

Part B: Objectives

SOUTHEND-ON-SEA
Moving forward together



PART B: Objectives

B1 Present Circumstances and Policy Framework

Present Character of Southend

- B1.1 Southend is the fifth largest urban area in South East England outside London and together with neighbouring Castle Point forms the East of England's largest conurbation with an urban population of 260,000 people. It is an important sub-regional centre for employment, shopping, leisure and cultural facilities. It is the heart of the economy of South East Essex and as a consequence any changes to Southend's prosperity and economy have a significant impact on the wellbeing of the 350,000 people who live within the sub-region it serves.
- B1.2 Located within 40 miles of Central London and adjacent to the Thames Estuary, Southend's transportation network is dictated by the geography of the area and influence of the capital. Transportation is therefore focussed on a significant east-west corridor of movement by rail (London-Tilbury-Southend-Shoeburyness and London-Southend Victoria lines) and roads (A127 and A13). Further corridors of movement arise from Southend's regional airport providing important links with the rest of the UK and Europe and from the River Thames.
- B1.3 The town is the location for over 5,000 companies providing 62,000 jobs, and has the largest concentration of office floorspace in Essex. It is the second most popular seaside resort in Britain with **over three million day visitors a year**, most of these visitors travelling to Southend by car. It is bounded by the Metropolitan Green Belt and as a consequence has limited greenfield development opportunities.
- B1.4 Southend suffers from a number of acute economic *and transportation* problems, including;
- *severe traffic congestion,*
 - *sustained high unemployment,*
 - *areas of severe deprivation,*
 - *low educational attainment, and*
 - *low skills levels.*

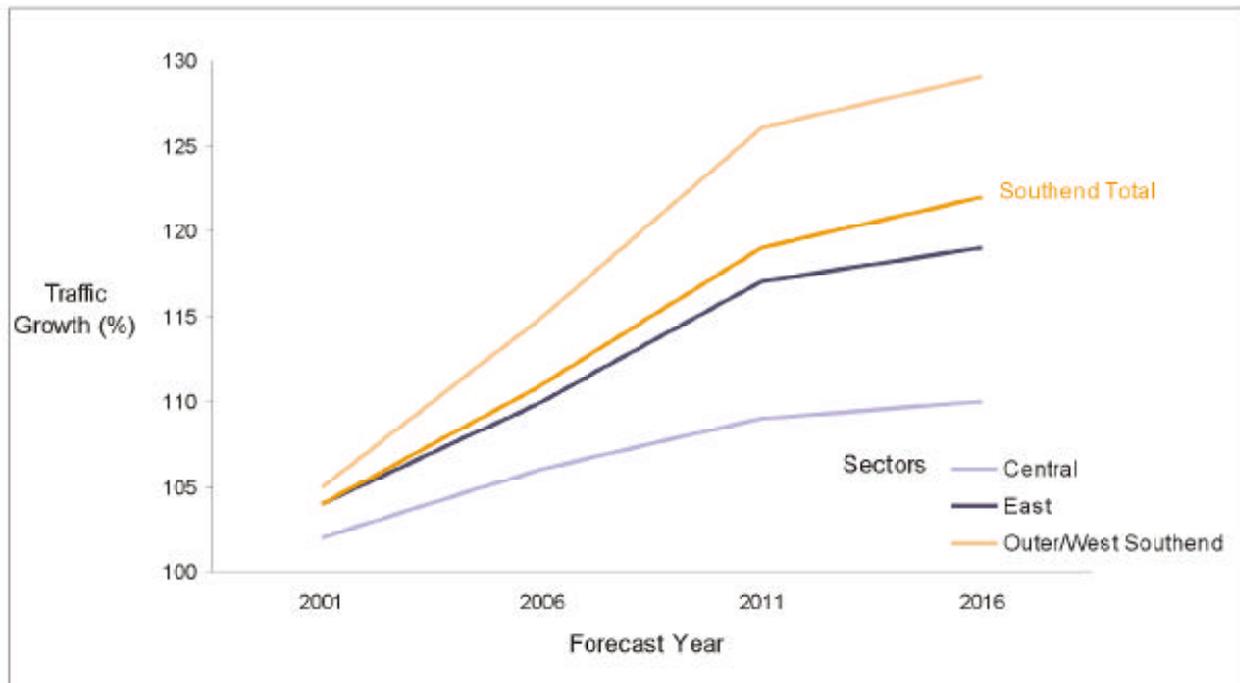
The town has the highest unemployment rate (4.8% - April 2000) **and the worst traffic congestion of anywhere in Essex**. There are pockets of acute unemployment with rates of up to 17% in the two town centre Wards of Milton and Victoria and up to 20% in parts of Shoeburyness at the eastern periphery of the Borough. **These areas are characterised by low car ownership rates** and a dependence on public transport for accessibility to job, culture and leisure opportunities. Traffic congestion on approaches to and within Southend is now such that it is affecting the economic vitality of the town.

- B1.5 The significance of these problems has been highlighted in an independent economic study undertaken by Business Strategies Limited on behalf of Essex County Council as part of the preparation of the Replacement Essex and Southend on Sea Joint Structure Plan. The study's employment forecasts indicate that if the market is left to its own devices the Borough of Southend will lose an additional 3,500 jobs by the year 2011. In addition, the study found that over 2,000 further jobs will be lost in the neighbouring Rochford District. Local studies of economic potential have also highlighted a number of structural problems in the town including declining local employment sectors and difficulty in attracting new inward investment.

