2 objectives build on those adopted in LTP1 and have been reviewed to be more aligned with Government guidance, and in particular the delivery of the Shared Priorities (**Table 3.1**).

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¹¹ Review of Baseline Transport Conditions (July 2005).

Table 3.1 - LTP2 Objectives

LTP1 Objectives	LTP2 Objectives	
Shared Priority		
·	Tackling congestion by the more efficient use of road capacity; providing for quality public transport; placing greater emphasis on travel plans and 'smarter choices' of travel; and improving conditions for motorists, cyclists and pedestrians. Both in the Borough and cross boundary with Essex	Tackling Congestion
Promote accessibility to everyday facilities for all, especially those without a car	Delivering Accessibility by working with local groups to improve and encourage access to places of work, learning, health care, shopping and leisure services; and sustainable modes of transport, especially for people from disadvantaged groups and areas in the town.	Delivering Accessibility
Improve safety for all travellers	Providing for Safer Roads by taking forward the Southend Road Safety Strategy in partnership improving road and bridge maintenance; slower speeds within Environmental Rooms and near schools; road safety measures; improved safety for cyclists and pedestrians; and safety awareness, particularly amongst children.	Safer Roads
Protect and enhance the environment and quality of life	Achieving Better Air Quality by reducing congestion, driver distances travelled and number of vehicle trips made. Achieving a Better Quality of Life by addressing wider quality of life issues including a quality public realm, landscape, safe communities, health and reduction in traffic noise.	Improving Air Quality Improving Quality of Life
Local Priority		
Improve the economy of Southend and support sustainable economic growth in appropriate locations	Regeneration of Southend by Improving the Economy by promoting and supporting sustainable economic growth in appropriate locations.	A prosperous community (a Community Plan theme)
Promote the integration of all forms of transport and land use planning leading to a better more efficient transport system	Achieving an Efficient Transport System by ensuring that land use and transport (all modes) planning are integrated.	Reflects RTS and LDF objectives of reducing the need to travel
Raise community awareness of the effects of continuing traffic growth	Raising Community Awareness by publicising the effects of continuing traffic growth and the benefits and availability of alternative transport modes.	An environmentally aware community (a Community Plan theme)
	Improving the Highway by pursuing effective maintenance procedures that achieve value for money solutions whilst keeping the quality of life and urban renaissance objectives by improving the street scene.	Improving the Highway

Identification of Strategy Components

The findings of the London to Southend Movement Study (LOTS), the Route Management Strategy for TGSE and the improved data capture and performance monitoring, have provided for important inputs into strategy development. These have all been developed in partnership with adjoining Highway Authorities and key stakeholders. In summary the strategy has been developed adopting an approach based on a combination of:

- Reference to the problems and issues highlighted in the remainder of this report, and summarised in Section 4;
- Reviewing the transport improvement schemes already under consideration;
- An understanding of current opinions of the public, key stakeholders and transport operators on various transport interventions;
- Integration with other studies;
- Consistency with current transport policy at regional and national levels;
- Realism having regard to available resources to deliver schemes during the Plan period (see Section 2):
- Best practice from experience elsewhere;
- Understanding of the likely impacts of specific transport interventions using the Strategic Transport Analytical Tool (STAT);
- Consideration of measures and policies that will ensure use of existing infrastructure is maximised;
- Recognition of what has worked well during the delivery of LTP1, and ensuring benefits are locked in; and
- Acknowledging the importance of achieving value for money, in understanding what works
 well in delivering different outcomes in Southend, either from previous experiences or
 research elsewhere.

Strategic Environmental Assessment

The LTP2 has been identified as a plan that is subject to the requirements of European Directive 2001/42/EC on the assessment of the effects of certain plans and programmes on the environment (the 'SEA Directive'), which came into force in the UK on 20 July 2004 through the Environmental Assessment of Plans and Programmes Regulations 2004 (the 'SEA Regulations').

