

Appendix IA: Performance Management

Contents

1. Introduction

- 1.1 What is Performance Management?
- 1.2 Corporate Context
- 1.3 LTP Context

2. Plan: prioritising and planning for improvement

- 2.1 Understanding Where We Are
- 2.2 Prioritising for Improvement
- 2.3 Planning for Improvement

3. Do: helping people achieve better performance

- 3.1 Creating the System to Help Achieve Better Performance
- 3.2 Value for Money
- 3.3 Risk Identification and Mitigation

4. Review: understanding the impacts of your actions

- 4.1 Reviewing Performance
- 4.2 Programme Level
- 4.3 Scheme Level

5. Revise: learning to change what you do

- 5.1 Evaluation
- 5.2 Programme Level
- 5.3 Scheme Level

6. Target Pro-formas

- 6.1 Supporting Growth and Regeneration
- 6.2 Maintaining the Highway Network
- 6.3 Making Transport Easier to Use and Places Easier to Get to
- 6.4 Improving Safety and Security
- 6.5 Reducing Road Transport Emissions and Their Effects on the Highway Network and Respecting the Environment
- 6.6 Improving Health and Quality of Life

7. Scheme Delivery Record & Guidance Notes

- 7.1 Scheme Delivery Record
- 7.2 Guidance Notes

1. Introduction

1.1 What is Performance Management?

Performance management can be viewed as the activity of tracking performance and identifying opportunities for continuous and sustainable improvement. Good performance management will deliver value for money, programme reliability, accurate forecasting, financial control and effective project delivery. It will also ensure transparency and accountability.

1.2 Corporate Context

The Corporate Performance Management Framework provides a consistent approach to help the authority ensure that it meets its vision of 'providing high quality services, which provide value for money and are focused on, and delivered around, the needs of our customers and communities'.

The Framework is underpinned by nine outcome plans, two of which are central to the LTP, namely:

Prosperity	Staffordshire's economy prospers and grows, together with the jobs, skills, qualifications and aspirations to support it.
Highways, Transport and Accessibility	Staffordshire is a place where people can easily and safely access everyday facilities and activities through the highways and transport networks.

Both outcome plans contain targets that are also contained in the LTP. Quarterly reporting is undertaken on progress towards the outcome plans and headline service indicators. This information is reported and considered by Cabinet and Scrutiny Committee to allow for accountability of service delivery.

Performance management within the authority can be characterised by:

- A clear leadership from elected members and senior managers.
- A focus on outcomes for local people and communities.
- A clear understanding where accountability rests, both at member and officer levels.
- Openness about performance, a willingness to learn from mistakes and no blame culture.
- Celebrating success by communicating what we are good at whilst clearly articulating steps that will be taken to continue to improve our performance in all areas.
- The benefits and impact of performance management on service improvements being shared across the authority.
- Performance reporting complemented by self-evaluation and external validation.

1.3 LTP Context

Performance management has been actively undertaken over the last 10 years since the first Staffordshire LTP was produced. It has helped to ensure continuous and sustainable improvement in the delivery and management of local transport and highway maintenance schemes. It has helped us to track not only delivery against LTP objectives but also track the LTP's impact on wider policy objectives. Because transport is not an end in itself but rather a means to an end, the LTP's performance management system links to wider business improvement and performance management systems within the authority (see above), as well as wider local objectives around health and the economy (primarily through the national indicator set).

The LTP performance management system is based on the plan-do-review-revise cycle, shown in Figure 1.

Figure 1: The plan–do–review–revise cycle of performance management



2. Plan: prioritising and planning for improvement

2.1 Understanding Where We Are

Before we prioritise and plan for improvement in the delivery and management of local transport and highway schemes, we need an accurate picture of where we are. Over the last 10 years we have monitored, reviewed and reported on our performance towards achieving our strategic and LTP targets.

Benchmarking is one of the tools we use to help us understand where we are. It:

- Enables us to look at how well other authorities are performing in respect of specific indicators.
- Allows us to compare our performance against others, thereby providing us with a greater understanding of what our performance means.
- Allows us to see what others are doing, how they are doing it and how well it is being done.
- Identifies authorities with which to share best practice and by using this information raise our performance.
- Enables a dialogue to be opened up between different authorities.
- Makes us more accountable by reducing any possible complacency.
- Allows us to make informed decisions about our own efforts, including reaffirming decisions that have been made about areas in which to invest or conversely, it provides evidence that an area which has not been prioritised was the right decision.

The Chartered Institute of Public Finance and Accountancy (CIPFA) Nearest Neighbour Model is used to help us identify similar authorities with which to undertake comparative and benchmarking exercises (see Box 1). The Model matches geographical areas on a number of socio-economic, social and demographic factors, such as population and employment.

Box 1: Staffordshire County Council's 'nearest neighbours'

- Nottinghamshire
- Derbyshire
- Warwickshire
- Worcestershire
- Lancashire
- Leicestershire
- Cumbria
- Northamptonshire
- Gloucestershire
- Lincolnshire

To aid our 'nearest neighbour' benchmarking exercises, officers (and sometimes members) attend multi-authority learning networks, including:

- Midlands Service Improvement Groups for Traffic Signals and Street Lighting, Land Charges, Winter Service, Development Management, Asset Management, Civil Parking Enforcement, Structures Management, and Street Works and Temporary Activity
- Central and Local Information Partnership - Transport & Statistics (CLIP-TS)¹.
- Midlands Highway Alliance.
- West Mercia Network Management Group.
- West Midlands Monitoring and Implementation Panel.
- Shires LTP Best Practice Group.
- Road Safety GB (formerly LARSOA).
- Association of Transport Coordinating Officers (ATCO).
- West Midlands Sustainable Development Officers' Network.
- West Midlands Countryside & Access Benchmarking Group.
- Association of Directors of Environment, Economy, Planning & Transport (ADEPT).
- Roads Board Pavement Condition Management Group.
- Roads Board Advisory Group.
- WDM Pavement Management Systems User Group.
- Roads Board Engineering Committee.
- Roads Board Soils and Materials Group.

These networks allow us to identify and share knowledge and best practice from like-minded authorities, thereby helping us to:

- Identify and replace poor practices.
- Raise the performance of poor performers closer to that of the best.
- Avoid reinventing the wheel.
- Minimise re-work caused by use of poor methods.
- Save costs through better productivity and efficiency.
- Improve services to customers.

Before we began to prepare the LTP, we produced an 'Issues and Implications' Paper, which can be downloaded from the LTP Portal (www.staffordshire.gov.uk/ltp). It set out the context within which the LTP was to be developed. It helped us to generate an accurate picture of Staffordshire - its strengths, weaknesses, opportunities and threats - and identify the transport objectives that might help us tackle the weaknesses and threats, and promote the strengths and opportunities.

2.2 Prioritising for Improvement

Once we knew where we were, we consulted with members, residents and stakeholders about what they thought should be our countywide transport priorities. From this we were able to make informed decisions about which objectives and challenges were required. However, this was difficult as we needed to balance many different considerations, including:

- The authority's statutory functions and responsibilities.
- Short-term achievement and a long-term duty towards local well-being.

- Meeting the needs of the majority and protecting minority interests.
- National policy and local desires and needs.
- Genuine differences of opinion internally within the authority and externally.

