

TU SPARKLE SPARKLE – Workshop

The Decision-Making Context

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Based on
DMG – PROSPECTS
KONSULT
PLUME

Survey of
60 cities
N, S, E, Europe
50k to 500k



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The Decision-Making Context

What limits cities' abilities to make their own decisions

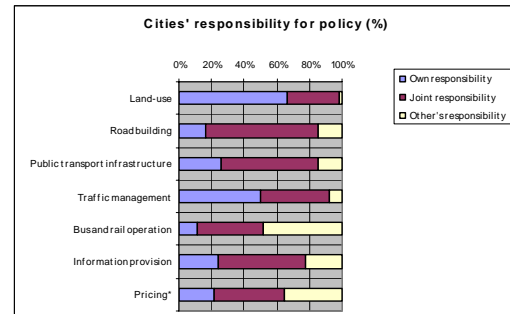
- Lack of direct control
 - land use
 - infrastructure (road, public transport)
 - traffic management
 - public transport operation
- Intervention from other levels of government
 - regional, national EU-level
- Involvement of stakeholder groups
 - environmentalist, transport users, media, lobby groups

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Lack of direct control – empirical findings



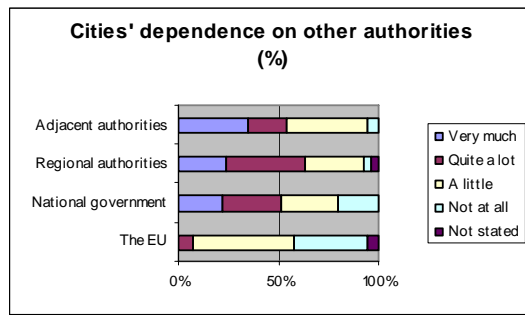
Policy Area	Own responsibility (%)	Joint responsibility (%)	Other's responsibility (%)
Land-use	60	30	10
Road building	10	70	20
Public transport infrastructure	10	70	20
Traffic management	40	40	20
Bus and rail operation	10	30	60
Information provision	10	70	20
Pricing*	10	40	50

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Intervention from other levels of government – empirical findings



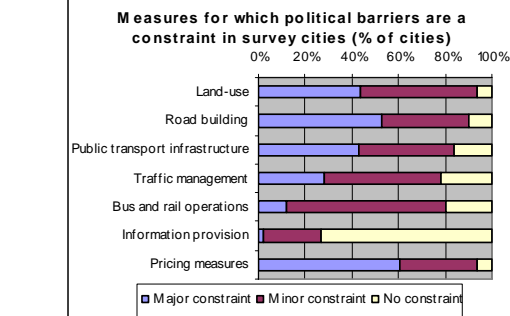
Authority	Very much (%)	Quite a lot (%)	A little (%)	Not at all (%)	Not stated (%)
Adjacent authorities	10	10	70	10	0
Regional authorities	10	10	70	10	0
National government	10	10	70	10	0
The EU	10	10	70	10	0

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Involvement of stakeholder groups – empirical findings



Measure	Major constraint (%)	Minor constraint (%)	No constraint (%)
Land-use	40	50	10
Road building	10	60	30
Public transport infrastructure	10	60	30
Traffic management	10	60	30
Bus and rail operations	10	60	30
Information provision	10	60	30
Pricing measures	10	60	30

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How far ahead should cities plan?

- France – 10 years
- UK 5 years – context 15 to 20 years
- The longer the period the higher is the uncertainty
- land use changes take time - this has to be considered

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Aids to decision-making

- Identify who can influence decisions
- Involve them fully
- Form partnerships where possible
- Encourage active participation of others
- Compromise without losing sight of objectives
- Seek changes in legislation where necessary

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Approaches to Decision-Making

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Approaches to Decision-Making

Vision Led

One charismatic person who has a clear vision!

Rarely existing today – but evidence given that they made the most progress in the past

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Approaches to Decision-Making

Plan-Led

Specification of objectives and problems

adopting an ordered procedure how to identify possible solutions to those problems

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Approaches to Decision-Making

Consensus-led

Discussions between stakeholders to try to reach agreement on each of the stages of a plan-led approach

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Approaches to Decision-Making

Which approaches do cities adopt?

Cities' approaches

- Vision
- Vision and plan
- Plan
- Plan and consensus
- Consensus
- Vision and consensus

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Approaches to Decision-Making

Vision led approach – **The London Congestion Charge**

Objectives

- reduce traffic congestion
- increase journey time reliability
- decrease of air pollution

What it is

- Cordon charge inner city centre
- Implemented in Feb 2003 (start of discussion in 1970s)
- 5 pounds per entry in between 7am and 6.30pm
- discounts for residents, busses, taxis, disabled

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Approaches to Decision-Making

The London Congestion Charge

Impacts

- 15 % traffic reduction
- 30% congestion reduction
- 12% pollution reduction (NOx, PM)

Prerequisites for success

- built and maintain public and stakeholder support
- provide additional public transport services
- provide widespread public information and specific traffic management measures at problem zones
- deliver the scheme quickly so that benefits can be seen as soon as possible

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Approaches to Decision-Making

The London Congestion Charge

Advice for others (from Ken Livingstone)

- strong political leadership is required
- full consideration of stakeholder concerns must be given
- take reasonable steps to alleviate adverse impacts
- ensure that public transport can cope with increased demand
- employ the best project management
- plan a realistic timescale
- ensure comprehensive publicity programme for each group affected
- do not slavishly the London scheme – design your own to meet your local needs

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Approaches to Decision-Making

Which approaches is best?

There is no simple answer!!

However, there are some obvious pitfalls:

- A vision-led approach is critically dependent on the individual with the vision.
- A plan-led approach can become dependent on planners, who may lose sight of the needs of politicians and stakeholders.
- A consensus-led approach may, unless agreement can be quickly reached and sustained, lead to delay and inaction.

Most cities adopt a mixed approach.

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