B1.6 In addition, research undertaken by consultants on behalf of the Borough Council has indicated that traffic levels in Southend are set to increase by another 22% by 2016 compared to 1998 traffic levels with a consequent significant increase in local congestion (see **Figure 1 and accompanying Road Traffic Reduction Report**).

Forecast Traffic Growth - Southend

Figure 1



Source: Accompanying Road Traffic Reduction Report

B1.7 These study findings clearly indicate, that without intervention, or with the wrong policy choices, a vicious cycle of decline will become established (see **Diagram 1**). It is therefore essential that action is taken to ensure a successful regeneration process is established which is self sustaining. With Southend suffering from a number of acute economic and transportation problems, **transportation policy and investment is a vital ingredient** within this process.

Strategic Context

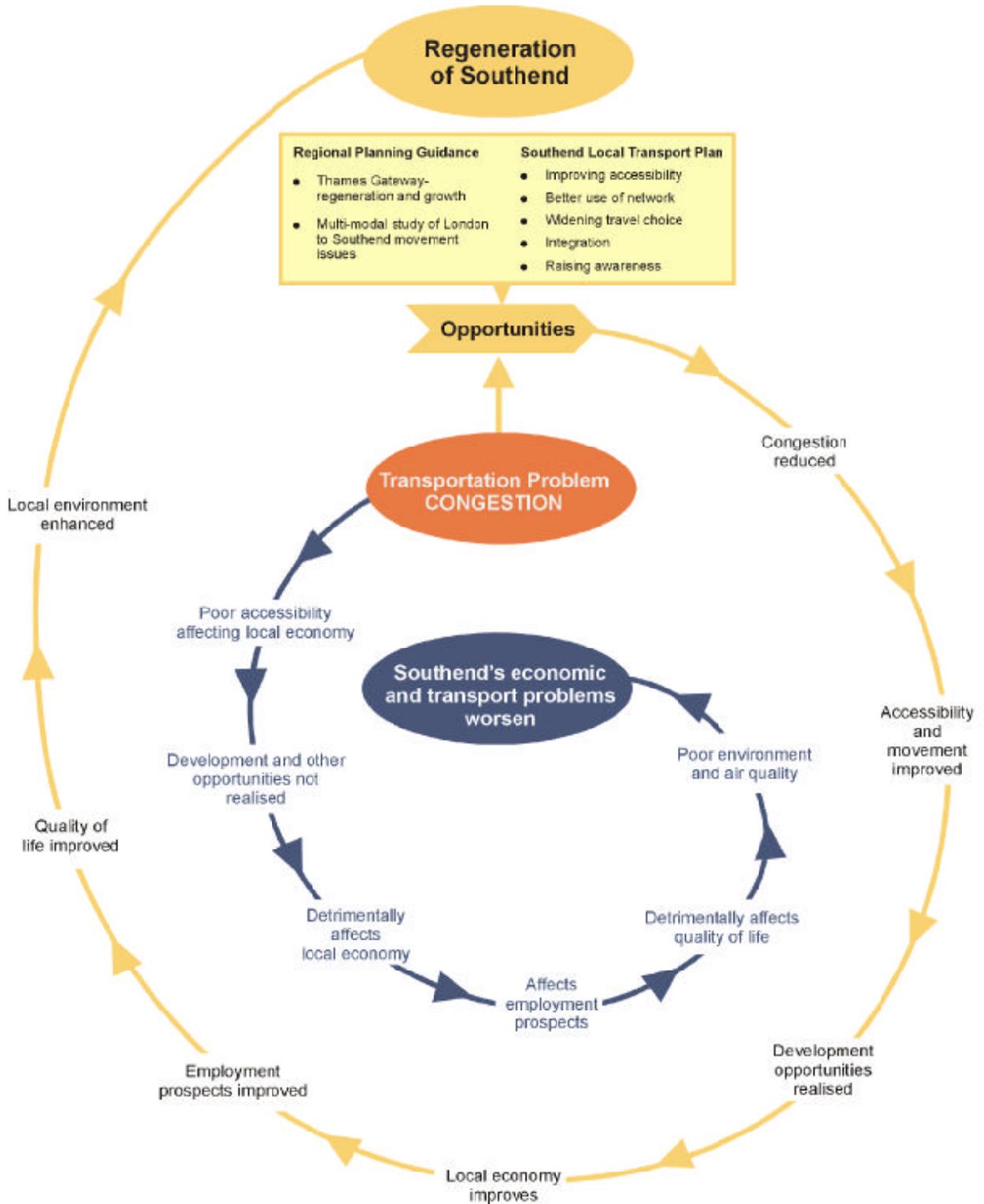
B1.8 The acute economic and transportation problems facing Southend have been recognised at the European, national and regional level through a combination of designations – see **Diagram 2**.

European Objective 2 Area Designation

B1.9 In the European context, the poor economic situation in five wards of Southend has during 2000 been accepted as warranting Objective 2 funding. This will enable a number of regeneration schemes to be pursued in the central and eastern parts of the town. Quality transportation links, and their effective integration into the regional and local transportation network will be an essential ingredient to the success of a number of these schemes. These provisions will add value to Single Regeneration Budget (SRB) initiatives already being pursued for Shoeburyness (SRB 3 and 4) and the central parts of the town (SRB 5) following successful bids for Central Government funding in 1996, 1998 and 1999.