The countywide LTP objectives were identified as:

High Priority

- Supporting Growth and Regeneration
- Maintaining the Highway Network
- Making Transport Easier to Use and Places Easier to Get to

Lower Priority

- Improving Safety and Security
- Reducing Road Transport Emissions and Their Effects on the Highway Network
- Improving Health and Quality of Life
- Respecting the Environment

2.3 Planning for Improvement

Identifying and prioritising the right schemes and the right balance of schemes to help achieve the LTP objectives, involves two processes - one for highway maintenance schemes and one for integrated transport schemes.

A. Highway Maintenance Schemes

The identification and prioritisation of non-reactive highway maintenance is guided by the Transport Asset Management Plan (Appendix R). It is a 'live' document that targets funding to those maintenance activities that generate maximum benefit for highway users both now and in the future. For all other types of highway maintenance activities, we will give greatest priority to those that deliver maximum safety benefits.

B. Integrated Transport Schemes

The identification and prioritisation of integrated transport schemes is more complex. In the summer of 2009, lists containing all the measures that could potentially deliver each of the LTP objectives were drawn up. In generating the lists, a wide set of capital and revenue funded measures were identified, including those directly outside the authority's control but which can influence the LTP. In so doing, the 'best' measures for meeting a particular objective were not overlooked. Measures were grouped under overarching option headings as shown (for illustrative purposes) in Table 1.

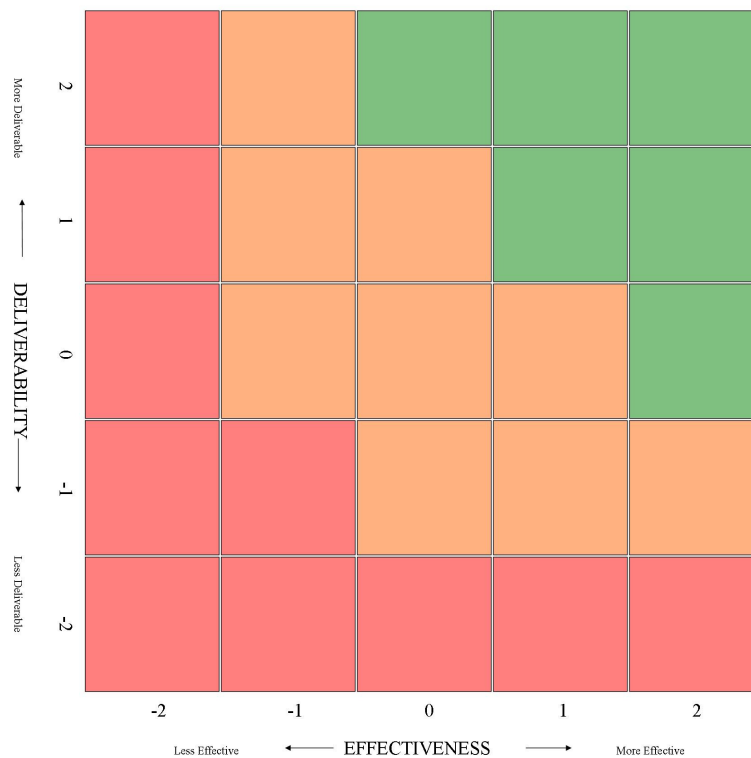
Table 1: Examples of Option Headings and Measures

Land Use Policy	Behaviour Change	Fixed Infrastructure
<ul style="list-style-type: none"> • Development densities and mix • Encouraging public transport • Parking standards • Developer contributions 	<ul style="list-style-type: none"> • Travel plans • Marketing • Car sharing database • Parking availability • Parking pricing 	<ul style="list-style-type: none"> • New or widened roads • Guided busways • New rail stations • New cycleways

Once comprehensive lists existed for each objective, each measure was assessed on its effectivenessⁱⁱ and deliverabilityⁱⁱⁱ in meeting that particular objective using a five-point scale (-2 to +2), and the results were plotted on a grid (see Figure 2). Measures that fell into the green area were preferred over those in the red area. However, measures that appeared difficult to deliver were not necessarily rejected because of their complexity, especially if they scored high on their effectiveness.

Virtual Teams (comprising staff from transport policy and planning, highway maintenance, road safety, development control and passenger transport) guide how transport and highways are managed, maintained and developed in each of the county's districts, and prepare the district transport strategies. They use the completed LTP objective grids to help identify potential schemes and prepare the district transport strategies.

Figure 2: Measure Appraisal Grid



Potential schemes are identified via existing channels:

- Bottom up through community liaison officers, the Highways Hotline and the Divisional Highway Programmes.
- Top down through the Cycling Strategy, Walking Strategy, Freight Strategy, the Network Management Plan, and the Rights of Way Improvement Plan.

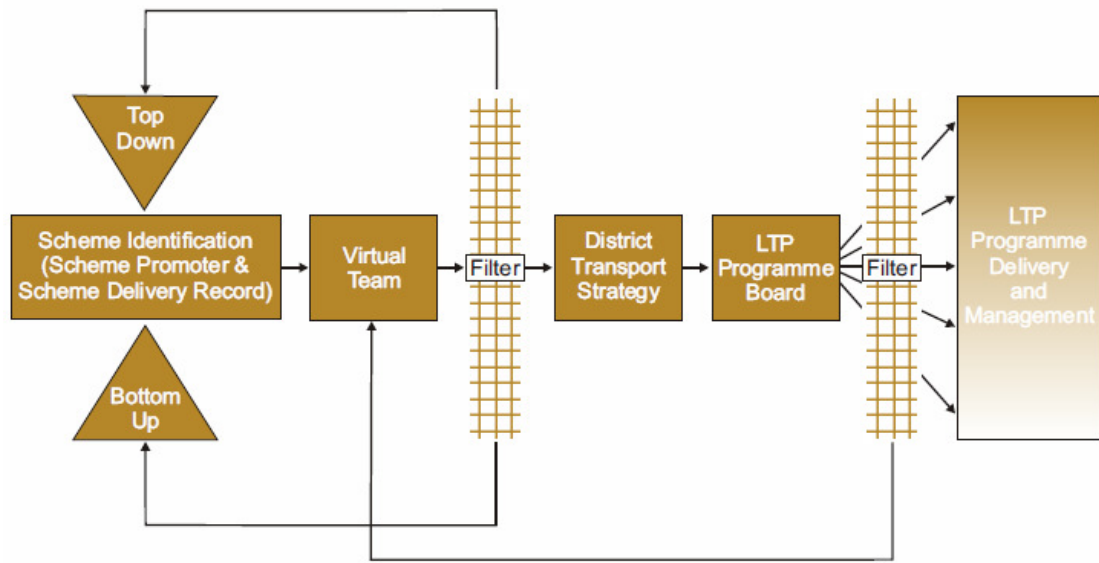
Using Scheme Delivery Records (see Section 7), schemes are scored against their contribution towards various criteria, including:

- Need.
- Value for money.
- Impact of delivery.
- Risk to delivery.
- Option appraisal score.
- Contribution towards LTP objectives.
- Protection or enhancement of minority interests.
- Contribution towards local priorities.
- Opportunities for efficiency savings.
- Impact on quality of life.

