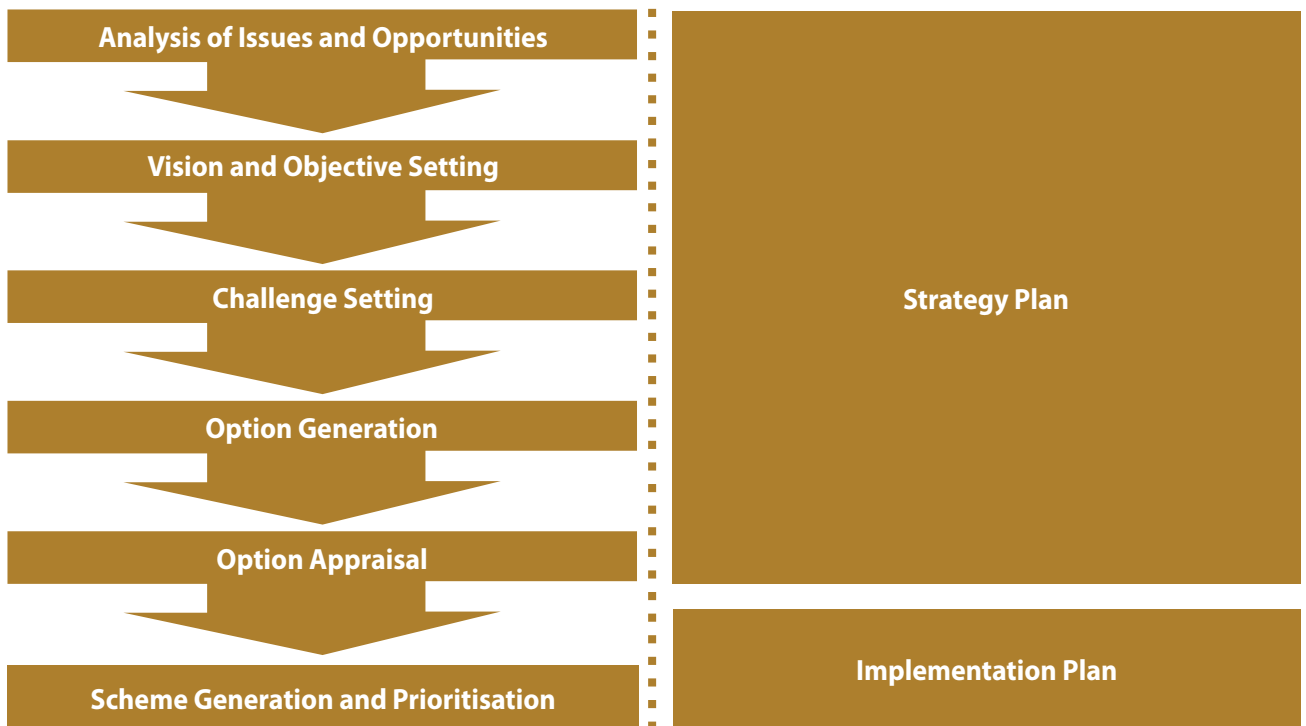# Appendix B: The LTP Process

Introduction

This Appendix describes the process we adopted in preparing the LTP's Strategy and Implementation Plans. It sets out how we got from our aspirations for transport provision in Staffordshire to activities being delivered. The following diagram summarises this process and each step is described in more detail below.

Diagram B1: The LTP Process

LTP Process Steps	Plan
Analysis of Issues and Opportunities	Strategy Plan
Vision and Objective Setting	
Challenge Setting	
Option Generation	
Option Appraisal	
Scheme Generation and Prioritisation	Implementation Plan

The LTP Strategy Plan provides a vision of how the county's transport network will look and operate in the future. The LTP Implementation Plan describes the types of activities that are likely to be undertaken to deliver the Strategy Plan's policies in the current financial climate.

Step 1: Analysis of Issues and Opportunities

An examination of the actual and perceived issues and opportunities within Staffordshire was undertaken to provide the context within which the LTP Strategy Plan was developed. This examination was far reaching in order to effectively influence the development of the LTP. The outcome of this examination was an 'Issues and Implications' paper, which can be downloaded from www.staffordshire.gov.uk/ltp.

