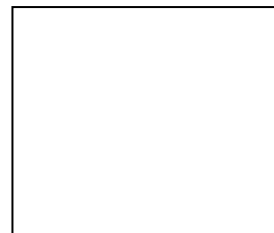


HERTFORDSHIRE HIGHWAYS

INTEGRATED WORKS PROGRAMME DRAFT 2 PREPARATION PROGRAMME 2012/13

AND FORWARD WORKS PROGRAMME 2012/13 to 2016/17



REPORT TO THE HIGHWAYS JOINT MEMBER PANEL OCTOBER 2011

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CONTENTS:

- 1. Purpose of Report**
- 2. Background**
 - Status of Schemes in the IWP
 - Status of Schemes in the FWP
- 3. Main Categories of IWP/FWP Schemes and Prioritisation**
- 4. Overall Consultation Programme/Process for the IWP/FWP**
 - Possible Changes for the Future - Localism
- 5. Draft 2 of 'Preparation Programme' of Schemes for Construction in 2012/13**
 - Priority for Funding
 - Confirmation of Works in Progress and Committed Schemes
 - IWP Delivery Time-scales and overlap between Financial Years
 - HJMP Comments and Feedback on Draft 1
- 6. Format and Presentation of the IWP/FWP listings**
 - Webmaps extra
 - ELGIN
 - IWP and FWP schemes 2012/13 to 2016/17 - *Index listing*
 - 2012/13 Preparation Programme
 - *Main listing*
 - *Map of sites*
 - *Spreadsheet of sites*
 - *Changes Report*
- 7. Queries from the HJMP**
 - Table 1: Contact Officers for queries
- 8. Feedback from the HJMP**
- 9. Financial Implications, Budgets and Programme Endorsement**
- 10. Scheme Co-ordination and Packaging**
- 11. Next Steps**

- 12. Access to Service Implications**
- 13. Conclusion**
- 14. Summary of Appendices**

1. Purpose of Report

- 1.1 To present to the Highways Joint Member Panel (HJMP) the current version of the 2012/13 'Preparation Programme' - Draft 2 of the 2012/13 Integrated Works Programme (IWP) – being those schemes that are being investigated and designed during 2011/12 with a view to implementation within the local area in 2012/2013.
- 1.2 To present to the HJMP the current version of the Forward Works Programme (FWP) of schemes planned for 2013/14 to 2016/17 and to seek the Panel's input on this programme.

2. Background

- 2.1 The annual publication of the IWP is a statement of schemes Hertfordshire County Council (HCC) intends to implement or, in some cases, investigate in the following 15 months. The FWP is an outline of the schemes that may be implemented in future years although it will continue to develop year-on-year. Some FWP schemes, especially those identified for implementation in 2013/14 will be under development during 2012/13.
- 2.2 Status of Schemes in the IWP are as follows:

Works in Progress (W) are schemes started during 2011/12 (or earlier) which are planned to continue into, and in some cases be finalised, in 2012/13.

Committed (C) schemes originally planned for implementation during 2011/12 but will not now start on site until 2012/13.

Supported (S) schemes are new schemes for 2012/13 that are proposed for implementation between April 2012 and June 2013.

Under Investigation (I) schemes are those currently being investigated but where no final recommendation has yet been made on when or if the scheme should proceed. These schemes may be implemented during 2012/13 if works are found to be necessary and a priority; alternatively they may be implemented during later years if the works are not a priority or they might not be implemented at all if the investigation shows no works are required.

- 2.3 Status of Schemes in the FWP are generally assigned as follows:

Preparation (P) schemes are schemes where no works are proposed on site during 2012/13 although in some cases investigation, consultation, preparation and/or design will take place during 2012/13 with a view to implementing these works in future years. Some complex schemes may require several years of advance preparation before works are implemented. Some schemes may be deferred or dropped from the programme based on the results of investigation or consultation if, for instance, they are no longer required or an appropriate and viable solution is not available.