To address the requirements of the Regulations, a Strategic Environmental Assessment (SEA) has been carried out in association with the LTP2 development process. The central aims of the SEA are to:

- Maximise environmental and sustainability value of the LTP2; and
- Inform and influence the plan-making process with a view to promoting sustainable development.

In accordance with guidance from DfT, the SEA of the LTP2 has been developed through a five stage process:

- Stage A identifying other relevant plans and programmes and environmental protection objectives, establishing the environmental baseline, identifying environmental problems and deciding SEA objectives;
- **Stage B** deciding on the scope of the SEA, developing alternatives to plan proposals and consulting with environmental bodies;
- Stage C assessing the effects of the provisional LTP2, identifying measures to reduce or counteract the negative effects, devise monitoring programme and prepare Environmental Report;
- Stage D consultation on the provisional LTP2 and the Environmental Report; and
- **Stage E** monitoring the significant effects on the environment of implementing the LTP2.

As required by the SEA Regulations, two report outputs have been produced:

- Scoping Report (summarising Stage A and B work) for consultation on the scope of the SFA:
- Environmental Report for (documenting Stages A to C work) consultation on the provisional LTP2.

These are described in more detail in the Participation and Consultation section.

In accordance with the SEA Regulations, an SEA Statement has been produced for issue with this final LPT2. This outlines a) how the public consultation responses have been taken into account; b) the changes made to the LTP2 in response to the Environmental Report; c) the reasons for choosing the plan adopted and why other alternatives were rejected; d) the SEA monitoring programme (Stage E) for the LTP2.

Assessing Alternative Strategies

The SEA Directive requires that the LTP2 should consider, "reasonable alternatives taking into account the objectives and geographical scope of the plan" and should give "an outline of the reasons for selecting the alternatives".

An assessment of alternative approaches was carried out under Stage B of the SEA based on the 'shared' and 'local' objectives set out for the Plan. A series of strategic alternatives were developed under each of the Plan's objectives, as potential approaches to delivering the objective, and the performance of assessed against the SEA objectives developed in Stage A.

In general the SEA assessment of alternatives indicated that those alternatives involving 'soft' measures such as smarter choices and demand management performed better than 'hard' infrastructure schemes such as new roads and road widening, although the majority of the strategic alternatives were assessed as having positive or no direct effects on the SEA objectives.

The results of the assessment were analysed and used to inform strategy development. Many of the alternatives were discounted as they:

- Did not support the policy framework of national, regional and local policies outlined in Section 2;
- Undermined the existing strategy and its balanced approach to multi-modal sustainable transport improvements;
- Were unable to effectively build upon the successful schemes implemented as part of LTP1;
- Exhibited poor environmental / sustainability performance; or
- Would fail to make best use of existing resources and achieve value for money.

In reality, the strategy development was not a case of pursuing one alternative over another, and a number of alternatives have been pursued in parallel in achieving a given objective. The degree to which each alternative was pursued and implemented depended on the particular problems of the intervention areas.

Strategy Assessment

A key element in the process of strategy development involved appraising the ability of key measures (and hence the strategy) to meet Southend's transport objectives and the Shared Priorities.

A Strategic Transport Analysis Tool (STAT) was developed to examine the impact of a range of strategic interventions and policies on transport conditions across the Borough. This has been developed as a series of modules that relate to the shared priorities as well as a smarter choices

module and a bus patronage module. A broad overview of the STAT tool is set out in the Appendices.

Future traffic conditions were forecast using local planning allocations as adopted under the LDF controlled to predictions derived from TEMPRO¹². TEMPRO is a trip end programme specifically designed to provide the planning datasets suitable for multi-modal modelling purposes, at a range of spatial scales and extending to 2030. The latest version of TEMPRO 4.2.3 (April 2003) is considered to provide a legitimate basis (under current guidance from DfT) for estimating future growth, and hence, for the purposes of this investigation was considered as the basis for the future year forecasts assuming no additional transport intervention.