Aided by the Scheme Delivery Record, the Virtual Team assess the schemes' merits. Only those schemes deemed to demonstrate greatest need and return on investment are included in the district transport strategies and progress to the LTP Programme Board. Those schemes that do not demonstrate adequate need or return on investment are referred back to the scheme promoter.

The LTP Programme Board includes senior management and its role is to collate, prioritise and programme all schemes contained in the district transport strategies in a consistent and objective manner. However, with limited resources and with many competing demands, the Board will not be able to fund all schemes within the desired timescales. Instead it will identify the overall impacts of proposed areas of expenditure and highlight the trade-offs that need to be made. Schemes (or packages of schemes) deemed not to demonstrate adequate need or return on investment when compared to other proposed schemes/packages will be referred back to the relevant Virtual Team. The Lead Cabinet Member will sign off all funding decisions made by the Board. The process of identifying and prioritising potential schemes is summarised in Figure 3.

Figure 3: The identification and prioritisation of non-maintenance schemes



3. Do: helping people achieve better performance

3.1 Creating the System to Help Achieve Better Performance

Our performance management regime relies on systems, processes and people working together to make sure the right things happen. Our systems and processes have been well established over the last two LTP periods and they will remain central to our performance management regime in the current LTP period.

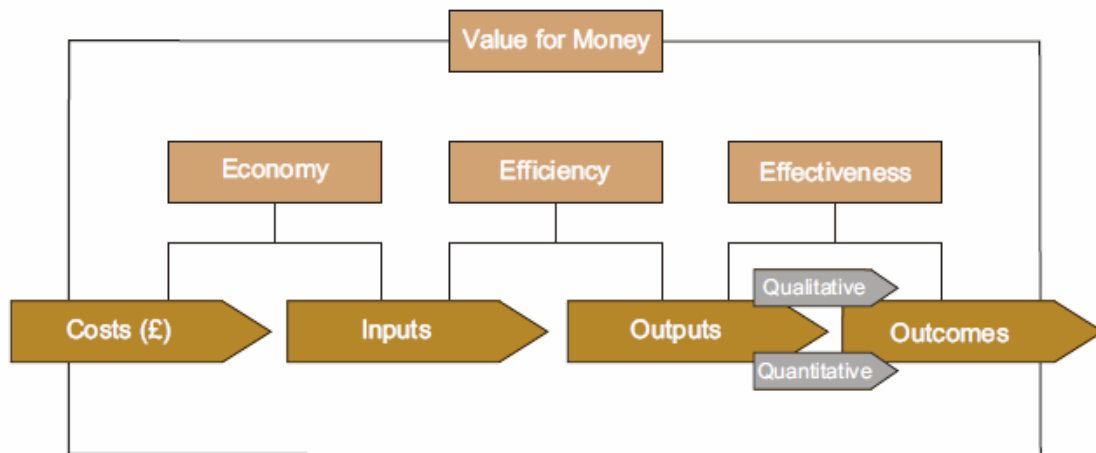
The LTP Programme Board (supported by the Virtual Teams) will help staff and partners achieve better performance whether in terms of delivering the LTP or managing it. They will create the right culture, leadership and learning by:

- Monitoring LTP indicators (see Table 3).
- Setting and monitoring LTP targets (see Table 4).
- Monitoring delivery and ensuring value for money (see 3.2).
- Nominating officers who will champion each target.
- Identifying tolerances for target and scheme performance.
- Asking questions about overall LTP, target and scheme performance, including challenging and scrutinising expenditure.
- Ensuring that there are robust action plans to address under-performance and redirecting resources where necessary.
- Monitoring action plans to ensure that they lead to improvement.
- Sending out a clear signal that performance and improvement are being taken seriously.
- Identifying and managing risk (see 3.3 and Table 2).
- Identifying and taking opportunities.
- Undertaking benchmarking exercises to improve performance (see Box 1).
- Rewarding and celebrating progress and achievement.
- Encouraging attendance at multi-authority learning networks.
- Encouraging professional development.

3.2 Value for Money

Value for money is concerned with getting the maximum benefit from available resources, requiring the right local balance between economy, efficiency and effectiveness - spending less, spending well and spending wisely. Value for money is considered to be high when there is an optimum balance between these three elements, i.e. when costs are relatively low, productivity is high and successful outcomes have been achieved.

Figure 4: The Process of Ensuring Value for Money



Value for money will underpin everything we do from performance management to procurement and from business planning to consultation. In delivering the LTP, we will seek to:

- Reduce costs (e.g. labour costs, better procurement and commissioning) for the same outputs.
- Reduce inputs (e.g. people, assets, energy, and materials) for the same outputs.
- Get greater outputs with improved quality (e.g. extra service or productivity) for the same inputs.
- Get proportionally more outputs or improved quality in return for an increase in resources.

Measuring value for money can be a challenge as some elements, such as quality and sustainability, may be subjective, difficult to measure or intangible. In addition, value for money can take many years to materialise and the measures adopted are different depending on the scheme, its location and available resources.

3.3 Identifying and Managing Risk

Risk management can be viewed as the process of identifying risks, assessing their severity and developing cost-effective actions to reduce their likelihood of occurring or reduce their impact without compromising delivery. Benefits of risk management include:

- Improved transparency of decisions making and accountability.
- Improved decision making.
- Less delay in delivering projects.
- A greater chance of meeting objectives.
- Reduced uncertainty and scope for surprises.
- Better value for money and increased savings.
- More opportunity.
- The release of resources from over-controlled lower risk areas.
- Better customer service.

Using RAG analysis^{iv}, the main risks to LTP delivery and an outline of the proposed mitigation measures are set out below. However, there are some risks that cannot be influenced, for example weather conditions affecting our air quality levels.

Table 2: Identified Risks and Associated Mitigation Measures

Risk	Level of Impact	Likelihood of Occurrence	Overall Risk	Mitigation
Customer				
Negative media coverage	3	3	6	<ul style="list-style-type: none"> Reinforce media relations Continued investment in marketing and communications
Negative public reaction	3	3	9	<ul style="list-style-type: none"> Greater liaison/involvement/consultation with local communities (Community Liaison Teams)
Consultation delay	3	2	6	<ul style="list-style-type: none"> Realistic scheme management, which involves officers from the Communications Unit Consultation strategies prepared for large or contentious schemes Community liaison from the scheme's outset
Financial				
Reduced capital funding levels	4	5	20	<ul style="list-style-type: none"> Programme and Financial Management/Monitoring Partnership working, efficiency savings and innovative delivery techniques Investigate the staged funding of projects Examine alternative financing models (e.g. Prudential Borrowing) Examine alternative sources of capital funding (e.g. grants, sponsorship, part-ownership)
Reduced revenue funding levels	5	4	20	<ul style="list-style-type: none"> Programme and Financial Management/Monitoring Partnership working, efficiency savings and innovative delivery techniques Examine alternative financing models (e.g. Tax Increment Financing (TIF)) Examine alternative sources of revenue funding (e.g. grants, sponsorship, part-ownership) Amend/reduce maintenance liabilities Examine opportunities to generate more income from existing services