3. Main Categories of IWP/FWP Schemes and Prioritisation

- 3.1 The IWP and FWP aim to include all scheme-type works on the highways in the County to assist in communication and coordination of these works.
- 3.2 A summary of the main programmes of work promoted by Hertfordshire Highways each year are included in [Appendix A](#) along with some background on how schemes are identified, categorised, selected and prioritised within each programme.
- 3.3 For further details Members are recommended to refer to the Environment Department's 'Highways and Transport Programme Entry' document for overall guidance and the core procedures of how IWP and FWP schemes are identified, categorised, selected and prioritised.

4. Overall Consultation Programme/Process for the IWP/FWP

- 4.1 The Highways Joint Member Panels in Spring (usually around April):
 - Receive final details of the current year's Delivery Programme endorsed by Cabinet.
 - Make final comments on the current Preparation Programme.
 - Review and comment on the Forward Works Programme and strategic priorities; for instance the balance between different workstreams within the programme, such as Carriageways, Footways and Cycleways, Drainage, Integrated Transport, and Casualty Reduction.
- 4.2 The Highways & Transport Panel in June / July:
 - Receives a review of the previous year's Delivery Programme including a report on Key Performance Indicators (KPIs).
 - Considers the responses from the HJMPs.
 - Makes recommendations for the strategic direction of the Preparation Programme and Forward Works Programme and based on the feedback from the HJMPs and the KPIs including LTP targets.
 - Considers strategic priorities for bidding within the budget setting cycle.
- 4.3 The Highways Joint Member Panels in Autumn (usually around October):
 - Receive a progress report on scheme development within the Preparation Programme.
 - Make final requests that schemes emerging as urgent for implementation the following year that are not within the Preparation Programme are included. These requests will need to be justified by special circumstances and the proposed schemes will need to be prioritised against the other schemes already in the Preparation Programme.
 - Review and comments on the Forward Works Programme, paying particular attention to the proposals for the following year's Preparation Programme.

4.4 The HCC's Cabinet in March / April:

- Receive final details of the proposed current year's Delivery Programme for consideration and endorsement.
- Receive a copy of the comments/feedback from the HJMPs consultation process during the development and refinement of the Delivery Programme, along with Officer responses.
- The endorsement by Cabinet finalises the proposed Delivery Programme, which then moves on to the delivery phase.
- HJMPs will be kept informed, via the normal reports on the progress of delivering the Delivery Programme, and of any changes to that programme throughout the delivery year.
- Receives details of the current Preparation Programme and Forward Works Programme.

4.5 Possible Changes for the Future – Localism

To date we have brought the IWP and FWP to the HJMPs for information and comment twice a year, as stated above usually around April and October.

With the proposed introduction of the Highway Locality Budgets (HLB) countywide from next year, the future of the HJMPs is also being considered. More details of this will be provided to the panels in the form of a presentation about HLB and related issues.

This process may have an impact on how we report the IWP and FWP to Members in the future. There are a number of potential options - for instance, in the Broxbourne and Dacorum pilot areas where HLB have been trialed this year and the HJMPs have been suspended, we have provided County members with individual reports on a Division basis.

We will continue to publish the IWP and FWP to Members and the public in an appropriate way and will be able to provide more details of how this will operate once we know more about the likely future shape of the service.

5. Draft 2 of 'Preparation Programme' of Schemes for Construction in 2012/13

- 5.1 The Preparation Programme forms the first year of the 2012/13 to 2016/17 FWP which is included in outline in [Appendix B](#).
- 5.2 Further investigation and design work on the 2012/13 Preparation Programme, based on Draft 1 of the 2012/13 IWP, started over the Summer of 2011 with a view to construction during 2012/13.
- 5.3 The Panel has seen Draft 1 of the 2012/13 IWP with detailed information on the individual schemes in previous reports but this Draft 2 2012/13 Preparation Programme provided in [Appendix C](#) represents an updated version of this currently proposed for construction during 2012/13.

