

B1 Taking the first step

Contents

B1.1 The first steps

Purpose

This module outlines the initial steps a council can take to develop an effective walking program.

Introduction

Developing an environment to encourage walking is not simple. While it is relatively straightforward to provide the infrastructure and physical environment, creating the motivation is another issue. Analysis by the National Heart Foundation (1996) into the reasons why people do not exercise enough found that lack of time was cited as the major barrier (21% of responses); not being motivated enough was reported as the barrier in 13% of responses, followed by having an injury or disability in 11% of responses.

Active intervention has the potential to create the motivation for walking, as indicated in the study conducted by the Centers for Disease Control and Prevention in Atlanta, Georgia, USA (see the case study 'Review of interventions to increase physical activity'). This suggests that it is not enough just to develop static policies and strategies. Plans and follow-up actions must be dynamic, encourage and enlighten the community and above all encourage people to want to 'make the time' and 'become motivated'.

B1.1 The first steps

The very first step a council can take in developing a successful walking program is to actively acknowledge that walking is indeed important and is a priority to council. Information in Part A *Why walking matters* can be useful in terms of educating council officers and decision makers on the benefits of a walking program.

Case study: Review of interventions to increase physical activity

The Centers for Disease Control and Prevention Task Force on Community Preventive Services (Atlanta, Georgia, USA) conducted a systematic review of the effectiveness of 12 interventions to increase physical activity (Kahn et al. 2002). The review highlighted the association of physical activity levels with environmental factors, such as the proximity and density of places for physical activity within neighbourhoods, safety lighting, weather, and air pollution. The review found that people will become more physically active in response to the creation of, or improved access to, places for physical activity. In regard to environmental and policy approaches to increase physical activity, the review found that these interventions:

- ▶ increased aerobic capacity by 5.1% (median)
- ▶ increased energy expenditure by 8.2% (median)
- ▶ increased leisure time physical activity by 2.9% (median)
- ▶ increased exercise sessions per week to three or more by 48.4% (median).

This review identified several barriers to environmental interventions for increasing physical activity levels in local communities, including the need for considerable resource and time investment for the planning, coordination and building of new facilities. It was found that community 'buy-in' can greatly enhance the success of such interventions.

Once the necessary agency and political support are in place, a number of steps need to occur. These steps, outlined in Modules B2, B3, B4 and B5, include the following:

- ▶ establishing a high-level 'vision' for the walking program (see Module B3)
- ▶ developing a walking plan, including relevant objectives, strategies and actions, and a framework for prioritised implementation, as well as performance monitoring of the plan's effectiveness (see Module B3)
- ▶ developing and implementing effective processes to engage the community (see Module B4)



- ▶ identifying and obtaining necessary funding for the program (see Module B5)
- ▶ implementing the plan, assessing its effectiveness in achieving the desired outcomes, and modifying the plan if needed (see Modules B2 and B3).

This latter point is the focus of the total quality management (TQM) approach outlined in Module B2.

The Queensland *Integrated Planning Act 1997* (IPA) provides a framework for managing growth and change within the state. It also provides infrastructure support for walking programs through development of local government planning schemes, local area plans, open space management strategies, and park and recreation plans. As discussed in Module B5, infrastructure charging permissible under the IPA can give councils the funds needed to provide infrastructure for walking.

References

Kahn, E.B., Ramsey, L.T., Brownson, R.C., Heath, G.W., Howze, E.H., Powell, K.E., Stone, E.J., Rajab, M.W., Corso, P. and the Task Force on Community Preventive Services 2002, 'The effectiveness of interventions to increase physical activity: a systematic review', *American Journal of Preventive Medicine*, vol. 22, 4S, pp. 73–107.

National Heart Foundation 1996, *Exercise in daily life*, Commonwealth Department of Health and Family Services, Canberra, Australia.

B2 Total quality management

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- B2.1 General principles
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Purpose

The purpose of this module is to provide details of total quality management (TQM) principles that will enable councils to raise the standard of planning, design, construction, monitoring and maintenance of walking programs and facilities. It also outlines a checklist system to identify the current and desired future levels of service as a means of monitoring progress.

Introduction

State government legislation and policy requires walking to be valued equally with other transport modes, and that councils meet pedestrian needs in a way that is appropriate for both council and pedestrians. The planning, design, construction and maintenance of walking facilities play a significant role in the success of strategic planning for walking programs and infrastructure. Total quality management (TQM) systems can encourage cooperation between several sections of local government that will better enable them to develop a physical and social environment that supports walking.