Regional Planning Guidance (RPG)

B1.10 New Regional Planning Guidance for South East England (RPG 9) has been published by the Government (March 2000) for the period up to 2016. This emphasises the importance of creating a more sustainable pattern of development and reducing the disparities in economic performance



Integration with Strategic Plans

European Spatial Development Perspective

- Spatial development policies aim to secure balanced and sustainable development within the Territory
- Important Treaty headings which provide the European Commission with a basis for action include:
 - Trans-European Network (Art. 129b of EC Treaty)
 - Economic and Social Cohesion (Art. 130a of EC Treaty)
 - Environmental issues (Art 130r-t of the EC Treaty)

Draft Regional Planning Guidance for the South East

- The Planning guidance identifies Southend as forming part of the extended Thames Gateway and requires that the area should continue to be:
 - National and Regional priority for regeneration and growth
 - The focus of public and private investment
- Transport infrastructure is a significant component of growth in the area

Regional Transport Strategy

- Develop transportation policies and schemes should aim to ensure that they:
 - support the delivery of urban renaissance, regeneration and more concentrated forms of development,
 - minimise the need to travel,
 - enhance choice and ease of access to activities, taking into account the needs of all users including disabled people and others with reduced mobility,
 - are truly integrated with land use planning,
 - are capable of delivering a high quality integrated transportation system that supports a more sustainable pattern of development,
 - achieve a measurable modal shift in favour of non-car modes of travel, particularly in urban areas
- Improve transport links in the Thames Gateway including additional multi-modal transport links in support of objectives for the Thames Gateway including:
 - Increase in cross river capacity east of Dartford (as part of London Orbital MMS)
 - Multi-modal Study into movement issues between London and Southend and the impact of CTRL
 - Increased use of river transport

Replacement Essex and Southend on Sea Structure Plan

- Promotes sustainable development and a transportation strategy which is economically, socially and environmentally sustainable
- Recognises the importance of prioritising transport particularly in relation to regeneration policies, in particular:
 - The highest priority for transportation investment should be afforded to the Thames Gateway extension (Policy T2 Transport Investment Priorities)

Integrated Transportation Partnership Strategy

- Partnership Vision

"Reduce congestion in Southend and its hinterland to stimulate regeneration, economic improvement, environmental enhancement and community well being in a sustainable manner"
- Partnership Objectives
 - Improve the **economy** of Southend and support sustainable economic growth in appropriate locations
 - Protect and enhance the **environment** and quality of life
 - Improve **safety** for all travelers
 - Promote the **integration** of all forms of transport and land use planning, leading to a better more efficient transport system
 - Promote **accessibility** to everyday facilities for all, especially those without a car
 - Raise community **awareness** of the effects of continuing traffic growth

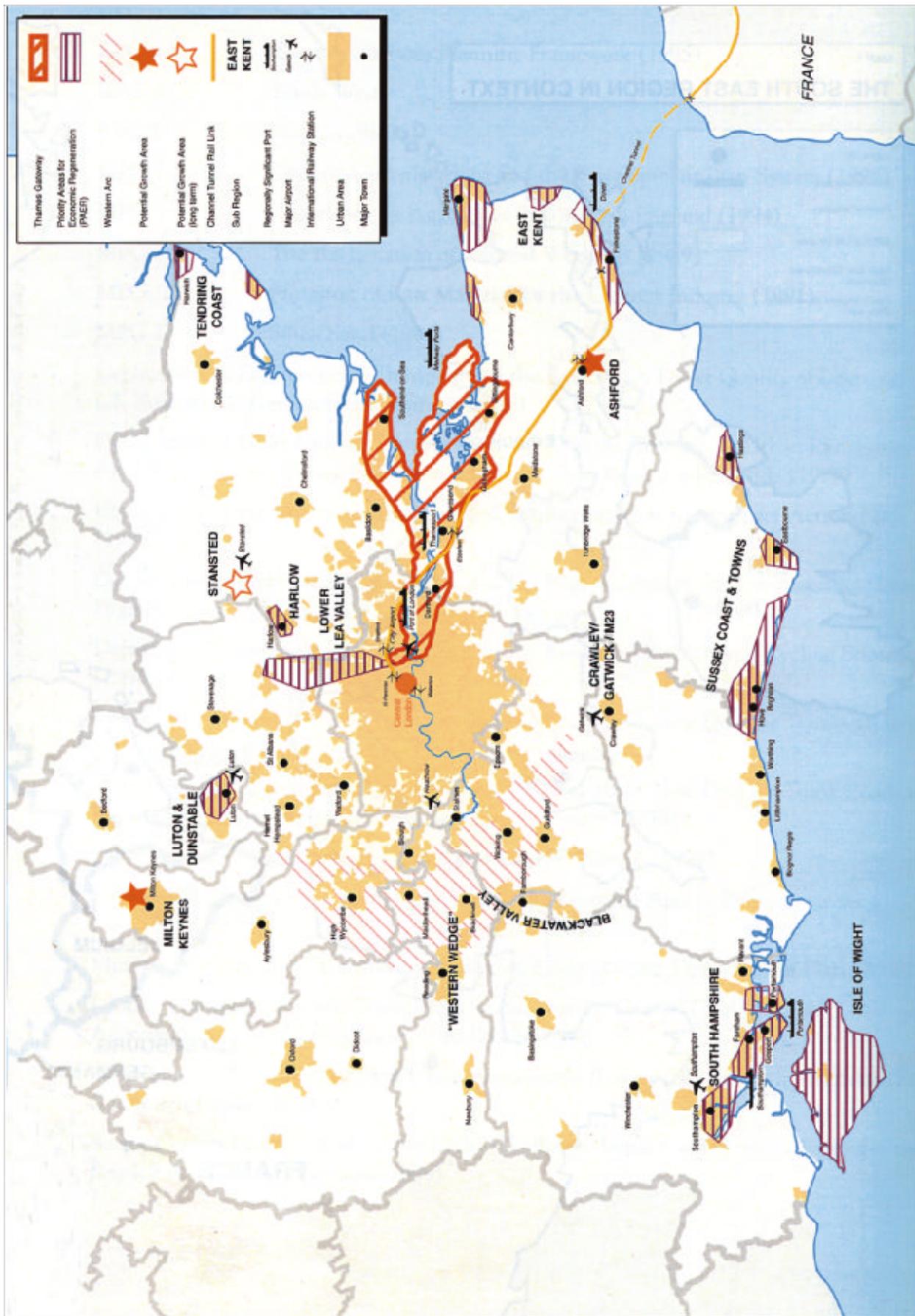
Thames Gateway
National and Regional Priority