Step 2: Vision and Objective Setting

The vision and objectives were developed following an examination of the 'Issues and Implications' paper (Step 1), Staffordshire's Sustainable Community Strategy, and national transport policy and wider policy areas (see Appendix D).

The vision was developed to convey a broad, inspirational image of Staffordshire's transport network in the future. It does not solely focus on transport but brings together wider aspirations such as economic growth, opportunities for all and sustainability.

The objectives were developed to:

- Provide stakeholders with a clear indication of what the LTP is trying to accomplish.

- Provide a focus for the main outcomes sought through the implementation of the LTP.

- Serve as a basis for directing and guiding the LTP process.

- Foster a shared enthusiasm and motivation for their achievement.

- Introduce clarity where there may exist strong vested interests and entrenched views on priorities.

Step 3: Challenge Setting

Challenges relating to each of the objectives were considered. They were required to complement the County Council's wider corporate agenda (including those set out in the Strategic Plan) and have regard to the trends and drivers that will shape the county's future (such as housing growth and an ageing population).

The challenges were developed to be:

- Outcome-based: focused on what the authority and its partners are trying to achieve or prevent, rather than on how these should be done.

- Hard-edged: provide a clear test as far as possible, so that options can be assessed objectively.

- Leave scope for generating a wide range of options that will address the identified challenges and do not favour a specific type of solution.

- Broad enough to be relevant to a wide range of circumstances and to stand the test of time.

- Manageable in number.

Challenges in different parts of the county will be identified and highlighted in the District Transport Strategies (see Appendix A). These will set out the main transport issues (based on LTP objectives) in each district, together with a programme of LTP and non-LTP funded activities to tackle those issues.

A similar process will be undertaken for areas of the county where outside influences impact on travel patterns, and vice versa. Areas include:

- North Staffordshire / Stoke-on-Trent.

- South Staffordshire / West Midlands Conurbation.

- East Staffordshire / Derbyshire.

For these areas, joint statements will be prepared in partnership with the three relevant neighbouring transport authorities - Stoke-on-Trent City Council, Derbyshire County Council and Centro (the West Midlands Integrated Transport Authority). The joint statements will set out issues of common interest and future partnership working on delivery.

Step 4: Option Generation

For each objective a list of options was generated. Options were defined as the measures that will help meet the objectives and tackle the challenges. In generating options, a wide set of capital and revenue funded measures was drawn upon, including those directly outside the County Council's control but which it can influence. In so doing, the 'best' measure for tackling a particular challenge was not overlooked.

The options were then grouped under option headings. For illustrative purposes, examples of options and option headings are shown in the table below.

Table B1: Examples of Options and Option Headings

Land Use Policy	Behaviour Change	Fixed Infrastructure
Development densities and mix	Travel plans	New or widened roads
Encouraging public transport	Marketing	Guided busways
Parking standards	Car sharing database	New rail stations
Developer contributions	Parking availability	New cycleways
	Parking pricing	

Step 5: Option Appraisal

Not all identified options have the same degree of deliverability and/or effectiveness in meeting the objectives and tackling the challenges. Therefore, each option was assessed on its effectiveness and deliverability using a five-point scale (-2 to +2). The results were then plotted on a grid as shown below. Options in the green area were preferred over those in the red area. However, options that appear difficult to deliver were not necessarily rejected because of their complexity, especially if they scored high on their effectiveness.