By including the LDF housing and employment allocations it was possible to distribute the TEMPRO based traffic growth predictions realistically, rather than uniformly across the Borough.

Assessing Environmental / Sustainability Performance

The SEA assessed the environmental / sustainability performance of LTP2 components, documented in the Environmental Report. The key findings of the assessment may be summarised as:

- The LTP2 is likely to have significant beneficial effects for reducing greenhouse gas emissions, improving overall levels of health, reducing road traffic and congestion through modal shift to more sustainable transport options, improving accessibility, improving road safety and increasing energy efficiency. The cumulative, synergistic and indirect effects of implementation of the LTP2 are likely to augment the impact of the proposals in relation to all of the SEA Objectives.
- The existing and future potential Major Scheme proposals add value to the existing components and significantly augment the prospects in the borough for modal shift from the private car to walking, cycling and public transport use. This is likely to bring a variety of environmental benefits. The Major Scheme proposals are consistent with the borough's overall transport strategy for the next five years.
- A number of significant negative effects were highlighted by the assessment of the individual components. These included effects related to greenhouse gas emissions, the built environment/cultural heritage and energy use for the road building and capacity improvement Major Scheme proposals, and effects on important biodiversity habitats for the proposed Park and Ride Major Scheme proposals. It was considered however that the cumulative impact of these and the other components would help to reduce their significance. Most of the negative effects identified can be largely minimised through EIA and by implementing the identified mitigation measures.
- The cumulative and synergistic effects assessment raises potential issues related to the interaction of road schemes on increasing traffic flows, detrimental impacts of new signing, lighting and street furniture on the built environment and the setting of cultural heritage, cumulative impacts of increased public transport/ interchange provision on noise pollution, and pressures on brownfield habitats in the borough.

Consultation & Participation

LTP1 was developed through the establishment of a partnership of over 200 organisations comprising local businesses, resident groups and transport operators. The partnership initially

¹² TEMPRO. NTEM (the National Trip end Model) is maintained by the ITEA division of the DfT. NTEM provides projections of growth in planning data, car ownership and the corresponding growth in trip making by different modes of transport. The NTEM can be accessed via the bespoke TEMPRO software whereby information can be extracted by individual or groups of areas/regions. TEMPRO Version 4.2.3 has been used for the purposes of preparing this Plan.

identified a series of transport related problems and was instrumental in identifying and agreeing the transport strategy for the town which has been taken forward over the LTP1 plan period. Over the last five years the partnership has expanded and now comprises 300 organisations. At regular intervals full partnership meetings have been held supported by sub-groups dealing with particular aspects and topics of the transport plan. This has led to a considerable number of schemes being implemented with community participation. Examples include:

- Environmental rooms and distributors consultation on local traffic calming and safety schemes;
- Parking and enforcement policies widespread consultation on controlled parking areas;
- School travel plans established school working groups including transport providers and the police;
- Road safety new partnership set up to develop road safety strategy;
- Cycling and 'Greenways' stakeholder workshops and participation in the development of the network and schemes;
- Major scheme consultation on development of A13 Passenger Transport Corridor
- Quality bus and rail partnerships regular meetings to discuss and agree transport improvement proposals, joint working and funding arrangement;
- Special groups to consider single projects, e.g. SustAccess project at Victoria rail station involving commuter participation and focus groups to investigate problems and solutions. This included joint working with European partners to share best practice. The setting up of an accessibility working group to develop the accessibility strategy.

Through this participation a greater understanding of transport problems and solutions has been gained which has informed the development of LTP2 as an ongoing process. Contact between partners on an informal basis has proved to be a benefit whereby discussions and agreements can be reached on a local basis, e.g. representatives of residents groups have the opportunity to meet transport providers and other business groups.

The regular distribution of a partnership newsletter, frequent articles in the Council's newspaper the "Civic News" and availability of LTP and APR related documents on the Council's website gives an indication of the breadth of communication that exists. More recently a series of local newspaper articles reporting the transport strategy for LTP2 were published to encourage comment.