across the region. It also promotes a switch from unnecessary use of the private car to greater use of public transport.

- B1.11 The guidance specifically identifies Southend as part of its Core Strategy for the Region and;
- **designates Southend as forming part of the extended Thames Gateway from Thurrock to Southend,**
 - **identifies the Thames Gateway as a regional and national priority for regeneration and growth,**
 - **specifies the Thames Gateway as the focus for public and private investment in regeneration and growth of which transport infrastructure is a vital component.**
- B1.12 The Thames Gateway extension includes more of Thurrock, Basildon New Town, the Boroughs of Castle Point and Southend, and London Southend Airport located in the Rochford District. With the existing Thames Gateway area, comprising parts of Thurrock, East London and north Kent, it is the largest regeneration and economic development project in Europe (see Map 2).
- B1.13 The Guidance acknowledges the complexity of the areas structural problems, notably that it has high levels of deprivation, skills shortages and a weak transport infrastructure, but emphasises the potential for the Thames Gateway to make a vital and major contribution to the growth of the regional economy. It is recognised that the Thames Gateway offers a unique opportunity for the region, the major advantage being its proximity to Central London, continental Europe and major transport hubs. Special priority is given to securing economic development within the area (Policy RE6). In addition, the Guidance notes that it will be essential for Local Transport Plans to identify further strategic transport proposals for the area as these will be of major importance in establishing a sustainable framework upon which to locate new development.
- B1.14 The *vision* for the extended Thames Gateway is that of a strong and diverse sub-region. The opportunities presented by the area are expected to be maximised to enable the area to compete effectively, offering a comprehensive transport system and a quality environment. This is being given effect by the Government creating new delivery mechanisms to bring forward key developments and proposes to establish a new strategic partnership with public, private and voluntary sector interests.

Regional Transport Strategy (RTS)

- B1.15 The Regional Planning Guidance for South-East England (RPG 9) also contains a Transportation Strategy for the area. This provides the basis for the development of a more detailed Regional Transport Strategy for the East of England in due course and a context for the preparation of Local Transport Plans in the meantime.
- B1.16 The Strategy provides that in developing transportation policies and schemes, local authorities are expected to ensure that they;
- *support the delivery of urban renaissance, regeneration and more concentrated forms of development;*
 - *minimise the need to travel;*
 - *enhance choice and ease of access to activities, taking into account the needs of all users including disabled people and others with reduced mobility;*
 - *are truly integrated with land use planning;*
 - *are capable of delivering a high quality integrated transportation system that supports a more sustainable pattern of development;*
 - *achieve a measurable modal shift in favour of non-car modes of travel, particularly in urban areas.*
- B1.17 Whilst local circumstances will influence what is possible, the Strategy notes that it is no longer acceptable to work on the premise that the car will represent the only realistic means of access. The management of future travel demand will be critical to the task of delivering a more sustainable pattern of spatial development in both the South-East England and East of England Regions.



- B1.18 The development of a comprehensive parking strategy will be a key element in managing demand for car use. However, the Regional Strategy notes that this must be supported by measures designed to improve facilities for walking, cycling and public transport and appropriate investment in the road network, as part of an integrated approach to transportation planning.
- B1.19 The Strategy identifies (paragraph 9.50) the **need to undertake a transportation study within the Thames Gateway to examine the role and benefits of additional multi-modal transport links** in support of the objectives for the Thames Gateway area, including;
- **movement issues between London and Southend and**
 - **possible increased use of river transport.**
- B1.20 In view of the significant levels of traffic congestion on the main routes serving Southend and its hinterland, such a study will be of vital importance in complementing the provisions of this Local Transport Plan and the Essex Local Transport Plan.

Regional Economic Strategy (REDS)

- B1.21 *The Economic Strategy for the East of England* (October 1999), prepared by the East of England Development Agency, reinforces the important role that sustainable transport and communications infrastructure plays for achieving regional prosperity.
- B1.22 This is of key significance for the South of Essex and the strategy recognises that the extension of the Thames Gateway strategic development corridor from London to Southend will have a major impact upon the region. This is reinforced by economic strategies both developed and being developed in partnership for Essex and South-East Essex, within which the Southend on Sea Borough Council, agencies and Southend businesses play a prominent role.