5.4 Whilst Draft 1 of the 2012/13 IWP was presented at the Spring HJMPs to allow time for consultation and preparation of IWP schemes, this Draft 2 programme update is virtually finalised. Therefore, given that the main consultation opportunity (at Draft 1) for the 2012/13 IWP has passed, this report and the Preparation Programme detailed in [Appendix C](#) represent only limited opportunity for feedback from the Panel.

5.5 Priority for Funding

As a general principle, W and C schemes have first priority for funding as they have been previously approved and promised. S and I schemes have next priority. Any schemes listed for implementation (i.e. those with a status of W, C or S) but not completed during 2011/12 would take first priority in 2012/13.

5.6 Confirmation of Works in Progress and Committed Schemes

In line with the IWP timetable this Draft 2 is being presented this Autumn to allow time to design and prepare schemes so they can start to be implemented immediately upon the start of the 2012/13 financial year commencing April 2012.

However, this does mean that we are currently only half way through the 2011/12 financial year and consequently at present we have less certainty about which 2011/12 delivery schemes will still be 'Works in Progress' (W) at the end of this financial year (end of March 2012) or of which 2011/12 schemes will need to be Committed (C) to 2012/13.

Therefore the 2012/13 IWP presented in this Draft 2 report is prepared on the basis of the best current information, but the list of likely W and C schemes is not yet definitive and there are likely to be further changes as implementation of the 2011/12 Delivery Programme progresses.

5.7 IWP Delivery Time-scales and overlap between Financial Years

The IWP seeks to develop a continuous rolling programme of scheme development and construction, in which financial, design and construction resources are smoothed out and balanced together with road space availability and the need to minimise network disruption.

To this end the 2012/13 Preparation Programme reported here is a 15 month programme, starting in April 2012 and running to June 2013. This is reflected in the number and mix of schemes listed on the IWP. Therefore, whilst the majority of 2012/13 schemes are planned to be implemented within the financial year between the start of April 2012 and end of March 2013 (and will therefore be funded from the 2012/13 budget) it should be noted that it is also deliberately planned that a small proportion of 2012/13 schemes will be implemented between April 2013 to June 2013 (and therefore be funded from the 2013/14 budget).

In summary, the schemes for implementation between April 2013 and June 2013 are deliberately included in the 2012/13 IWP so that they can be investigated, designed and be ready to implement at the very start of the

2013/14 financial year to ensure a continuous programme and to avoid a lull in operations at the start of the year.

No decisions have yet been made about the order in which schemes should be implemented although, where possible, W and C schemes will be implemented ahead of new schemes. However, this will not always be possible due to factors such as ongoing consultations; the need to avoid or link-in with other schemes or school holidays etc. (i.e. to achieve cost and time savings or to minimise network disruption); and the need to balance/smooth the programme throughout the year.

5.8 HJMP Comments and Feedback on Draft 1

In preparing this Draft 2 of the 2012/13 IWP and FWP 2013/14 to 2016/17 Officers have considered the comments and feedback from the HJMP upon Draft 1 presented to the Panel in the Spring of 2011. The District Manager collated and summarised feedback from the Panel and Members on the IWP/FWP resulting from the HJMP meeting and reported it back to the Forward Work Programme Manager and other relevant Officers for consideration. This is included in [Appendix E](#) along with responses resulting from discussions with appropriate Officers.

A final draft of the 2012/13 IWP, together with a summary of the comments and feedback from the HJMP, will be submitted to Hertfordshire County Council’s Cabinet in February/March 2012 for final approval/endorsement.