Risk	Level of Impact	Likelihood of Occurrence	Overall Risk	Mitigation
Reduced developer contributions	3	4	12	<ul style="list-style-type: none"> • Ensure the LTP and its associated documents (including district transport strategies) complement the county's Local Development Frameworks and national transport policy • Secure funds through Major Highway Works Agreements (Section 111 Local Government Act 1972 and Section 278 Highways Act 1980) and Minor Highway Works Agreements (Section 111 Local Government Act 1972 and Section 130 of the Highways Act 1980) • Work with local planning authorities in the development of their Community Infrastructure Levy (CIL)
Reduced funds from third party grants	3	3	9	<ul style="list-style-type: none"> • Examine alternative financing models/sources such as in-kind contributions • Examine alternative and innovative delivery techniques
Inaccurate cost estimates	3	2	6	<ul style="list-style-type: none"> • Ensure best practice is followed in terms of programme and scheme planning, including the setting of realistic contingency costs • Continued contact with Enterprise • Better networking between project engineers, suppliers, sub-contractors and other professionals
Increase in available funding (e.g. Local Sustainable Travel Fund)	3	2	6	<ul style="list-style-type: none"> • Ensure flexibility in LTP Programme (including resources) to bring forward schemes or develop them further
Legal				
Problems with land acquisition/rights	3	3	9	<ul style="list-style-type: none"> • Better programme forecasting and design • Early contact with relevant parties
Delays due to planning and statutory processes	3	3	9	<ul style="list-style-type: none"> • Better programme forecasting and design • Early contact with relevant parties

Risk	Level of Impact	Likelihood of Occurrence	Overall Risk	Mitigation
Political				
Member intervention	3	3	9	<ul style="list-style-type: none"> • Maintain contact with LTP Champions/members • Receive member support for the scheme identification and prioritisation process • Maintain involvement of members in scheme identification and prioritisation • Regular reporting to Regeneration and Infrastructure Scrutiny Committee
Changes to local, corporate or national policy	3	2	6	<ul style="list-style-type: none"> • Maintain good communications with the Department for Transport • Attend national and regional learning networks • Liaise regularly with Corporate Policy and Performance Unit • Remain flexible, open minded and be pragmatic in LTP and associated documents
Breakdown in partnership working/support	4	2	8	<ul style="list-style-type: none"> • Meet with local authorities that we have prepared joint statements with to ensure that they remain fit for purpose • Attend local learning networks • Work with and support partners in the preparation of their own plans and policies at the earliest opportunity • Remain flexible, open minded and be pragmatic in LTP and associated documents
Procurement				
Failure to spend within given time period	3	2	6	<ul style="list-style-type: none"> • Oversee delivery of the LTP programme in terms of cost and timescale • Develop incentives so that we, our sub-contractors and other works promoters apply best practice

Risk	Level of Impact	Likelihood of Occurrence	Overall Risk	Mitigation
Ensuring value for money	3	3	9	<ul style="list-style-type: none"> • Maintain a comprehensive record of programme and scheme costs to ensure an optimum balance between economy, efficiency and effectiveness • Seek opportunities for joint procurement with neighbouring local transport authorities • Review existing contracts with third parties to ensure an optimum balance between economy, efficiency and effectiveness • Generate maximum benefit from existing highway assets • Design schemes with future maintenance requirements in mind
Professional				
Staffing resources and skills	3	2	6	<ul style="list-style-type: none"> • Employ external consultants to assist us when we do not have the resources or skills available in-house • Introduce working arrangements with neighbouring local authorities whereby the sharing of resources on joint schemes is acceptable and supports value for money aims • Continuous professional development • The LTP Programme Board will ensure that they programme schemes in line with available resources
Co-ordination of departmental/agency programmes	2	2	4	<ul style="list-style-type: none"> • Ensure Corporate programmes are better aligned to LTP and vice versa • Increase collaboration with and between utility companies and ourselves, to ensure works are better co-ordinated • Attend local learning networks • Work with and support other departments/agencies in the preparation of their own plans and policies

Risk Likelihood Rating

Risk Likelihood	Likelihood Rating	Description
Remote	1	Likely to occur every 10+ years - no more than a 10% chance of occurrence
Unlikely	2	Likely to occur every 5-10 years - up to a 20% chance of occurrence
Possible	3	Likely to occur every 3-5 years - up to a 40% chance of occurrence
Likely	4	Likely to occur every 1-3 years - up to a 60% chance of occurrence
Very Likely	5	Likely to occur within the year – 60%+ chance of occurrence

Risk Impact Assessment

Risk Rating Score	Impact Classification	Health, Safety & Welfare	Customer Service	Finance	Reputation
1	Insignificant	Minor injury cleared with first aid treatment	Adverse impact on service for up to 1 day	Up to £100,000	Managed/reported to Business Unit Local media (short-term duration)
2	Minor	Reportable dangerous occurrences (near misses)	Adverse impact on service between 1 day and 1 week	Up to £250,000	Managed/reported to Place Management Group Local media (medium/long-term duration)
3	Moderate	Reportable over-3-day injuries or reportable disease	Adverse impact on service between 1 week and 1 month	Up to £1m	Managed/reported to Senior Leadership Team and Members Regional media (short-term duration)
4	Significant	Major reportable injury or injuries	Adverse impact on services between 1 month and 3 months	Up to £5m	Managed/reported to Members and Cabinet Regional/National media (medium/long-term duration)
5	Catastrophic	Fatality or permanent disability	Adverse impact on service for over 3 months	Over £5m	Third party intervention/public interest group National/International media (medium/long-term duration)

Overall Risk and Risk Scoring Matrix

Overall Risk = Likelihood Rating x Impact Rating		
Net Risk Score	Risk Rating	Risk Mitigating Action
16 to 25	Red	Action required
10 to 15	Amber	Should consider action
1 to 10	Green	May consider action

		Insignificant	Minor	Moderate	Significant	Catastrophic
		1	2	3	4	5
Very Likely	1	5	10	15	20	25
Likely	2	4	8	12	16	20
Possible	3	3	6	9	12	15
Unlikely	4	2	4	6	8	10
Remote	5	1	2	3	4	5

4. Review: understanding the impacts of your actions

4.1 Reviewing Performance

It is necessary to ensure that the LTP programme and its schemes are being effectively managed and delivered, and that the desired outcomes are being achieved. Robust, fit for purpose indicators and targets have been set at the programme and service level, and these will be regularly monitored. Any over or under performance will be identified early and any necessary adjustments made to ensure we are delivering the right outcomes.

4.2 Programme Level

More than 40 performance indicators have been identified (see Table 3) and 13 targets developed (see Table 4) to monitor our progress in delivering the LTP. The performance indicators are predominantly transport related and focus on the LTP's core challenges. However, in recognition that transport is a means to an end rather than an end in itself, a number of wider contextual indicators have also been identified. These relate to the economy, health, the environment, and quality of life.