Replacement Essex and Southend on Sea Joint Structure Plan (JSP)

- B1.23 The *Replacement Essex and Southend on Sea Joint Structure Plan* (April 2000 – **see Map 3**) also promotes sustainable development and a transportation strategy which is economically, socially and environmentally sustainable. It recognises the importance of prioritising transport particularly in relation to the Thames Gateway extension covering South Essex. Accordingly;

Policy T2 of the Replacement Joint Structure Plan provides that the highest priority for transportation investment will be afforded to the Thames Gateway extension (Southend on Sea, London-Southend Airport, Castle Point and Basildon New Town).

- B1.24 The proposals for Thames Gateway and the Replacement Structure Plan are the result of close joint working between Southend Borough Council and Essex County Council, which continues to be the Highway Authority for new Essex. This close working relationship has been central to the development of this Local Transport Plan.

Relationship With Essex Local Transport Plan

- B1.25 **The strategies contained in the Essex Local Transport Plan and this Local Transport Plan for Southend, are complimentary.** They have at their core the provisions of the Regional Planning Guidance and Replacement Structure Plan provisions, the latter having been prepared jointly by the two Authorities. In particular, the Essex Local Transport Plan affords the **highest priority** for transportation investment to those areas in new Essex which form part of the Thames Gateway extension in accordance with Policy T2 of the Replacement Structure Plan, namely Basildon New Town and Castle Point Borough. **Both Plans also acknowledge the importance of undertaking a multi-modal study between London and Southend as soon as possible in recognition of the significant transport movements and problems on this east-west corridor.** These factors are essential if accessibility to Southend is to be improved and the successful regeneration of the town and the Thames Gateway as a whole is to be achieved.

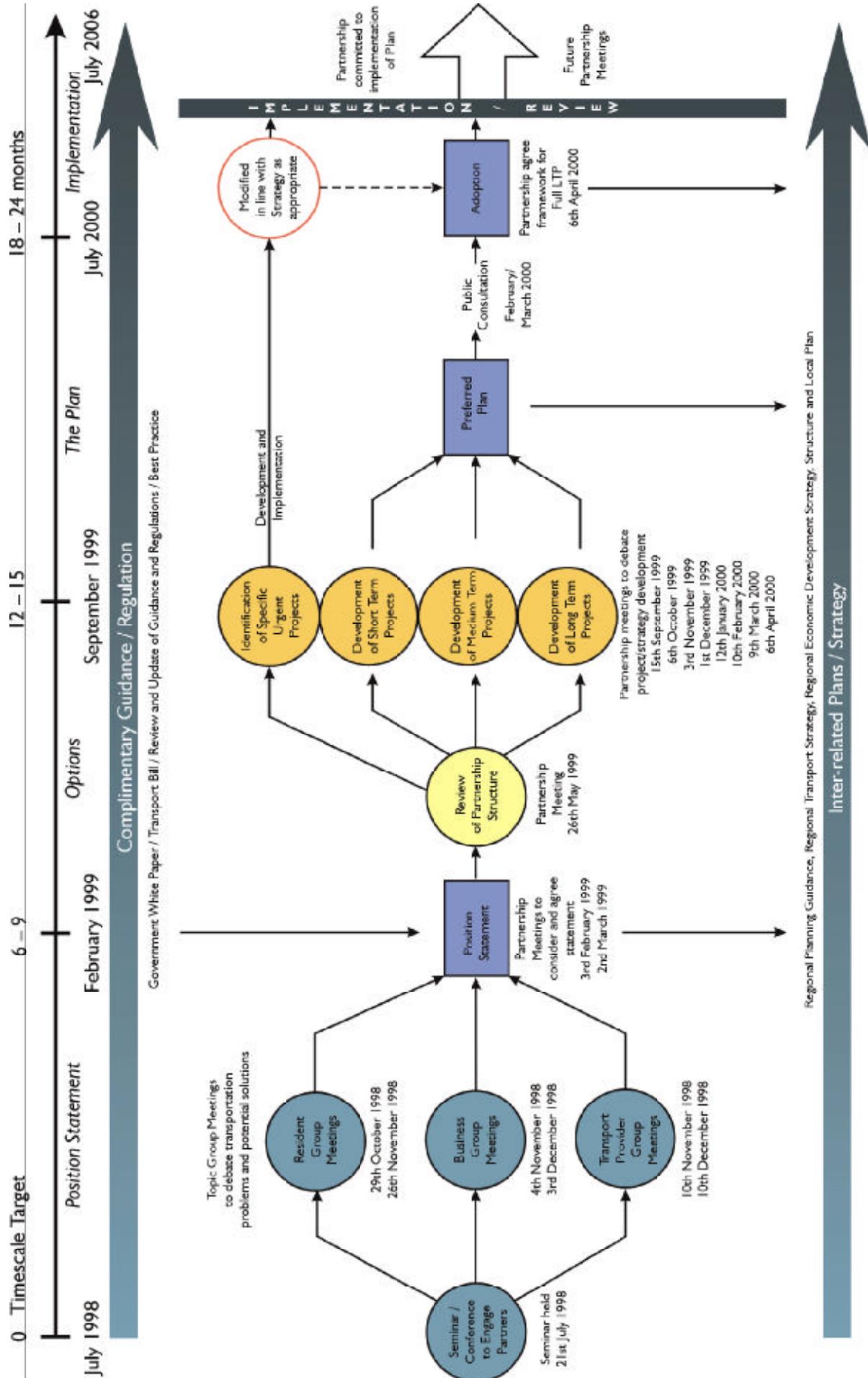
- B1.26 Both Plans include a number of initiatives which are being *jointly* pursued by the two authorities. These build upon successful schemes which were developed prior to Southend becoming a Unitary Authority as part of the South East Essex Package approach. This was one of the first package schemes to be accepted under the TPP process.
- B1.27 This joint approach is exemplified by the unified treatment of the A13, which straddles the two Local Transport Plan boundaries. This important east-west link is the focus for passenger transport investment, including bus priority measures and enhancement schemes within Southend and Castle Point Borough. Introduction of an innovative telematics system is underway which gives approaching buses priority at traffic signal junctions and permit their location to be tracked by satellite and relayed to a public information system.
- B1.28 In addition, both Authorities and Rochford District Council are jointly working towards the development of integrated transport proposals for London Southend Airport, which form an important aspect of the Airport Company's plans to increase passenger throughput. This involves the development of a new railway station (see paragraph C3.19). Both Authorities recognise that the realisation of the airport's potential is a crucial factor in the regeneration of Southend and the Thames Gateway overall.
- B1.29 The above joint initiatives are the result of regular meetings between the Borough Council and Essex County Council. Eight regular liaison and various ad-hoc meetings are held each year to discuss specific cross-boundary issues, sharing of data and monitoring procedures. A number of joint working arrangements have already been put into place such as the provision of highway condition assessments. It is proposed to formalise these meetings into regular Local Transport Plan meetings.
- B1.30 This close working relationship is further enhanced by the fact that Essex County Council is an active partner in the development of an Integrated Transportation Plan for Southend, which is being pursued in partnership with the local community, which also includes neighbouring Rochford District and Castle Point Borough Councils. Conversely Southend on Sea Borough Council regularly attends Essex Local Transport Plan key stakeholder seminars and related meetings and has contributed to the development of District Transport Strategies prepared by the neighbouring authorities for inclusion in the Essex Local Transport Plan.