Diagram B2: Option Appraisal Grid
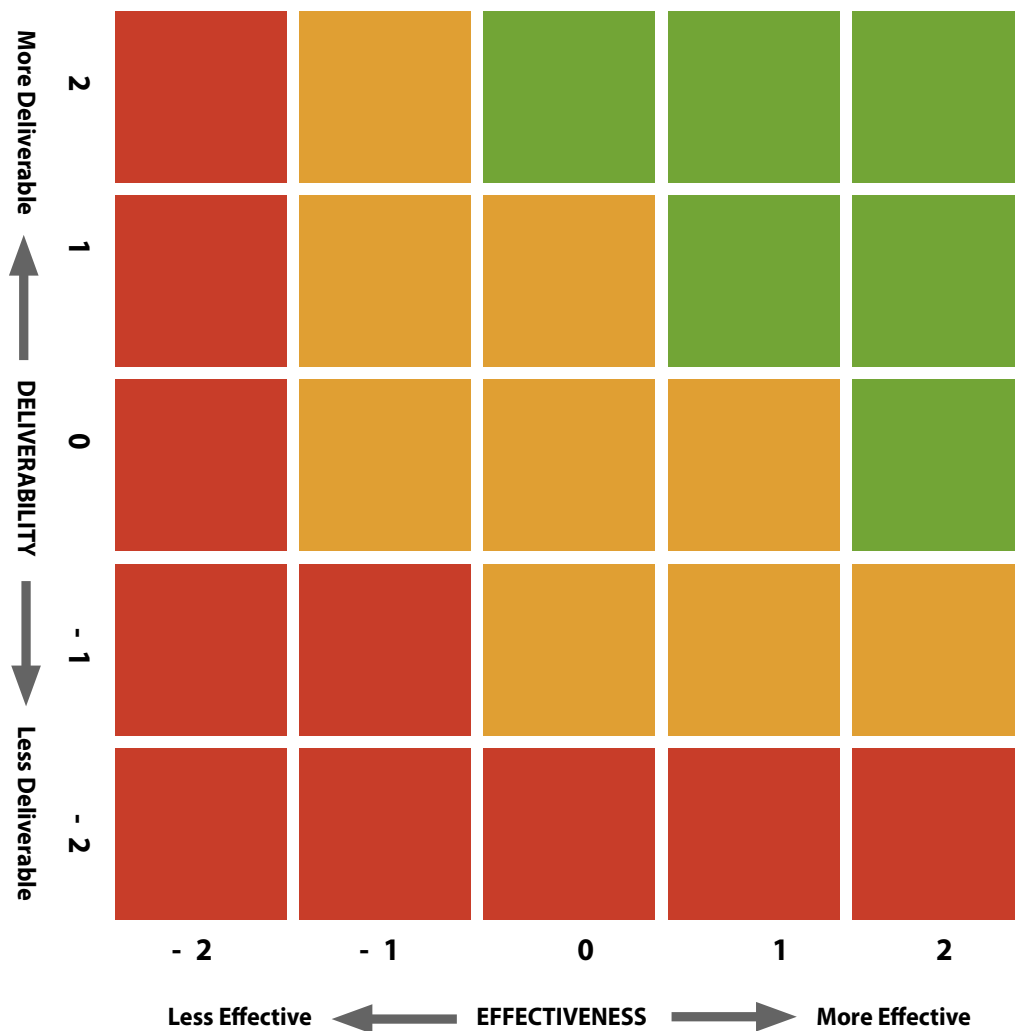
The completed grids were used as a guide in the preparation of the District Transport Strategies. The District Transport Strategies will package options together in order to tackle the main problems/challenges in that district.

Packaging will:

- Reinforce, extend or complement the impact of a particular option.

- Mitigate potential adverse impacts of a particular option.

- Increase public acceptability of a particular option.

- Create cumulative impacts.

Step 6: Scheme Generation and Prioritisation

Potential activities that require funding will be identified via existing channels (such as through Community Liaison Officers). In order to be considered for funding, an activity must fit within the package of options selected for that area (i.e. contained within the District Transport Strategy). It must also be assessed against its contribution towards various criteria, including need, impact, contribution towards objectives, added value etc. All activities, whether new or recurring, will go through this assessment.

Those activities deemed to offer the greatest return on investment will progress to the LTP Programme Board. The role of the Board is to collate, prioritise and programme activities submitted to them. However, with limited resources and with many competing demands on funds, the Board will not be able to fund all activities within the desired timescales. Instead the Board will identify the impacts of proposed areas of expenditure and highlight the trade-offs that need to be made when deciding where to focus limited resources in order to maximise return on investment.

On a quarterly basis, the LTP Programme Board will review delivery by spend, district and contribution towards LTP objectives. It will make any necessary adjustments to the LTP funding programme to ensure that the LTP remains on track.