Table 3: List of LTP Indicators

Performance Indicator
Supporting Growth and Regeneration
Local congestion in Stafford, Burton upon Trent and Newcastle-under-Lyme
Public satisfaction with traffic levels
Public satisfaction with traffic management
Public satisfaction with management of roadworks
Overall employment rate
Young people 'Not in Employment, Education or Training' (NEET)
Maintaining the Highway Network
Condition of principal roads (Council maintained 'A' roads)
Condition of non-principal classified roads (Council maintained 'B' and 'C' roads)
Condition of unclassified roads (Council maintained minor roads that are not designated)
Condition of surface footways (pedestrianised areas and any area alongside a road that is intended for use by pedestrians)
Street lighting lit at any one time
Energy consumed for street lighting
Public satisfaction with street lighting
Public satisfaction with the condition of highways
Compensation claims received and sum of payments made due to incidents on the highway

Making Transport Easier to Use and Places Easier to get to
Level of bus patronage
Accessibility levels to key services
Public satisfaction with local bus services
Public satisfaction with local public transport information
Public satisfaction with ease of access to key services (all people, people with disabilities and non-car households).
Public satisfaction with local taxi services
Public satisfaction with community transport
Improving Safety and Security
Number of people killed or seriously injured (all ages)
Number of children killed or seriously injured (aged 0-15 years)
Number of slight casualties (all)
Number of child casualties (all)
Number of motorcycle casualties (all)
Number of 16-25 year-old casualties (all)
Public satisfaction with road safety locally
Reducing Road Transport Emissions and Their Effects on the Highway Network
Level of CO ₂ emissions
Per capita road transport emissions (CO ₂)
Road mileage travelled
Level of bus patronage
Mode share of journey to school
Improving Health and Quality of Life
Obesity levels (all)
Obesity levels (child)
Frequency of exercise to recommended levels
Mode share of journey to school
Level of recreational cycling
Respecting the Environment
Highway material recycled
Road verges requiring special management
Highway assets on the Historic Environment Record
Level of tranquillity
Locations affected by (road) traffic noise
Level of CO ₂ emissions
Per capita road transport emissions (CO ₂)

The 13 targets that have been developed are ambitious yet, at the same time, achievable given the current economic situation and our past performance. In developing the targets, we took account of underlying trends, looked at future resource levels (financial, people, skills and assets), and assessed our performance with our 'nearest neighbours'. The targets have been developed in a way that:

- Reflects the LTPs objectives, challenges and policies.
- Are relevant to the local area and local needs.
- Reflects emerging problems and opportunities in Staffordshire.
- Demonstrates robustness and are fit for purpose.
- Builds on the achievements of past LTPs.
- Reflects the current economic situation.
- Are outcome focused.

Table 4: List of LTP Targets

Reference	Performance Target
Supporting Growth and Regeneration	
1.1	Improve journey time reliability in Stafford from a 2008/09 baseline*.
1.2	Improve journey time reliability in Burton upon Trent from a 2008/09 baseline*.
1.3	Improve journey time reliability in Newcastle-under-Lyme from a 2008/09 baseline*.
1.4	Increase the overall employment rate from a 2009 baseline*.
Maintaining the Highway Network	
2.1	Ensure no increase in the proportion of 'A' roads that require imminent maintenance from a 2009/10 baseline.
2.2	Ensure no increase in the proportion of 'B' and 'C' roads that require imminent maintenance from a 2009/10 baseline.
Making Transport Easier to Use and Places Easier to get to	
3.1	Increase the number of bus passenger journeys originating in Staffordshire from a 2008/09 baseline*.
3.2	Improve access to town centres from a December 2010 baseline*.
3.3	Decrease inaccessibility levels from a December 2010 baseline*.
Improving Safety and Security	
4.1	Reduce the number of people killed or seriously injured compared to the average for 2005-2009*.
4.2	Reduce the number of slight casualties compared to the average for 2005-2009*.
Reducing Road Transport Emissions and Their Effects on the Highway Network	
5.1	Reduce per capita road transport emissions (CO ₂) from a 2008 baseline of 3,100t per person*.
Improving Health and Quality of Life	
6.1	Maintain levels of recreational cycling from a 2009/10 baseline*.
Respecting the Environment	
7.1	Reduce per capita road transport emissions (CO ₂) from a 2008 baseline of 3,100t per person*.

There are many targets for which we, as a local transport authority, do not have complete control and these are marked with “*”. We will need to work with Staffordshire’s local planning authorities, the Highways Agency, emergency services, bus operators and others to ensure that these targets can be met.

Target pro-formas are available for each objective (see Section 6). They provide information about why the targets were chosen, their current status, benchmarking (where appropriate), monitoring methodology, risk management, and target owners.

Each target will be appraised, monitored and its progress tracked at least annually. We will also consider carrying out a review sooner if:

- Performance or financial reporting indicates that there is a problem with service level or cost, particularly in priority areas.
- Information from customers, satisfaction levels or complaints indicates that there is an issue.
- There is a major shift of policy covering the service area.
- It is unclear whether a service is still needed.
- There seems to be a good case for a new service or service revision.
- There is a clear opportunity to work with other organisations to bring about efficiency savings.

Monitoring targets at least annually will help us to identify, at the earliest possible opportunity, any divergence away from what was anticipated. The reasons can be examined and an action plan developed to re-direct resources as/if necessary.

4.3 Scheme Level

The monitoring of individual schemes will be considered and planned for from a scheme’s outset and will continue after a scheme has been completed. At the design stage, we will ascertain if monitoring is required, how it will be carried out, how frequently and by whom. Baseline data relating to why a scheme is needed will be recorded on the Scheme Delivery Record. This may include number and severity of road traffic collisions, complaints, vehicle speeds, HGV movements etc. The same data will then be collected at regular intervals after scheme completion and recorded on our back office software (SAP). Dependent upon the nature of the scheme, an evaluation process may then also take place.

Each scheme’s monitoring regime will tend to be bespoke but will adhere to the principles outlined in the Scheme Monitoring Guidance Notes (see Section 7). It asks officers to consider the following aspects:

- Was the project completed on time?
- Was the project completed within the approved budget?
- Were the original justifications for the scheme valid and did they actually contribute to the key aims of the LTP?

- Are the original, anticipated outcomes/outputs being realised?
- Are the performance measures being achieved?
- Are any identified community benefits being realised?
- Has there been any customer feedback?

A post-implementation scheme monitoring pro-forma has been produced to ensure that the monitoring evaluation requirements are captured in a consistent manner (see Section 7).

5. Revise: learning to change what you do

5.1 Evaluation

Evaluation is concerned with assessing how well an individual scheme or programme is doing in terms of its aims and objectives. Where it is deemed to be under-performing, change is needed in order to bring about better performance.

5.2 Programme Level

Evaluation will be undertaken at least annually in respect to our targets, indicators, integrated transport and highway maintenance budgets. Progress towards indicators and targets will be a standard agenda item at each LTP Programme Board. The Board will scrutinise each target as well as the programme's overall performance. The Board will not hesitate to act on under-performance and if necessary re-direct resources or make the necessary adjustments to practices in order to bring about better outcomes.

The monitoring and evaluation of our integrated transport and highway maintenance budgets will involve maintaining a comprehensive record of scheme costs, benchmarking our programme against previous performance, and monitoring any significant variances against the budget and outcomes. Budget monitoring will be a standard agenda item at each LTP Programme Board, which meets roughly every 8 to 10 weeks. This will allow us to ensure that the programme remains focused on the core priorities, take any necessary action in a timely manner, improve future budgeting and ensure that we maintain control of our financial resources.

5.3 Scheme Level

The question of whether a scheme 'has achieved what it set out to achieve' is crucial; without this knowledge we may continue to fund schemes where we are unsure if we are maximising the return on our investment. The findings from the scheme monitoring processes will be recorded on the Scheme Delivery Record and reported to the appropriate Virtual Team and shared between all Virtual Teams if it is thought that it may positively influence future scheme identification, design and programming.