Many councils have invested significant time and money to comply with Australian Standards (AS) 9000 and 9001 for delivery of high-quality services to their communities. While these quality processes can improve some aspects of service delivery, TQM can assist in raising the standard of all facets of planning, promotion, design, construction and maintenance.

Through adopting a TQM approach, councils can measure progress in developing and implementing a walking program, as well as increases in walking.

These can be measured against predetermined performance indicators and targets. Total quality management, or 'benchmarking', is a framework that councils and others can use to improve the effectiveness and quality of their outputs (be it a walking strategy, promotional campaign, or walking trail), and to identify what actually works in encouraging walking in their local area.

The performance indicators can be recorded on a series of 'checklists', which would assist councils in determining the levels of effort required to achieve the best possible outcomes for walking programs and infrastructure. Councils can analyse their position on each checklist, set a desired target, and review progress towards this target annually. Following this process will enable councils to identify which strategies, processes and infrastructure are effective in encouraging walking, and help identify areas for further attention.

The scope of TQM has been extended to include the rate at which an organisation can improve the quality of all its activities, including overall business performance. By adopting TQM principles for the provision of walking facilities, councils and other users of *Easy Steps* can use a benchmarking framework to provide new services or improve current ones consistently and appropriately. Hence requests for new services can be handled transparently, and appropriate priorities assigned as needed.

B2.1 General principles

This module provides a set of guiding principles to raise general awareness levels of the need for a 'whole of council' approach, and provides strategic advice on how council decision makers may best influence progress.

Various areas of councils are responsible for walking facility planning and development, including engineering (planning and design), works, social/community planning, sport and recreation, town/urban planning, media/public relations (as required), tourism (in some areas), safety and environment.



Walking officers

Presently, many councils have 'cycling officers' who are responsible for supporting cycling in their community. However, there are not many 'walking officers'. Typically there are many different officers within local government who have a role in some aspect of providing walking facilities. Dedicated walking officers can provide information and assistance on the benefits of walking to the public, businesses and other interested groups. Placing greater importance on walking is essential in changing the culture of councils.

Council managers within each of these areas can use the key total quality management (TQM) principles found within *Easy Steps* to provide their council with the vision, the encouragement and the capacity to commit to a sustainable walking program. These processes will also help identify gaps or overlaps in council resources, as well as provide opportunities for synergy and cooperation between sections of council. A dedicated 'walking officer' responsible for coordinating these various elements can greatly enhance the facilitation of this process (see the box 'Walking officers').

The chart in Figure B2-1 shows the sequential process for implementing the TQM principles, and outlines the general types of activities that need to be considered along the way. Once a local agency has decided to implement a walking program and has developed a walking 'vision' statement, the next step in the successful development of the program and related infrastructure is to clearly define a set of objectives to be achieved. Having objectives will enable councils to develop appropriate strategies for increasing walking and better apply council resources. By incorporating all key stakeholders in the early stages, initial issues regarding the development of these objectives can be resolved.

Once the objectives have been identified, council managers can outline the processes required to implement strategies to achieve these objectives. It is preferable to have predefined policies and procedures to carry the walking program from an initial concept through the design and implementation phases to completion/delivery, and finally to a program of continual monitoring and maintenance. Through applying consistent processes, council managers can maintain a focus on achieving the walking program objectives.



Figure B2-1
Total quality management process

Designing walking programs and infrastructure that are functional, desirable and cost-effective requires the use of recognised design principles and guidelines (see Part D). These design principles should support goals such as accessibility, access, connectivity and integration with other modes. The involvement of key stakeholders is crucial at this point to ensure that not only are the original objectives met, but the final walking program or infrastructure is relevant and practical for users as well as achievable for the council. The design process should include, but not be limited to the use of, Australian Standards and design guidelines such as 'Part 13: Pedestrians' in the *Guide to traffic engineering practice* (Austroads 1995), 'Section 5.4: Pedestrians' in the *Road planning and design manual* (Main Roads 2004), the *Manual of uniform traffic control devices* (Main Roads 2003), and *Traffic and road use management manual* (Main Roads 2002).

The implementation of walking programs and infrastructure must take into account appropriate methods of delivery, as well as the program timing. These issues should have been identified and dealt with at the program's inception, but available resources, funding and level of community support should be reviewed to ensure that these are still adequate.