6. Format and Presentation of the IWP / FWP listings

Webmaps extra

6.1 Work has now been completed to display planned IWP/FWP scheme locations on HCC’s Webmaps extra. When they are connected to the HCC systems/network County Members can now view the IWP/FWP by typing (or copy-and-pasting) the following website address as one line into the address bar of their internet browser:


<http://hccims2.hertsccl.gov.uk/website/webmapsextra/viewhighways/viewer.htm?Layers=00000000000000000000011100000000000000000000000000000000000100000000000000000000000001000111000111&ActiveLayer=19>




Note 1: It is appreciated that this is a long series of letters and numbers but it will give direct and best visibility of the colour-coded IWP and FWP over a grey map. Alternatively, below is the shorter link and then you will need to add the ‘ticks’ in step 2 below yourself and when you zoom in the IWP/FWP will appear over a coloured map so will not stand out so clearly:


<http://hccims2.hertsccl.gov.uk/website/webmapsextra/viewhighways/viewer.htm>


Note 2: Whichever route you choose the data is not ‘live’ and is only updated in mid-March and mid-October. At the time of writing this report the old mid-March data for 2011 to 2016 was on Webmaps. By mid-October this will be

update to the latest data (as contained within the Appendices of this report) for 2012 to 2017.

1. The page that opens shows the whole County and the coloured patches are the IWP/FWP schemes, each depicted by a coloured line. You need to zoom in to your area of interest (by clicking the  button and drawing a window) to see the exact location of the individual schemes.
2. Move down the left hand 'Layers' menu and see:


- Works Programme:
 -  IWP 2012-13
 -  IWP FWP>1scheme
 -  FWP 2013-17


Note 3:  click to make the Layer visible

Note 4: click to make the Layer the active Layer
(clicking the  button in the top menu and then selecting coloured lines (schemes) on this active Layer will display the information about the scheme at the base of the page)

Note 5: IWP 2012-13 = the 2012/13 'Preparation Programme' (i.e. Draft 2 of the 2012/13 IWP).
Single IWP schemes are **thick** coloured lines.

Note 6: FWP 2013-17 = the FWP planned for 2013/14 to 2016/17.
Single FWP schemes are thin coloured lines.

Note 7: IWP FWP>1scheme = where greater than one scheme is planned on the same section of road. These coloured lines are always Red (when this is the active Layer clicking the  button and then selecting a Red line will display the information about all the schemes).

3. To see a colour key switch between the left hand 'Layers' tab by clicking the 'Legends' tab to see the key associated with all visible Layer(s). Or whilst in the 'Layers' tab to see the key associated with a particular Layer click  .

Any comments or feedback regarding the display of the IWP/FWP on Webmaps can be sent to the District Manager for collation for onward submission to the Forward Works Programme Manager (see [Section 8](#)).

ELGIN

- 6.2 In addition Hertfordshire Highways planned works are also displayed on the Electronic Local Government Information Network (ELGIN) website which can be viewed by typing (or copy-and-pasting) the following website address into the address bar of their internet browser:

<http://www.elgin.gov.uk>

6.3 Work is still continuing to progress to give Members electronic web-based access to even more specific information about IWP schemes that are imminently about to be constructed and also electronic access to the IWP/FWP listings so that the latest reported data can be accessed and searched at any time throughout the annual reporting cycle. PMNet (Project Management Network) is the project management software that has been developed, and is being used, within Herts Highways to provide all information and reporting on IWP schemes that are in the process of being implemented. A separate IWP/FWP Database contains our 5 Year Works Programme and when schemes reach year 1 of this programme, and upon final endorsement, these schemes are transferred into PMNet for implementation. To demonstrate how the electronic access might work a PMNet Members Users Group was established and those Members took part in sessions to test and comment upon the developing proposals and usefulness and user-friendliness of the web-based systems. The systems have now been further developed and need to be re-tested and launched before access can be fully implemented.

6.4 For the purposes of this report the current format adopted for the IWP/FWP listings is overviewed below.

IWP and FWP schemes 2012/13 to 2016/17 - Index listing ([see Appendix B](#)):

- The Index listing is divided by County Council Divisions whereas in the past the town and locality descriptions from the National Street Gazetteer (NSG) were used. This change was because the NSG descriptions were not always accurate and the addition of Division information to the highway database now allows us to sort the roads by Division instead. We are not able to sort by other administrative areas such as Wards or Parishes as this information is not available on the database; however a map of the Division is also included in [Appendix B](#) to help those unfamiliar with the Division boundaries.
- Within each Division, schemes in the Index listing are listed alphabetically with the scheme name first (followed by the type of work) to make finding a particular road easier.
- Where possible we have endeavoured to improve this Index listing by detailing the Town or/and Village name too.