6. Target Pro-formas

6.1 Supporting Growth and Regeneration

<p>Targets</p>	<p><u>Local Congestion In Stafford, Burton upon Trent and Newcastle-under-Lyme:</u></p> <ul style="list-style-type: none"> • Improve journey time reliability in Stafford from a 2008/09 baseline. • Improve journey time reliability in Burton upon Trent from a 2008/09 baseline. • Improve journey time reliability in Newcastle-under-Lyme from a 2008/09 baseline. 																							
	<p><u>Overall Employment Rate:</u></p> <ul style="list-style-type: none"> • Increase the overall employment rate (aged 16-64 years) from a 2009 baseline. 																							
<p>Current Status</p>	<p><u>Local Congestion In Stafford, Burton upon Trent and Newcastle-under-Lyme:</u></p> <p>These are new congestion targets and are, therefore, currently under development. Once data is received in respect of these targets this pro-forma will be updated with the appropriate information.</p>																							
	<p><u>Overall Employment Rate:</u></p> <p style="text-align: center;">Economic Activity Rates in Staffordshire, Aged 16-64 Years</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Employment Rate (%)</th> <th>Trend (Actual Data)</th> </tr> </thead> <tbody> <tr> <td>2004</td> <td>75.6</td> <td>75.6</td> </tr> <tr> <td>2005</td> <td>75.1</td> <td>75.1</td> </tr> <tr> <td>2006</td> <td>75.4</td> <td>75.4</td> </tr> <tr> <td>2007</td> <td>74.1</td> <td>74.1</td> </tr> <tr> <td>2008</td> <td>75.7</td> <td>74.5</td> </tr> <tr> <td>2009</td> <td>74.2</td> <td>73.8</td> </tr> <tr> <td>2010</td> <td>72.0</td> <td>73.2</td> </tr> </tbody> </table>	Year	Employment Rate (%)	Trend (Actual Data)	2004	75.6	75.6	2005	75.1	75.1	2006	75.4	75.4	2007	74.1	74.1	2008	75.7	74.5	2009	74.2	73.8	2010	72.0
Year	Employment Rate (%)	Trend (Actual Data)																						
2004	75.6	75.6																						
2005	75.1	75.1																						
2006	75.4	75.4																						
2007	74.1	74.1																						
2008	75.7	74.5																						
2009	74.2	73.8																						
2010	72.0	73.2																						

Local Congestion in Stafford, Burton upon Trent and Newcastle-under-Lyme:

Average vehicle speeds (flow weighted) during the weekday morning peak¹ on locally managed 'A' roads by local authority (miles per hour)

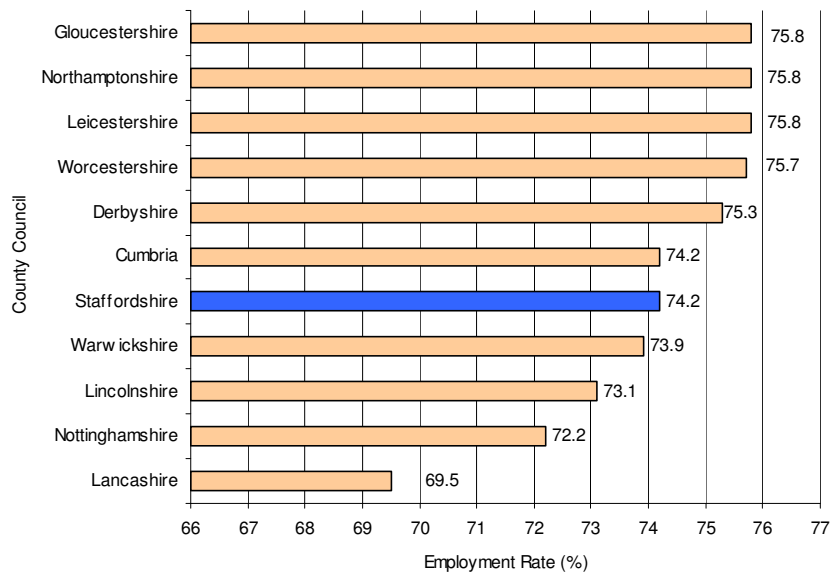
Nearest Neighbour	Year ²				Rank (most recent data)
	2006/07	2007/08	2008/09	2009/10	
Staffordshire	28.1	28.5	28.9	28.6	2
Nottinghamshire	28.6	29.1	29.0	29.0	3
Derbyshire	29.9	30.2	30.3	30.3	7
Warwickshire	29.5	29.7	29.7	29.7	5
Worcestershire	30.3	30.2	31.4	31.4	9
Lancashire	25.2	25.3	25.3	25.4	1
Leicestershire	31.4	31.1	31.4	31.5	10
Cumbria	31.4	31.4	31.2	31.0	6
Northamptonshire	30.4	30.7	30.5	30.7	8
Gloucestershire	29.2	29.3	29.4	29.3	4
Lincolnshire	36.1	36.1	36.0	35.6	11

Benchmarking

The County Council's congestion targets are locationally specific and this means that it is not possible to benchmark journey time reliability data on the same basis with our 10 CIPFA Nearest Neighbours. To enable benchmarking to be undertaken, data produced by DfT as a measure of congestion has been used. However, it is important to note that due to significant differences between the two data sets, the DfT data should not be used compared with or used alongside that of the County Council's.

Overall Employment Rate:

Economic Activity Rates in 2009 (Nearest Neighbour)



¹ Morning peak is defined as 7am-10am. Weekdays falling within school holiday periods excluded.

² Academic years September-July.

<p>Monitoring Methodology</p>	<p><u>Local Congestion in Stafford, Burton upon Trent and Newcastle-under-Lyme:</u></p> <p>Journey time reliability for the key routes in three main urban areas is calculated using Strat-e-gis software and data from historical vehicle tracker data used under licence from Trafficmaster.</p> <p>The standard deviation of travel time for each route is expressed as a percentage of the average link time providing the normalised standard deviation. Weekly am and pm peak data is sampled from the observed data for term-time days of the academic year 2008/09.</p> <p><u>Overall Employment Rate:</u></p> <p>The overall employment rate relates to the proportion of the working age population (16-64 years for both females and males) who are in employment according to the International Labour Organisation (ILO) definition. They are national statistics, collected by the Office for National Statistics via the Annual Population Survey. Data is collected quarterly (for the previous 12 months) and is released with a six-month time lag.</p>
<p>Justification</p>	<ul style="list-style-type: none"> • Supporting economic growth and regeneration is the top priority for the authority. • Through the Sustainable Communities Act (2007), local authorities have a mandate to promote economic well-being and take the strategic lead in working with local partners to promote the general well-being of their area. • Half of Staffordshire's residents are satisfied with traffic levels. • Car travel in Staffordshire is predicted to increase by 37% in 2025 from a 2003 baseline. • Over the next two decades, Staffordshire is expected to see significant growth, including a population increase of over 100,000 and 55,000 new houses being built. • The Stoke-on-Trent and Staffordshire Local Enterprise Partnership is considering how Regional Growth Fund can assist in the delivery of key transport projects. • Community Infrastructure Levy is in hand bearing in mind that as of April 2014 there will be restrictions in place on pooled contributions. • Significantly higher increases in unemployment were experienced during the economic downturn due to high proportions of unemployment in sectors most vulnerable in a recession, such as manufacturing and construction. • Educational achievement at Key Stage 4 is similar to the regional and national averages. • Six of Staffordshire's Lower Super Output Areas (LSOAs) are in the most deprived 10% nationally and a further 40 are in the most deprived 20%. • Between 1994 and 2008 Staffordshire attracted over 130 inward investment projects – 11% of all investments. • Difficulty in securing large scale regeneration funding.