B2 Developing the Objectives in Partnership

- B2.1 Whilst the Borough Council as a Unitary Authority obtained extensive powers over land use planning and highway management, it was acutely aware that these in themselves would not ensure the successful development and implementation of an integrated transportation plan for the town.
- B2.2 These factors were most clearly brought to the attention of the Borough Council towards the end of 1997. Growing pressure from the resident and business communities for solutions to be found to deal with traffic management issues in different parts of the town, were proving more and more difficult to resolve in a coherent and satisfactory manner. This was principally due to the fact that the Borough Council had no up to date transportation strategy or data and as a result transport decisions were increasingly being taken on an ad-hoc basis and in growing isolation from transport decisions taken by other transport providers and operators. This was leading to a fragmented approach that only served to accentuate the transportation problems faced by the town.
- B2.3 In order to address these problems, ***in early 1998 the Borough Council resolved to prepare an Integrated Transportation Plan for Southend in partnership*** with as many different sectors of the community as possible to ensure that it was holistic in approach and took into account all interests involved.
- B2.4 The Partnership has completed an agreed three stage process (**see Diagram 3**) the findings of which have ***formed the core framework for the preparation of the Local Transport Plan***. The process has included the;

Timetable and Process for Developing an Integrated Transportation Plan for Southend

Diagram 3



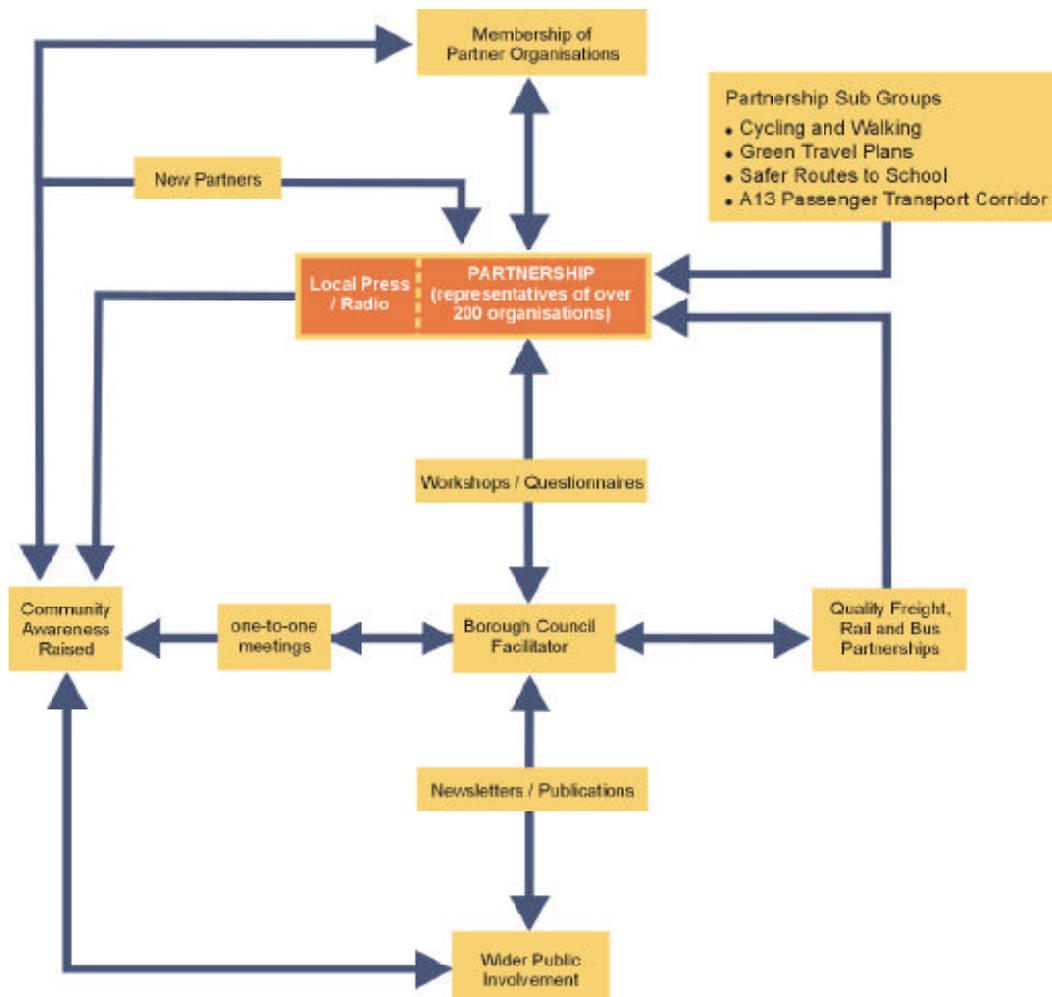
- publication of the Partnership's 'Position Statement' in February 1999, which marked the completion of the first stage of plan development;
- endorsement of the 'Position Statement' by the Borough Council's Planning and Transportation Committee in March 1999;
- incorporation of the Partnership's findings in the Provisional Local Transport Plan in July 1999; and
- a period of additional publicity with the wider community in March 2000.