2012/13 Preparation Programme – Main listing ([see Appendix C](#)):

- The Main listing is divided by programme (rather than sub-programme) to reduce the number of sub-headings in the listing. This means that, for example, all 'Local Carriageway' schemes are listed together and the lists are not complicated by further sub-division of schemes by the type of work involved.
- Within each programme, schemes in the Main listing are listed alphabetically with the scheme name first (followed by the type of work) to make finding a particular road easier.

- Where possible we have endeavoured to improve this Index listing by detailing the Town or/and Village name too.

2012/13 Preparation Programme and FWP – Map of sites:

- A map displaying the 2012/13 IWP and FWP 2013/14 to 2016/17 scheme locations, coloured by programme, will be available from the District Manager at the HJMP meeting, or an electronic version of the map can be emailed to Members [upon request](#).

2012/13 Preparation Programme and FWP - Spreadsheet of sites:

- An electronic version of the 2012/13 IWP and FWP 2013/14 to 2016/17 listings in the form of a spreadsheet can be emailed to Members [upon request](#) by the District Manager so that those who wish to can search the listings more easily for particular schemes or roads/streets.

2012/13 Preparation Programme - Changes Report ([see Appendix D](#)):

- A list of changes made through the cycle of developing/refining this proposed 2012/13 Preparation Programme since Draft 1 in Spring 2011.

7. Queries from the HJMP

- 7.1 If any Member has any queries or requires any further information on the IWP and/or FWP, any of the proposed schemes, or upon any of the Officer responses given in [Appendix E](#), they are invited to contact the relevant Contact Officer directly, contact details of which are included in [Table 1 below](#) (depending upon the IWP/FWP Number Scheme Code).
- 7.2 It should be noted that numerous Officers are involved in the assessment, preparation, programming and prioritisation of the thousands of individual schemes on the IWP and FWP. Therefore contacts below have been limited to certain key Officers who, if unable to answer queries directly, will know who to forward your enquiry to.

Table 1: Contact Officers for queries

Scheme Code	Programme	Contact Officers
Maintenance schemes:		
ARP	A Road Programme	Senior Project Managers Peter Marshall / Nick Edlin 01707 356200 hertfordshire.highways@hertshighways.org.uk
CWY	Local Carriageway	
DRN	Drainage	
FWY	Footway	
WRC	Winter Recovery - Carriageways	
BRG	Bridge Programme	
Otherwise please contact the <u>Lead Officer for Maintenance</u> : Chris Allen-Smith, Service Manager (Structural Assets & Plans) 01707 356573 hertfordshire.highways@hertshighways.org.uk		
Integrated Transport schemes:		
ITP	Integrated Transport Projects	Programme & Strategy Manager Ian Thompson (Watford) 01707 356200 hertfordshire.highways@hertshighways.org.uk
LGH	Street Lighting and Traffic Control [/ Signals]	Asset Manager (Asset Plans & Improvements) Mark Fell 01707 356200 hertfordshire.highways@hertshighways.org.uk
TIS	Traffic and Information Systems	Service Manager (Asset Plans & Improvements) Sanjay Patel - Intelligent Transport Systems (or Robert Surridge - Traffic Signals) 01707 356200 hertfordshire.highways@hertshighways.org.uk
SAR	Casualty Reduction	Programme & Strategy Manager (Safety Engineering) Paul Selley (or Robert Surridge) 01707 356200 hertfordshire.highways@hertshighways.org.uk
Otherwise please contact the <u>Lead Officers for Integrated Transport</u> : Sanjay Patel & Morag Saunders, Service Managers (Asset Plans & Improvements) 01707 356200 hertfordshire.highways@hertshighways.org.uk		
District Manager and their Local Team's schemes:		
DIS	Discretionary	District Manager David Swan (Watford) 01923 257000 southwest.area@hertshighways.org.uk
Please also contact the District Manager for all enquiries on: <ul style="list-style-type: none"> • Initial identification and nomination of Footway (FWY) schemes (Footway Bids)*. • Initial identification and nomination of Drainage (DRN) schemes (Drainage Bids)*. * see Appendix A – Sections A2 and A3		