Options	<ul style="list-style-type: none"> • Influencing demand and behavioural change. • Making best use of assets. • Better integration of the transport system. • Maximise opportunities that land use planning provides. • Make capacity enhancements (e.g. increase bus, cycling and walking networks and facilities). • Create new fixed infrastructure (e.g. new bus and rail interchanges). • Improving town centres, pedestrianised areas and the public realm.
Identification and Minimisation of Risk	<p>Risk:</p> <ul style="list-style-type: none"> • Economic downturn continues. • Overall growth in motorised traffic and distance travelled. • Lack of support from key stakeholders. • Reduced developer contributions. • Increase in the number of unplanned events on the strategic network leading to diversions along local roads. <p>Mitigation:</p> <ul style="list-style-type: none"> • Ensure the expeditious movement of traffic through the delivery of the Network Management Plan. • Reduce the need to travel. • Partnership working with public and private sector organisations. • Ensure the LTP, its associated documents, complement the county's Local Development Frameworks. • Secure funds through Major Highway Works Agreements (Section 111 Local Government Act 1972 and Section 278 Highways Act 1980) and Minor Highway Works Agreements (Section 111 Local Government Act 1972 and Section 130 of the Highways Act 1980). • Work with local planning authorities in the development of their Community Infrastructure Levy.
Target Champion	Clive Thomson, Commissioner for Transport and the Connected County.
Data Officer	Joanne Keay, Transport Assessment Officer Matt Shufflebotham, Policy and Performance Officer, Place

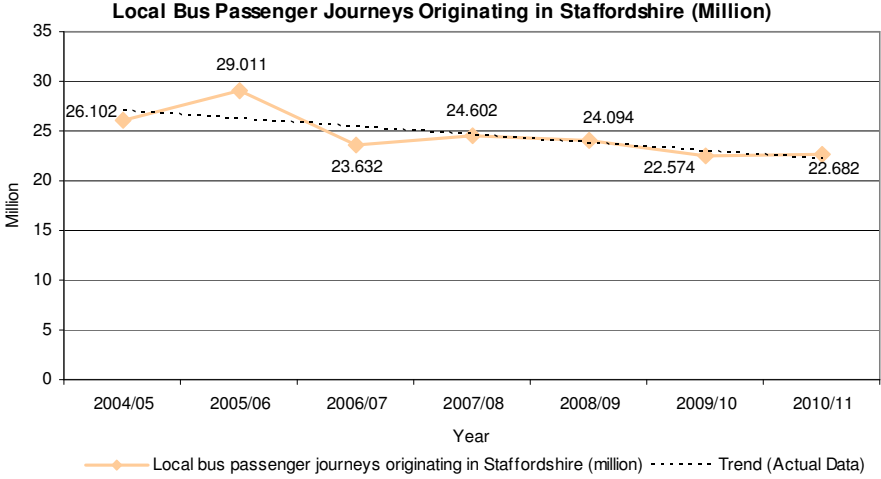
6.2 Maintaining the Highway Network

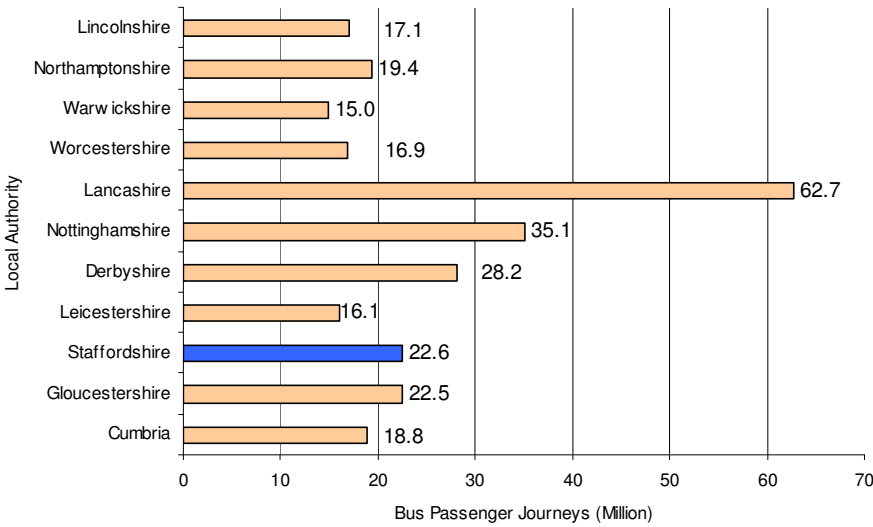
<p>Targets</p>	<ul style="list-style-type: none"> • Ensure no increase in the proportion of 'A' roads that require imminent maintenance from a 2009/10 baseline. • Ensure no increase in the proportion of 'B' and 'C' roads that require imminent maintenance from a 2009/10 baseline. 																																										
<p>Current Status</p>	<div data-bbox="502 495 1337 1055"> <p style="text-align: center;">Percentage of Staffordshire's 'A' Roads that Require Imminent Maintenance</p> <table border="1"> <thead> <tr> <th>Year</th> <th>'A' Roads (%)</th> <th>Trend (Actual Data) (%)</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>6</td> <td>6.5</td> </tr> <tr> <td>2006/07</td> <td>7</td> <td>6</td> </tr> <tr> <td>2007/08</td> <td>5</td> <td>5.5</td> </tr> <tr> <td>2008/09</td> <td>4</td> <td>5</td> </tr> <tr> <td>2009/10</td> <td>5</td> <td>4.5</td> </tr> <tr> <td>2010/11</td> <td>4</td> <td>4</td> </tr> </tbody> </table> </div> <div data-bbox="483 1122 1321 1650"> <p style="text-align: center;">Percentage of Staffordshire's 'B' and 'C' Roads that Require Imminent Maintenance</p> <table border="1"> <thead> <tr> <th>Year</th> <th>'B' and 'C' Roads (%)</th> <th>Trend (Actual Data) (%)</th> </tr> </thead> <tbody> <tr> <td>2005/06</td> <td>10</td> <td>8.8</td> </tr> <tr> <td>2006/07</td> <td>10</td> <td>8.8</td> </tr> <tr> <td>2007/08</td> <td>6</td> <td>8.8</td> </tr> <tr> <td>2008/09</td> <td>8</td> <td>8.8</td> </tr> <tr> <td>2009/10</td> <td>8</td> <td>8.8</td> </tr> <tr> <td>2010/11</td> <td>11</td> <td>8.8</td> </tr> </tbody> </table> </div>	Year	'A' Roads (%)	Trend (Actual Data) (%)	2005/06	6	6.5	2006/07	7	6	2007/08	5	5.5	2008/09	4	5	2009/10	5	4.5	2010/11	4	4	Year	'B' and 'C' Roads (%)	Trend (Actual Data) (%)	2005/06	10	8.8	2006/07	10	8.8	2007/08	6	8.8	2008/09	8	8.8	2009/10	8	8.8	2010/11	11	8.8
Year	'A' Roads (%)	Trend (Actual Data) (%)																																									
2005/06	6	6.5																																									
2006/07	7	6																																									
2007/08	5	5.5																																									
2008/09	4	5																																									
2009/10	5	4.5																																									
2010/11	4	4																																									
Year	'B' and 'C' Roads (%)	Trend (Actual Data) (%)																																									
2005/06	10	8.8																																									
2006/07	10	8.8																																									
2007/08	6	8.8																																									
2008/09	8	8.8																																									
2009/10	8	8.8																																									
2010/11	11	8.8																																									