One of the lessons learnt from LTP1 is that effective participation and consultation pays real dividends in terms of community support for transport schemes fostering the efficient and cost effective delivery of schemes on the ground. LTP2 will continue to foster these good practices to ensure the continuation of effective delivery in partnership.

Joint Authority Working

Through the TGSE partnership a new momentum for joint authority cross-boundary working has been established. The partnership has brought together representatives from various transport agencies including; the Highways Agency, Government Office for East of England; ODPM, EEDA, EERA, SRA, London Port Authority and local authorities. Together joint studies and commitment to cross boundary projects has been established.

The Accessibility Strategy presents another example of joint authority working where neighbouring authorities have participated in analysing accessibility issues and examining potential solutions.

Regular inter-authority meetings take place and agreement on a coherent South Essex transport strategy has been reached. Other more specialist groups meet to discuss issues ranging from highway maintenance to travel planning, a recent example of successful joint working has been the setting up of the regional car share website.

Key to future delivery and this LTP2 is the establishment of the TGSE Transportation Board building on the successful partnership working established through the lifetime of LTP1.

The TGSE Transportation Delivery Board

The TGSE Transportation Delivery Board has brought together the senior officers and transport portfolio holders of Southend on Sea Borough Council, Essex County Council and Thurrock Council to work together in developing and prioritising the transport strategy for South Essex.

The purpose of the Board is to:

- Deliver the Transformation Strategy;
- Develop an agreed approach to the development and delivery of the three Local Transport Plans and to monitor progress;
- Lobby Government, Regional and National Agencies and key stakeholders to help secure adequate funding and support for transportation infrastructure and services;
- Harness private sector entrepreneurial skills and opportunities to deliver transport infrastructure and services whilst at the same time provide a mechanism for public accountability;
- Oversee the development and delivery of Major Schemes and packages of integrated transport measures;
- Interact regularly with the Thames Gateway Board in order to deliver a shared vision for transport and to report on progress;
- Set priorities for transport infrastructure and service improvements within, and between, various funding sources;
- Commission and direct resources to undertake studies, investigations and evaluations of transport proposals in order to develop a forward programme ready for delivery.

Putting this into practice has meant forging new partnerships with consistent and realistic priorities. These partnerships are wide ranging and include organisations such as, Thurrock Urban Development Corporation; the Urban Renaissance Partnerships for Southend and Basildon and the Essex Business Consortium. Through these partnerships, transport will be key to unlocking land for development with a shared commitment to the delivery of the Government's Sustainable Communities agenda.

The "Thames Gateway South Essex: Business Plan for Transport"

In taking this forward, the Board published the "Thames Gateway South Essex: Business Plan for Transport" in November 2005, to guide its future work and priorities. As part of the Business Plan, a significant change in travel behaviour and major investment in transport infrastructure is needed. The changes in travel behaviour that are necessary will come from a package of measures, combining demand management, facilitating the ability to make "smarter choices" for travel and improved public transport.

Of crucial importance in the Plan is the identification of the infrastructure funding deficit and the corresponding need for significant investment in transport. The scale of the funding shortfall, necessary to meet the aspirations of the TGSE area, has been recognised and a scheme prioritisation process taken place using the themes of value for money and development access; deliverability and acceptability; and contribution to regional objectives. This is to ensure that programmes emerge which are affordable in the first instance compared to the pressures facing TGSE. The implementation plan has been developed in terms of short, medium and long term objectives and proposals up to 2026.

The outcome of the Transport Board prioritisation work has led to the identification of eight "flagship" schemes for TGSE. The East of England Regional Prioritisation exercise has been summarised in Table 2.2, which also identifies the TGSE "flagship schemes".

In terms of funding, the Business Plan identifies the development and infrastructure needs and considers the effect of demand management, potential risks and the Development Gain potential. A significant funding gap is apparent for all reasonable scenarios of likely developer contribution.