8. Feedback from the HJMP

- 8.1 HJMP Members are requested to ensure all feedback is sent in writing to the District Manager within 3 weeks of the date of the HJMP for collating on behalf of all Divisions within the whole District for onward submission to the Forward Works Programme Manager.
- 8.2 The HJMP is asked to collectively and in overall agreement to provide comments and feedback on the Preparation Programme and FWP that can be used to contribute to refining the programme and designing the schemes for future years. In summary:
- to review the Preparation Programme ([Appendix C](#)) which represents Draft 2 of the 2012/13 IWP and to make any final requests regarding any other schemes/works that are currently emerging as urgent to be included for implementation during 2012/13. These final/last minute requests will need to be justified by special circumstances and the proposed schemes will need to be prioritised against the other schemes already in the 2012/13 IWP.
 - to review the later years (2013/14 to 2016/17) of the FWP ([Appendix B](#)) and give comments and feedback on strategic/relative priorities etc., paying particular attention to the proposals for the Draft 2013/14 programme, preparation work on which will be undertaken during 2012/13.
- 8.3 As far as possible comments and feedback should be as specific as possible with detailed reasons and justification for the change or request. Given budget constraints if a '*long list*' of changes or requests for additional maintenance and/or improvement schemes is established by the HJMP then it would be very useful if this could be further refined into a prioritised '*short list*' of the schemes the HJMP would most like considered. Having a '*short list*' of the most important local needs with detailed reasons and justification listed in a priority order will give Officers more direction and will better inform Officers when they are deciding whether HJMP requests should take more, equal or less priority than schemes that are already included in the programme and in turn aid Officer decision making regarding what schemes should be included and excluded. To balance budgets obviously to add additional work to the programme will necessitate removing other work and therefore it has to be ensured that the schemes that are included are the very best use of the budget available.

9. Financial Implications, Budgets and Programme Endorsement

- 9.1 The scale and content of the 2012/13 IWP (i.e. the current Preparation Programme) will be dependant on the budgets to be set by HCC in February / March 2012.
- 9.2 The 2012/13 IWP will not be considered final (i.e. will not become the next Delivery Programme) until endorsed in February / March 2012 and work is still ongoing refining it. Consequently it must be emphasised that this Draft 2

of the IWP presented here is still very much an outline and could be subject to substantial changes over the coming months. The final version of the 2012/13 IWP will naturally also depend substantially on the available budget which will be set when HCC meets, which is scheduled next in February / March 2012.

- 9.3 Therefore Draft 2 of the 2012/13 IWP presented here is based on the financial resources likely to be available in the 2012/13 financial year from various sources including Local Transport Plan (LTP) funding, County Capital, and Section 106 funds (developer contributions) etc. This is subject to HCC budget processes and some of these funding sources are still to be confirmed. HJMPs should be aware, therefore, that the 2012/13 IWP presented here is an indication of what might be implemented based on current estimates of available budgets and variations in the budget will, clearly, be reflected in changes to the programmes of works.