Continued monitoring of the walking program is important in terms of both community interest and maintaining the standard of the facilities and/or program. Periodic assessment of community needs and establishment of processes to try to meet any shift in needs will help maintain public interest in the program and its facilities. Adequate monitoring of the facilities will also allow appropriate actions to be undertaken to maintain adequate standards throughout the life of the program or infrastructure.

Finally, a maintenance program is essential to the continued success of any walking program, to ensure ongoing community commitment and value for money.

Following the above TQM principles is an effective approach for successful provision of walking programs and infrastructure, and councils may like to adopt these principles to meet the walking needs of their community.

B2.2 Measuring TQM progress

This section provides examples of strategic planning tools to help councils assess the status of policies and/or practices, and identify those that can be improved. A series of checklists, similar to those recently developed for *Cycle notes* (Queensland

Transport n.d.), has been developed to help councils review their current progress in using the total quality management (TQM) process and identify where processes and procedures can be improved.

The 12 checklists (see Tables B2-1 to B2-12) address a variety of elements needed for a walking program, all of which are derived from TQM principles. Each checklist lists the progressive stages of development of a particular element of a walking program, from a starting point of having nothing in place (stage 0) to a fully implemented element of the walking program (stage 10, the highest position that can be achieved). The 12 checklists cover the elements listed below (and are accompanied by references to more detailed information elsewhere in *Easy Steps*):

- ▶ local walking strategy (Module B3 *Walking strategies and local action plans*)
- ▶ community engagement (Modules B4 *Community engagement*, C4 *Promoting walking*, E5 *Walking promotion resources*)
- ▶ local area walking network plan (Module C3 *Developing walking networks*)
- ▶ local walking committee and walking groups (Modules B4 *Community engagement*, C4 *Promoting walking*, E1 *Comprehensive resource packages*, E5 *Walking promotion resources*)
- ▶ transport and land use integration (Module B3 *Walking strategies and local action plans*, Part C *Planning and promotion*)
- ▶ technical design, construction and maintenance integration (Part D *Design, construction, auditing and maintenance*)
- ▶ mechanisms for appropriate treatments for specific sites (Part C *Planning and promotion*, Part D *Design, construction, auditing and maintenance*)
- ▶ design guidelines/references (Part D *Design, construction, auditing and maintenance*, Module E3 *Pedestrian planning and design resources*)
- ▶ expertise, processes and mechanisms to incorporate walking design within all transport and recreational design (Module E4 *People and skills and walking group contacts*)
- ▶ construction standards and procedures (Part D *Design, construction, auditing and maintenance*, Module E3 *Pedestrian planning and design resources*)
- ▶ maintenance, inspection and repair (Part D *Design, construction, auditing and maintenance*, Module E3 *Pedestrian planning and design resources*)
- ▶ budget/funding/staffing (Module B5 *Funding*).



It is suggested that local governments examine progress towards their goal annually by using the checklists, filling them in as follows:

1. Indicate the level of progress to date by assessing and marking the current stage on each checklist (i.e. 0 to 10).
2. Indicate the achievement levels required annually and the ultimate goal.
3. Assign a date and person/section responsible for achieving each milestone.
4. Record any relevant comments in the last column, such as explanations of progress or delays.

Not all local governments will want or need to achieve stage 10 for every walking program element. In many cases, lower stages may serve as the ultimate goal. However, councils that manage large cities or regional centres may need to provide a higher level of integration in milestone achievements due to population density, general traffic management concerns and the need to encourage walking to reduce pollution and congestion problems.

These councils may be aiming for stage 10 in many of the checklists. Smaller councils with lower populations and limited resources and funding will not need to aim so high, or may work collaboratively with neighbouring councils to achieve total quality management across a region. Also, some councils may want to develop one set of checklists to be used to address both pedestrian and bicycle programs and facilities.

After the checklists have been filled out, information from each checklist can be transferred onto a summary table. This can provide an immediate 'snapshot' of the current overall status of the entire walking program by assessing the status of each component (see Table B2-13 for an example of a completed summary table).

Additional criteria for monitoring and measuring the effectiveness of council processes could include the development of alternative performance measures (e.g. pedestrian counts, community feedback, accident reduction) to form a basis of comparison for measuring system improvements.