B2.5 **The Partnership has expressed the wish to continue its involvement with implementing the provisions of the Local Transport Plan over the life time of the Plan.** This will be crucial to the success of the Plan.

B2.6 Details of the Partnership and additional public involvement are set out in the accompanying document, "Partnership and Public Involvement".

The Partnership Process

Diagram 4



The Partnership Approach

B2.7 In order to engage as many potential partners as possible, an inaugural seminar was held on the 21st July 1998, the day after the release of the Government's White Paper on Integrated Transport. Over 150 people attended the seminar representing 97 organisations. All of these committed themselves to the concept of a Partnership approach and to the development of an Integrated Transportation Plan for Southend and its effective implementation. Since its inception the **Partnership has doubled in size** as the community has become more aware of its importance and now comprises of over 200 separate organisations.

B2.8 The work of the Partnership has centred on regular meetings during key periods, with the Borough Council acting as facilitator (**see Diagram 4**). The meetings have been organised to promote a two way dialogue and have included a number of workshop sessions. They have also included

presentations on key issues from transport and business organisations, notably from local bus and rail companies and the Freight Transport Association. To ensure a representative view was established on major issues, a number of questionnaires were distributed to all partners at different stages of the Plan process to gauge their and their respective member organisation's opinion. In addition a number of sub-group meetings have been held with partners to consider topic based issues such as cycling and walking, Safer Routes to School and Green Travel Plans.

- B2.9 At its initial meetings, the Partnership identified a number of transportation problems facing the town and a series of potential solutions. The main transportation problem identified by the Partnership is **congestion**, which in turn creates a whole series of knock on problems affecting all members of the resident and business community. Further details of these problems are set out in Part C of this document. These, together with the Partnership's adopted vision and objectives, were published as part of its '*Position Statement*'.
- B2.10 Having established a working framework, the Partnership then turned its attention to developing a strategy and specific projects and schemes to resolve the identified problems as part of the second stage of the process. This work focused on three 'major' issues, namely the passenger transport corridor (A13), 'rooms and distributors' and improved accessibility for freight (A127/A1159) – see Part D. These provisions have formed the basis for the development of the Provisional and this Full Local Transport Plan as part of the third stage of the agreed plan preparation process .
- B2.11 Despite the different ranges of interests involved in the Partnership a number of common themes have emerged as to what action should be taken to try and resolve Southend's transportation problems. ***Such a consensus view has provided a sound basis for developing the transportation strategy and schemes and for taking its provisions forward to the implementation stages.***
- B2.12 The Partnership Approach accords in full with the Government White Paper on Integrated Transport and Guidance for the preparation of Local Transport Plans, which attach a high priority to effective public involvement in local transport policy, and is consistent with the government's over arching objectives for transport which underlie the New Approach to Appraisal (NATA);
- *To protect and enhance the built and natural **environment**;*
 - *To improve **safety** for all travellers;*
 - *To contribute to an efficient **economy**, and to support sustainable economic growth in appropriate locations;*
 - *To promote **accessibility** to everyday facilities for all, especially those without a car; and*
 - *To promote the **integration** of all forms of transport and land use planning, leading to a better, more efficient transport system.*

Raising Awareness of Partners and the Partnership's Work

- B2.13 In order to provide for a clear identity and to raise community awareness of the work of the Partnership, a logo and slogan - "***Moving Forward Together***" - have been adopted by the Partnership. This is utilised on all Partnership publications.
- B2.14 Partners and the community have been kept informed of proceedings and related transportation issues through the publication of regular *Newsletters*. With the Partnership well established, the scope of the Newsletters has been broadened to create wider ownership of the Newsletter. As the Plan process enters the implementation stages, particular emphasis will be placed on informing partners and the wider community of the progress of implementing the provisions of the Local Transport Plan. The Newsletters have been made available on the Internet.
- B2.15 In addition, the *local media* have been kept informed of progress and have been invited to attend Partnership meetings. This has resulted in a number of positive local radio and newspaper articles, further promoting public debate and interest. In particular, a number of articles were published in relation to the additional public consultation carried out with the wider community in March 2000 and a telephone 'hot line' was established by one local daily newspaper to gauge public reaction.