Taking forward the Business Plan - links with the Local Transport Plan

Notwithstanding the above, the Board has agreed to take forward key elements of the Business Plan. This work will be carried out alongside the implementation of the second Local Transport Plan and consideration will be given in the planning of schemes in respect of:-

Early investigation of the proposal for a South Essex Rapid Transit System (SERT)

The development of SERT will provide the backbone to this approach and underpinning its development are the following objectives:

- To unlock and serve new and development sites and existing key employment and community service sites together with key public transport termini and interchanges;
- provide sufficient access for developments to go ahead without congestion increasing above current levels;
- reduce journey times between key origins and destinations;
- improve service reliability in comparison with existing bus and rail services;
- improve the 'image' of South Essex;
- maximise the use of alternative funding sources and revenues;
- be fully accessible for people with disabilities; and
- minimise damage to the environment.

To progress work on the development of the SERT proposal a report has been produced investigating the case for a rapid transit system for the South Essex area and a programme has been identified to develop a preliminary business case for the scheme over the next year.

South Essex Rapid Transit (SERT)



Extract from Thames Gateway South Essex Business Plan for Transport November 2005

Developing a TGSE modelling framework

Thames Gateway South Essex has been identified as the largest of the three Sustainable Communities and has been highlighted to accommodate 55,000 new jobs, 37,000 additional houses and several major development proposals (e.g. London Gateway Port and Gardiners Lane South). Given the large scale proposals outlined above and the impact they will have on the transport demand within the area, a Thames Gateway Model is being developed to assist the strategic decision making process.

The Model will analyse information on the capacity and demand placed on the existing network within Thames Gateway South Essex. It will provide a strategic level holistic approach that will examine the effect and magnitude of land use changes, the level of transportation provision and the consequences of additional jobs and housing. This integrated model system will allow the mutual influence of transport and land-use on one another to be simulated within the context of assumed policy/planning scenarios.

With the amount of development and regeneration planned within TGSE the Strategic Transport Model will provide local authorities, regional planning authorities and their agents with a means of forecasting the relative impact of various transport policy instruments, individually or in combination, in a cost effective way. Due to the nature of TGSE the three local highway authorities are working in partnership to develop the model, as travel movements do not abide by authority boundaries.

The information provided by the model is essential in opening up and supporting development opportunities within TGSE. This will provide an essential tool for future transportation and development decisions.

The Route Management Strategy (RMS) for the A13, A127 and A1159

The RMS forms a key initiative of the TGSE Transport Business Plan providing for both short and medium term implementation programmes to 2016. This will ensure that the strategic highways of TGSE (A13, A130 link,A127 and A1159) are managed as efficiently and effectively as possible to tackle the additional traffic pressures resulting from the growth in both housing and jobs.. A joint management team has been set up comprising the three Highway Authorities and consultants to co-ordinate the proposals emerging from the RMS. This is a significant step forward and has been identified as a high priority.

The RMS will provide a framework and be a basis for development of a comprehensive management plan for each of the Local Highway Authorities to develop programmes, which will not only target specific problems but also benefit from an in-depth knowledge of all the existing problems along each route. Furthermore, it will ensure that the management of each road interlocks with local and regional strategies, as set out in LTPs and Regional Planning Guidance. RMS sets the scene for the development and maintenance of these routes over the next ten years, building on existing scheme initiatives.

The RMS has been evaluated using standard appraisals of economy, safety, environment, accessibility, integration and efficiency. The Strategy has focussed on the identification of key problems and the development of actions to counteract these problems. Elements of this strategy include:-

- capacity Improvements: develop road widening schemes as priority strategic improvements necessary to meet future growth demands;
- maintenance: to identify sections of the route in poor condition and to develop an integrated maintenance programme between the three Local Highway Authorities;
- safety: safety improvement schemes (e.g. junction improvement, slip roads);