Table B2-1

Checklist 1: Local walking strategy planning and development

| Local walking strategy | | | | | | |
|------------------------|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No strategy | | | | | |
| 1 | Need for strategy identified | | | | | |
| 2 | Initial research prepared | | | | | |
| 3 | Stakeholders identified | | | | | |
| 4 | First draft prepared by staff/consultant | | | | | |
| 5 | Reviewed by stakeholders | | | | | |
| 6 | Final strategy accepted by appropriate committee of council | | | | | |
| 7 | Strategy passed by council and distributed to all key stakeholders | | | | | |
| 8 | Strategy published and available to the public | | | | | |
| 9 | Strategy reviewed annually | | | | | |
| 10 | Strategy integrated into council's corporate documents (e.g. planning scheme, corporate plan, integrated local transport plan) and being implemented | | | | | |

A local walking strategy sets targets for increasing walking and identifies actions that can help to achieve these targets.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-2

Checklist 2: Community engagement for walking programs/facilities

| Community engagement for walking programs | | | | | | |
|---|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No community engagement policy or practices related to walking programs or facilities | | | | | |
| 1 | Need for community engagement recognised | | | | | |
| 2 | Development of community engagement policy for walking encouraged | | | | | |
| 3 | Purpose, goals and objectives for walking-related community engagement policies and practices developed | | | | | |
| 4 | Internal resources required to support community engagement activities funded and provided | | | | | |
| 5 | Staff responsible for developing and implementing community engagement activities identified | | | | | |
| 6 | Walking-related community engagement policies developed | | | | | |
| 7 | Walking-related community engagement strategies and actions developed | | | | | |
| 8 | Walking-related community engagement policy and strategies published and available to the public | | | | | |
| 9 | Walking-related community engagement policy and strategies reviewed annually | | | | | |
| 10 | Walking-related community engagement policy and strategies integrated into council's corporate documents (e.g. planning scheme, corporate plan, integrated local transport plan) and being implemented | | | | | |

When planning for and implementing walking programs and facilities, a local government can improve the end product by establishing formal channels for consultative decision making. This generally requires the council to commit staff and funding to the process and establish appropriate community engagement policies, strategies and actions.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-3

Checklist 3: Local area walking network plan

| Local area walking network plan | | | | | | |
|---------------------------------|---|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No local area network plan | | | | | |
| 1 | Need for a plan identified | | | | | |
| 2 | Process established for the development of the plan | | | | | |
| 3 | Existing facilities identified and mapped | | | | | |
| 4 | Areas likely to be trip generators identified | | | | | |
| 5 | User/walking groups identified and contacted for input | | | | | |
| 6 | Plan developed based on existing and future needs of pedestrians | | | | | |
| 7 | Plan distributed internally and externally for comment | | | | | |
| 8 | Plan integrated into annual construction/capital works program | | | | | |
| 9 | Plan available on GIS and in hard copy and available at council offices | | | | | |
| 10 | Plan linked to walking strategy | | | | | |

The local area walking plan is one element of the local walking strategy and focuses on infrastructure requirements to support walking. Often a local government will generate a network plan before establishing a walking strategy. It is through establishing and integrating both of these documents that the local government can move towards total quality management for walking.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-4

Checklist 4: Local walking committee* and walking groups

| Local walking committee and walking groups | | | | | | |
|--|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No local walking committee or walking groups | | | | | |
| 1 | Need for walking committee recognised | | | | | |
| 2 | Local walking group development encouraged | | | | | |
| 3 | Terms of reference for walking committee developed | | | | | |
| 4 | Internal resources required to support walking committee funded and provided | | | | | |
| 5 | Members of walking committee identified and invited, based on initial terms of reference, and secretariat established | | | | | |
| 6 | Walking committee established with clear reporting lines through the council committee structure | | | | | |
| 7 | Walking committee meeting regularly for development and implementation of local walking strategy and local area walking network plan | | | | | |
| 8 | Walking committee linked with walking groups, community groups and other interested parties | | | | | |
| 9 | Walking committee membership reviewed and changed to reflect progress in plan implementation | | | | | |
| 10 | Walking committee integrated into procedures for consideration of general transport policy | | | | | |

When planning for and implementing walking facilities, a local government can improve the end product by establishing formal channels for consultative decision making. This generally requires the council to commit staff and funding to the process and establish a committee that includes representation from local walking groups.

Reviewed by: _____ Review date: / / _____

*Note: Some councils may not have a separate walking committee; however, they may combine these functions with a bicycle committee or a sustainable/active transport committee.