10. Scheme Co-ordination and Packaging

- 10.1 In particular for this report it should be noted that the delivery programmes for the 2012/13 IWP will be influenced by:

- Highways Service Transformation / Contract Re-procurement
- Introduction of the Common Permit Scheme
- The Olympic and Paralympic Games

These may place certain constraints on how and when programmes and individual schemes are delivered. To minimise any disruption to delivery we are planning to deliver more proportion of the work over Summer 2012 in the best weather; to take advantage of the established working practices with existing suppliers prior to the end of the current contract on 30th September 2012; and to have as much work as possible completed prior to the games. We are already deciding which programmes and schemes will be delivered over the summer during which we will also define, plan and programme the schemes which will be delivered under the new contracts to minimise the disruption to delivery during this transition.

Therefore, overall, plans are being made to ensure the 2012/13 IWP delivery taking into account these influences.

- 10.2 When the programmes and individual schemes have been prioritised within the expected budget a combined list of all schemes on the IWP and FWP (particularly those planned to be implemented within the next two years) is analysed to identify potential co-ordination opportunities for works planned on the same road sections.
- 10.3 If possible, co-ordinating/combining schemes can result in increased delivery efficiency (cost and time savings) and reduced network disruption (inconvenience to the travelling public) by implementing numerous improvements in parallel or in series, minimising the need for repeat visits to the same road if schemes had been delivery separately.
- 10.4 This co-ordination process can result in schemes either being brought forward or delayed to gain the cost and time savings associated with co-

ordinating/combining the implementation of numerous works on the same road section. Therefore, it should be noted that where co-ordination opportunities of this nature are identified it may necessitate some changes to programmes and scheme delivery dates.

- 10.5 In addition, another method used to gain time and cost savings is that many schemes are also implemented as part of larger packages of work of a similar type (commonly referred to as 'workstreams'). This allows economies-of-scale to be achieved from 'bulk-buying'. Again, such packaging of schemes may necessitate some changes to programmes and scheme delivery dates.

11. Next Steps

- 11.1 The work on refining the 2012/13 IWP will continue over the next few months, in particular continuing with designing new schemes planned for implementation in 2012/13 and refining the list of those schemes started in 2011/12 that will still be in progress at the end of the financial year (Work in Progress (W) schemes) or couldn't start and will move into 2012/13 (Committed (C) schemes).
- 11.2 A final draft of the 2012/13 IWP, together with a summary of the comments and feedback from the HJMP, will be submitted to HCC's Cabinet in February / March 2012 for final approval/endorsement.

12. Access to Service Implications

- 12.1 Access to service implications will be assessed and addressed individually for each scheme on the programme during the design process. For the vast majority of schemes, there will either be no long-term impact on access to services or the impact will be positive as the network is upgraded to improve accessibility.

13. Conclusion

- 13.1 Members are invited to review the 2012/13 Preparation Programme ([Appendix C](#)) and to make any final requests regarding any other schemes/works that are currently emerging as urgent to be included for implementation during 2012/13 so that these can be considered as part of the process of finalising the 2012/13 IWP and prioritising schemes against the available budget. These final/last minute requests will need to be justified by special circumstances and the proposed schemes will need to be prioritised against the other schemes already in the 2012/13 IWP.
- 13.2 Members are invited to review the later years (2013/14 to 2016/17) of the FWP ([Appendix B](#)) and give comments and feedback on strategic/relative priorities etc., so that these can contribute to refining the later years of the programme and establishing future priorities. Particular attention should be paid to the proposals for the Draft 2013/14 programme, preparation work on which will be undertaken during 2012/13.

14. Summary of Appendices

The following appendices are presented with this report:

Appendix A: Categories of Schemes and Prioritisation

- A summary of the main programmes of work undertaken and the ways in which schemes are identified and prioritised

Appendix B: 5 Year Works Programme Report comprising:

- Index of IWP and FWP schemes 2012/13 to 2016/17 listing
- Map of the Divisions

Appendix C: 2012/13 Preparation Programme

- Draft 2 of the 2012/13 IWP

Appendix D: 2012/13 IWP Changes Report

- List of changes made to the 2012/13 IWP between Drafts

Appendix E: 2012/13 Feedback Report

- Summary of HJMP feedback upon the 2012/13 IWP with Officer responses