- rationalisation of direct access to properties, adequate lighting provision will be developed for high priority action;
- traffic and Incident Management: develop a Rapid Response Unit Programme alongside Variable Messaging Systems (VMS) and driver information systems (Telematics) toprovide up-to-date and clear information;
- re-signing: develop an integrated signing renewal programme along the full length of routes and upgrade all signs to current standards to provide consistent information to destinations;
- environmental: identify litter dumping and poor route aesthetics and upgrade such areas through an improvement programme
- public Right of Way: to identify severed communities and develop and implement a PRoW programme to solve the severance problems;

Appropriate actions will be undertaken section by section along the routes and where applicable developed jointly alongside integrated transport projects to ensure compatibility. Some elements are capable of being funded through existing revenue maintenance and capital programmes, otherwise funding from other sources will be required, eg exceptional maintenance schemes, developer contributions, TIF etc. The important factor is that this will be managed and developed all as part of the RMS.

Influencing the Local Transport Plan

Over the period of LTP1 strong evidence has emerged that the plan's strategy and policies have led to improvements in the transport network. Partners have embraced a number of concepts and participated in taking forward their development. For example, the development of the A13 passenger transport corridor, the Hamlet Court Road regeneration and traffic management scheme, safer journeys to school and environmental rooms and distributors have all been influenced by strong local and community support and involvement. Consequently there is a strong community willingness and support to continue with similar policies and develop successful schemes further. A greater understanding of the problems has led to a realisation that contentious issues need to be tackled and not deferred. The successful outcome of the public inquiry into the Priory Crescent scheme confirmed the view of the transport partnership that difficult problems must be solved if transport and accessibility in the town is to improve.

Key problems that require solutions that have emerged during the lifetime of LTP1 and more recent consultation on LTP2 include:

- Local congestion at certain times of the day within the town and problems encountered on both the A13 and A127 strongly influence journey time and reliability;
- The need to define particular routes for certain traffic and improve signage and information;
- The need for a hierarchy of mode to define priority for different road users, especially public transport and cyclists;
- The need to complete the cycle network;
- Enforcement of speed limits and the need to provide for vulnerable road users especially pedestrians and cyclists of all ages;
- Improvements to public transport services to serve wider travel needs particularly in the evenings and at weekends;
- Accessibility to certain parts of the town, particularly Shoeburyness for employment;
- Degree of enforcement necessary to ensure safe movement of traffic and reduced congestion particularly outside schools, and residential areas close to shopping, hospital sites and employment sites;
- The importance of delivering schemes on the ground that are designed sensitively and reflect the needs of both local residents and the transport user particularly paying careful attention to appearance and maintenance;

- Safe and well maintained and well lit streets which provide convenient routes for all users at all times of the day, particularly pedestrians;
- The need to improve accessibility in and out of the Borough by road, bus and rail.

Overall the package of measures that have been introduced in LTP1 are supported fully by the partnership and a strong desire exists for further investment in similar areas to those shown above. The views and perceptions form an important part of the strategy development and the merits of each have been considered alongside analysis and evidence when defining the solutions. This is set out in the remainder of this document.

Consultation on the SEA

As outputs from Stages A - D of the SEA process, the following two documents were released for consultation prior to the release of the Final LTP2:

- Scoping Report (Stages A and B) produced in December 2005 and issued for consultation to the four statutory SEA consultation bodies: the Countryside Agency, English Heritage, English Nature and the Environment Agency. Its purpose was to establish the scope of and methodology for the SEA, to provide the basis for consultation related to the range and level of detail of the Environmental Report, and the evidence base it is established on. It also outlined the results of the assessment of a set of strategic alternatives for the LTP2, the results of which were subsequently fed into the LTP2's preferred strategy.
- Environmental Report (Stages C and D) produced and issued for public consultation in March 2006. Taking into account the responses from the Scoping Report, this document assesses the extent of the likely positive and negative significant environmental effects of the plan and the potential sustainability issues that may arise. Based on this assessment, a set of recommendations and mitigation measures were outlined which have been incorporated into the LTP2 development process.