Table B2-5

Checklist 5: Integration with transport and land use planning

| Integration with transport and land use planning | | | | | | |
|--|---|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | Walking not acknowledged in integrated planning for transport or land use | | | | | |
| 1 | Walking issues addressed on an as-needed basis only | | | | | |
| 2 | Council staff aware of relevant state and national walking policies, legislation and guidelines | | | | | |
| 3 | Existing council policy and local laws reviewed to identify where walking requirements need to be incorporated | | | | | |
| 4 | All staff connected with walking planning and design fully versed on their responsibilities in relation to the <i>Transport Planning and Coordination Act 1994</i> , <i>Transport Infrastructure Act 1994</i> and <i>Integrated Planning Act 1997</i> (IPA) | | | | | |
| 5 | Specific policies and local laws developed and adopted to deal with issues related to walking, e.g. the management of users of shared pedestrian and bicycle facilities | | | | | |
| 6 | Integrated local transport plan developed or reviewed to address the needs identified in the local (or regional) walking strategy | | | | | |
| 7 | Policies developed to incorporate walking needs into the planning, design and construction of roads and major transport projects | | | | | |
| 8 | IPA-based planning schemes which incorporate walking needs developed by local government | | | | | |
| 9 | Infrastructure charges plan developed under the IPA includes provisions for walking facilities | | | | | |
| 10 | All integrated plans reviewed annually and include provisions for walking facilities | | | | | |

Under the *Integrated Planning Act 1997*, development assessors are required to ensure the effective and efficient integration of transport infrastructure into existing and future development and public transport networks within a local government area.

Reviewed by: _____ Review date: / / _____



Table B2-6

Checklist 6: Integration with technical design, construction and maintenance

| Integration with technical design, construction and maintenance | | | | | | |
|---|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | Walking facilities not included in standard council road infrastructure drawings | | | | | |
| 1 | Site-specific 'one-off' pedestrian facility work designed or constructed | | | | | |
| 2 | Design standards adopted from Main Roads and/or Austroads Part 13 and/or Manual of uniform traffic control devices (Main Roads) | | | | | |
| 3 | Maintenance contracts include specific requirements for maintaining walking facility levels of service | | | | | |
| 4 | Construction standards specified and adopted for pedestrian facilities based on Austroads Part 13 and other standards | | | | | |
| 5 | Maintenance inspections of roads include walking criteria when assessing surface conditions and walkability | | | | | |
| 6 | Design drawings developed or adopted to standardise pedestrian facilities throughout local government area | | | | | |
| 7 | All private works, recreational and commercial, within the council's jurisdiction assessed for compliance with walking facility design standards | | | | | |
| 8 | All aspects of construction work incorporate the needs of people walking, including provision at construction sites | | | | | |
| 9 | Design standards allow for flexible use of facilities to encourage alternative travel modes | | | | | |
| 10 | All design, construction and maintenance work done with full consideration of walking needs along with all other road-user needs | | | | | |

Sound design standards, construction techniques and maintenance regimes are vital to the development of local government's entire infrastructure. An integrated approach to these three elements will provide greater efficiency and economy when the needs of pedestrians are to be considered.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-7

Checklist 7: Selecting appropriate treatments for specific sites

| Selecting appropriate treatments for specific sites | | | | | | |
|---|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No perceived need for walking treatments | | | | | |
| 1 | Walking treatments done, based on local government perception of needs | | | | | |
| 2 | Treatments done as requested by user(s) | | | | | |
| 3 | Requests for treatments recorded in database | | | | | |
| 4 | Mechanism in place for selection of one treatment over another, based on annual budget and engineering judgement | | | | | |
| 5 | Use of existing walking facilities regularly monitored | | | | | |
| 6 | Liaison with stakeholders through walking committee and walking groups to determine preferred walking facilities | | | | | |
| 7 | Documentation developed to standardise facility types for various applications | | | | | |
| 8 | Requests for walking facilities assessed through standardised approach | | | | | |
| 9 | Pedestrian counts and other assessments undertaken to monitor use of facilities | | | | | |
| 10 | Ongoing community liaison and monitoring of facility use to ensure strategic walking plan is in keeping with community needs | | | | | |

The selection of the most appropriate facilities for pedestrians is based on an understanding of the different types of users, the location of the primary walking network, and the types of facilities possible based on funding available. The local walking strategy and the local area walking network plan provide the strategic focus for this.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-8