B2.16 As part of a commitment by the Borough Council to raise the overall awareness of Partners, it has regularly informed the Partnership of the influence and interrelated nature of transport, economic and land use plans being formulated at the national, regional and local level. This has included presentations, discussion and debate on emerging Regional Planning Guidance for South-East England, Regional Transport Strategy, Regional and Local Economic Development Strategies, the Replacement Essex and Southend on Sea Joint Structure Plan, the Replacement Southend on Sea Borough Local Plan, and Quality of Life Plan (Local Agenda 21 Strategy). This has ensured a truly integrated approach.

Inclusive Partnership

B2.17 Every effort has been made to ensure the Partnership reflects the views of as wider cross section of interests in the Borough as possible, particularly in relation to the views of local residents, businesses and transport operators and users. The Borough Council has also sought to ensure that the Partnership proceedings fully accommodate the needs of partners with disabilities. This has included ensuring that all venues for meetings are easily accessible for the disabled and preparing audio tapes and documents in Braille.

The Partnership's Vision and Objectives

B2.18 In order to tackle the underlying causes of congestion in a coherent and co-ordinated way, the Partnership recognised that it was important to develop a *vision and specific objectives*. The importance of this is recognised in Government guidance.

B2.19 The *Vision for Southend* describes where the Partnership wants Southend to be in terms of transportation provision and the benefits to be gained in 10 to 15 years time. It will provide for a **steer** for the key areas for action and a clear focus for all partners as the Plan is developed and reviewed.

The Vision

The Key Aim

Reduce congestion in Southend and its hinterland to stimulate regeneration, economic improvement, environmental enhancement and community well being in a sustainable manner.

The Partnership recognises that 'reduction in congestion' in practice means a reduction in forecast growth in traffic and adverse impact of increasing congestion. This is reflected in Performance Indicators to monitor the Plan (see Part F and accompanying Road Traffic Reduction Report).

B2.20 The Vision has been translated into *six specific objectives* by the Partnership, which has provided the framework for the development of the Partnership's work and the Local Transport Plan.

B2.21 They recognise the important role that transportation plays in the local economy and in determining the quality of life for local people and visitors to the town. Of particular importance is the recognition that transport provision needs to be made accessible to all sectors of the community, *especially the disabled and the 23,000 (33%) of households in Southend who do not have access to a car.*

Objective 1: The Economy

Improve the **economy** of Southend and support sustainable economic growth in appropriate locations.

Objective 2: The Environment

Protect and enhance the **environment** and quality of life.

Objective 3: Safety

Improve **safety** for all travellers.

Objective 4: Integration

Promote the **integration** of all forms of transport and land use planning, leading to a better more efficient transport system.

Objective 5: Accessibility to Everyday Facilities

Promote **accessibility** to everyday facilities for all, especially those without a car.

Objective 6: Awareness

Raise community **awareness** of the effects of continuing traffic growth.

B2.22 The first five objectives set out above are **consistent with integrated transport policy** and overarching objectives for transport, which underlie **the New Approach to Appraisal (NATA** - see paragraph B2.12).

B2.23 **The sixth objective** has been developed by the Partnership in recognition that many of the transportation problems in Southend are generated by the local community themselves. Raising awareness amongst all sectors of the community is regarded as essential by the partners if the Integrated Transportation Plan is to gain widespread recognition and support and achieve its stated objectives.

B3 Linkages With Other Policy Objectives

B3.1 The Partnership and the Local Transport Plan seek also to address the Government's cross-cutting agendas of:

- *Public Health*
- *Community Safety*
- *Social Inclusion*
- *Environmental Sustainability*
- *Regeneration/Urban Renaissance*
- *'Active Community' initiatives, and*
- *Lifelong Learning*

B3.2 The Council is already engaged in a 'joined-up' approach to the interrelated issues put forward by the Government's National Agenda. Its adopted Corporate Strategy details a number of aims and objectives that cut across departments and agencies. These objectives are as follows:

1. *To ensure that **Life Long Learning Education and Training** are provided for all the citizens of Southend who require or desire it*
2. *To encourage appropriate **Development and Economic Regeneration***
3. *To maintain and upgrade the quality of the **Environment and Infrastructure***
4. *To ensure that the **Disadvantaged** are fully protected and **Social Problems** within the Borough are kept to a minimum*
5. *To provide and maintain appropriate **Leisure, Cultural and Tourism Facilities***
6. *To ensure the provision of **Affordable Housing** and enhance opportunities for access for all to decent housing*
7. *To encourage **Community Development, Democratic Accountability and Partnership***
8. *To review the provision of **Services** and raise their quality at all levels*
9. ***Prudent Management***



- B3.3 Nesting within the objective to maintain and upgrade the quality of the Environment and Infrastructure is the requirement to formulate and implement an Integrated Transportation Strategy. Transportation issues are also being incorporated into the Council's Local Agenda 21 – Quality of Life Plan which is currently being progressed.
- B3.4 At the local level the Partnership also recognises the need for the Local Transport Plan to link with, and relate to, the aims and functions of other plans and strategies effective in the Plan area. A significant part of the Partnership's work has been related to making the connections across these plans and Green and White Papers pointing in the direction of 'modernisation' and change.
- B3.5 The broad spectrum of interests reflected in the Partnership has meant that throughout the process of developing the transportation strategy, a great deal of the issues raised by the Government's national objectives and the individual objectives of more local strategies have been addressed either implicitly or explicitly.
- B3.6 Through the Partnership process and the development of this Plan, clear links with a number of plans and strategies have been achieved as illustrated in **Diagram 5**.