Checklist 8: Appropriate design guidelines/references

| Appropriate design guidelines/references | | | | | | |
|--|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No walking facility design guide used by the local government | | | | | |
| 1 | Ad hoc design performed in-house or by consultants | | | | | |
| 2 | All walking facility design references held by consultants | | | | | |
| 3 | Queensland streets predominantly used | | | | | |
| 4 | Road planning and design manual (Main Roads) and Manual of uniform traffic control devices (Main Roads) used as primary design resources | | | | | |
| 5 | Austrroads Part 13 used as a key design reference | | | | | |
| 6 | Austrroads Part 13 principles incorporated into local government's design manuals and policy | | | | | |
| 7 | Designs developed to correspond to the preferred treatments for application | | | | | |
| 8 | Standard drawings adopted and used for typical generic walking facilities | | | | | |
| 9 | Standard drawings modified to correspond with the changing requirements of the community | | | | | |
| 10 | All the local government's standard design drawings for roads contain a reference to walking requirements | | | | | |

The key reference for the design of walking facilities is 'Part 13: Pedestrians' in *Guide to traffic engineering practice* (1995) produced by Austrroads (this document supersedes the 1993 version).

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-9

Checklist 9: Incorporating walking design within all transport and recreational design

| Incorporating walking design within all transport and recreational design | | | | | | |
|---|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No in-house expertise or advice available for planning or design of walking facilities or programs | | | | | |
| 1 | Staff call on key state government departments and/or consultants to obtain knowledge and support for specific issues | | | | | |
| 2 | Staff have a close formal agreement with the appropriate state government departments for advice and support | | | | | |
| 3 | Staff trained in the planning and design of walking facilities or programs, as appropriate | | | | | |
| 4 | Staff in the planning area fully versed on the IPA requirements for walking | | | | | |
| 5 | All staff understand legislative responsibilities for the provision of walking facilities | | | | | |
| 6 | Strong links established among key engineering, planning and recreation staff responsible for walking | | | | | |
| 7 | Recreational campaigns to promote walking developed and key walking promotional campaigns identified and carried out regularly | | | | | |
| 8 | All relevant staff involved in the annual review of the walking strategy and the budget development process | | | | | |
| 9 | Processes in place through walking committee for the feedback into the skills, knowledge and expertise of staff | | | | | |
| 10 | Regular training for all staff involved in planning for and providing walking facilities | | | | | |

Incorporating walking design into all transport and recreational design is likely to require a combination of both in-house staff and outside experts (either consultants or from other government agencies). Working with outside experts provides the opportunity to train in-house staff in the necessary skills.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-10
Checklist 10: Construction standards and procedures

| Construction standards and procedures | | | | | | |
|---------------------------------------|--|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No manual of procedures for construction of pedestrian facilities exists | | | | | |
| 1 | Construction standards for general traffic exist, but have not been modified to suit the needs of pedestrians | | | | | |
| 2 | Staff are aware of the need to provide walking facilities that meet a particular standard | | | | | |
| 3 | Council has investigated signing, surfacing and space requirements for people walking near roadworks | | | | | |
| 4 | Construction works undertaken in accordance with <i>Manual of uniform traffic control devices</i> "Part 3: Traffic control devices for works on roads" (Main Roads) and any relevant local codes and regulations | | | | | |
| 5 | Procedures in place to identify sites where consideration for walking must be a priority | | | | | |
| 6 | Detours that provide the appropriate level of service provided at construction sites for pedestrians and people on bicycles | | | | | |
| 7 | Pavement conditions constructed to take into account surface tolerances required by pedestrians | | | | | |
| 8 | Construction/installation of wayfinding signs and lighting of key walking routes provided | | | | | |
| 9 | Significant detours from well-used walking facilities signed well and early, showing the alternative route and the number of days that detour will be required | | | | | |
| 10 | All road construction works designed and installed taking all the needs of pedestrians into consideration | | | | | |

The development of pedestrian-aware construction methods requires an understanding of the finished surface and space required by pedestrians, as well as an understanding of the types of environments that attract and deter pedestrians (see Parts C and D of *Easy Steps*).

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-11
Checklist 11: Maintenance, inspection and repair

| Maintenance, inspection and repair | | | | | | |
|------------------------------------|---|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No maintenance program in place for walking facilities | | | | | |
| 1 | Maintenance performed reactively, not based on a level of service | | | | | |
| 2 | Maintenance performed reactively, based on a broad level of service | | | | | |
| 3 | Manual plan-based records kept of all maintenance work carried out on walking facilities | | | | | |
| 4 | Regular maintenance work carried out, e.g. clearing of footpaths | | | | | |
| 5 | Inspection program documented for all surface conditions, tactile infrastructure for the visually impaired, pavement conditions at railway crossings, and service pit covers etc. | | | | | |
| 6 | Inspection program documented for line marking, signing and symbols for walking facilities | | | | | |
| 7 | Level of service established and documented for walking facilities | | | | | |
| 8 | Maintenance procedures carried out, taking the needs of pedestrians into account | | | | | |
| 9 | System in place for recording customer complaints/requests about walking facilities | | | | | |
| 10 | All work carried out on walking facilities recorded against the facility/asset in the asset management system | | | | | |

Most local governments are aware of the financial implications of failing to maintain roads, and yet it is common for footpaths to be neglected after construction. Paths for walking need to be included in asset management programs in a similar manner to roads, to ensure a safe and usable walking surface and to avoid the increasing cost of maintenance or reconstruction as a result of asset degradation.

Reviewed by: _____ Review date: ____ / ____ / ____



Table B2-12
Checklist 12: Budget/funding/staffing

| Budget/funding/staffing | | | | | | |
|-------------------------|---|------------------|------------------|----------|----------|----------|
| Stage | Stage description | Current position | Desired position | By when? | By whom? | Comments |
| 0 | No funding or staff committed to the provision of walking facilities | | | | | |
| 1 | Council understands responsibilities concerning the provision of pedestrian facilities | | | | | |
| 2 | Staff resources allocated for planning for walking in the council district | | | | | |
| 3 | Joint funding arrangement negotiated with neighbouring council(s) as appropriate | | | | | |
| 4 | Walking facilities/assets recorded and valued | | | | | |
| 5 | Walking committee established by council, and staffing provided to chair and support the work of this committee | | | | | |
| 6 | Funding provided for promotional campaigns and community programs for walking | | | | | |
| 7 | Maintenance costing for walking facilities appropriate for the age and extent of existing network | | | | | |
| 8 | Capital works program and funding adequately reflects future growth in walking facilities | | | | | |
| 9 | Maintenance funding requirements of future work considered in capital works program | | | | | |
| 10 | Capital works program reflects council's walking network plan | | | | | |

For walking programs and facilities to be implemented, financial and staffing resources must be provided and a process for obtaining/allocating funds identified. Module B5 *Funding* contains additional information on funding opportunities.

Reviewed by: _____ Review date: ____ / ____ / ____

Table B2-13
Example of a completed summary table, giving an overview, or 'snapshot', of a walking program's status

| | Development stage | | | | | | | | | | |
|---|-------------------|---|------------------|------------------|------------------|------------------|--------|---------------|---------------|---------------|---------------|
| | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| 1. Local walking strategy | | | Current position | | Year 1 | | | | Year 5 | Ultimate goal | |
| 2. Community engagement | | | Current position | | | Year 1 | | | Year 5 | | Ultimate goal |
| 3. Local area walking network plan | | | | Current position | | Year 1 | | | Year 5 | | Ultimate goal |
| 4. Local walking committee and walking groups | | | Current position | | | Year 1 | | | Year 5 | | Ultimate goal |
| 5. Integration with transport and land use planning | | | | Current position | | Year 1 | Year 5 | | Ultimate goal | | |
| 6. Integration with technical design, construction and maintenance | | | Current position | Year 1 | | | Year 5 | Ultimate goal | | | |
| 7. Mechanisms for appropriate treatments for specific sites | | | | | Current position | Year 1 | | Year 5 | Ultimate goal | | |
| 8. Design guidelines/ references | | | | | Current position | Year 1 | | Year 5 | | Ultimate goal | |
| 9. Expertise processes and mechanisms to incorporate walking design | | | | | | Current position | Year 1 | Year 5 | Ultimate goal | | |
| 10. Construction standards and procedures | | | | | Current position | Year 1 | Year 5 | Ultimate goal | | | |
| 11. Maintenance, inspection and repair | | | | Current position | Year 1 | | | Year 5 | Ultimate goal | | |
| 12. Budget/funding/staffing | | | Current position | | | Year 1 | | | Year 5 | | Ultimate goal |



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