<p>Benchmarking</p>	<p style="text-align: center;">Percentage of Local Authority Maintained 'A' Roads that Require Imminent Maintenance in 2009/10 (Nearest Neighbour)</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Cumbria</td><td>6</td></tr> <tr><td>Worcestershire</td><td>5</td></tr> <tr><td>Warwickshire</td><td>5</td></tr> <tr><td>Staffordshire</td><td>5</td></tr> <tr><td>Northamptonshire</td><td>4</td></tr> <tr><td>Lincolnshire</td><td>4</td></tr> <tr><td>Derbyshire</td><td>3</td></tr> <tr><td>Lancashire</td><td>3</td></tr> <tr><td>Gloucestershire</td><td>3</td></tr> <tr><td>Nottinghamshire</td><td>2</td></tr> <tr><td>Leicestershire</td><td>2</td></tr> </tbody> </table> <p style="text-align: center;">Percentage of Local Authority Maintained 'B' and 'C' Roads that Require Imminent Maintenance in 2009/10 (Nearest Neighbour)</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Cumbria</td><td>13</td></tr> <tr><td>Derbyshire</td><td>10</td></tr> <tr><td>Gloucestershire</td><td>9</td></tr> <tr><td>Nottinghamshire</td><td>8</td></tr> <tr><td>Lincolnshire</td><td>8</td></tr> <tr><td>Worcestershire</td><td>8</td></tr> <tr><td>Staffordshire</td><td>8</td></tr> <tr><td>Northamptonshire</td><td>7</td></tr> <tr><td>Warwickshire</td><td>5</td></tr> <tr><td>Leicestershire</td><td>4</td></tr> <tr><td>Lancashire</td><td>4</td></tr> </tbody> </table>	Local Authority	Percentage	Cumbria	6	Worcestershire	5	Warwickshire	5	Staffordshire	5	Northamptonshire	4	Lincolnshire	4	Derbyshire	3	Lancashire	3	Gloucestershire	3	Nottinghamshire	2	Leicestershire	2	Local Authority	Percentage	Cumbria	13	Derbyshire	10	Gloucestershire	9	Nottinghamshire	8	Lincolnshire	8	Worcestershire	8	Staffordshire	8	Northamptonshire	7	Warwickshire	5	Leicestershire	4	Lancashire	4
	Local Authority	Percentage																																															
Cumbria	6																																																
Worcestershire	5																																																
Warwickshire	5																																																
Staffordshire	5																																																
Northamptonshire	4																																																
Lincolnshire	4																																																
Derbyshire	3																																																
Lancashire	3																																																
Gloucestershire	3																																																
Nottinghamshire	2																																																
Leicestershire	2																																																
Local Authority	Percentage																																																
Cumbria	13																																																
Derbyshire	10																																																
Gloucestershire	9																																																
Nottinghamshire	8																																																
Lincolnshire	8																																																
Worcestershire	8																																																
Staffordshire	8																																																
Northamptonshire	7																																																
Warwickshire	5																																																
Leicestershire	4																																																
Lancashire	4																																																
<p>Monitoring Methodology</p>	<p>The indicator for principal roads measures the percentage of the local authority's 'A'-road and principal (local authority owned) 'M'-road carriageways where maintenance should be considered.</p> <p>The indicator for non-principal roads measures the percentage of the local authority's 'B'-road and 'C'-road carriageways where maintenance should be considered.</p> <p>The data is derived from a survey of the surface condition of the local authority's classified carriageway network, using survey vehicles that are accredited as conforming to the SCANNER specification and processing software and to UK Pavement Management System (UKPMS) standards.</p> <p>Results for principal classified roads are reported for 100% of the network surveyed in both directions.</p>																																																

	Results reported for non-principal classified roads are a combination of (a) 100% of the 'B' class network surveyed in both directions; and (b) 100% of the 'C' class network surveyed in one direction.
Justification	<ul style="list-style-type: none"> • Highway maintenance remains an LTP priority. • The economic and social importance of well-maintained highways to local communities and businesses is recognised. • Staffordshire has the largest total length of road of any authority in the West Midlands and one of the largest in the country. • Staffordshire's highway network is valued at £6.5bn. • In 2010/11 the County Council will spend over £60m on highway maintenance, which equates to 81% of its total highway spend and 61% of its total transport budget. • Just 44% of residents are satisfied with the state of the county's highways.
Options	<ul style="list-style-type: none"> • Maintenance of principal and non-principal roads. • Delivery of our winter service programme. • Planning for extreme weather and other emergencies. • Provide information/publicity/consultation/marketing (customer focus).
Identification and Minimisation of Risk	<p>Risk:</p> <ul style="list-style-type: none"> • Overall growth in motorised traffic. • HGV movements along inappropriate roads. • Increase in overall HGV movements. • More instances of extreme weather. • Increase in levels of crime on the highway network. • Rising aggregate, bitumen and labour costs. • Rising contractor costs. • Increase in third party and recoverable environmental impairments. • Increase in personal injury and damage claims. • Reduced funding levels. <p>Mitigation:</p> <ul style="list-style-type: none"> • Implement and review the Transport Asset Management Plan. • Review Staffordshire's road hierarchy. • Implement and review the Staffordshire Freight Strategy. • Attend and contribute to national and regional learning networks to identify best practice in maintenance activities. • Improve maintenance techniques, specification and control of materials. • Restrain traffic growth wherever possible. • Reduce the need to travel. • Follow the Staffordshire Code of Practice for Highway Inspections.
Target Champion	Ian Turner, Head of Place Delivery Ventures (Joint Post with Enterprise).
Data Officer	Paul Boss, Pavements Manager.

6.3 Making Transport Easier to Use and Places Easier to Get to

<p>Targets</p>	<p><u>Bus Patronage:</u></p> <ul style="list-style-type: none"> • Increase the number of bus passenger journeys originating in Staffordshire from a 2008/09 baseline. <p><u>Accessibility Levels to Key Services:</u></p> <ul style="list-style-type: none"> • Improve access to town centres from a December 2010 baseline. • Decrease inaccessibility levels from a December 2010 baseline. 																								
<p>Current Status</p>	<p><u>Bus Patronage:</u></p>  <table border="1"> <caption>Local Bus Passenger Journeys Originating in Staffordshire (Million)</caption> <thead> <tr> <th>Year</th> <th>Local bus passenger journeys originating in Staffordshire (million)</th> <th>Trend (Actual Data)</th> </tr> </thead> <tbody> <tr> <td>2004/05</td> <td>26.102</td> <td>26.102</td> </tr> <tr> <td>2005/06</td> <td>29.011</td> <td>26.5</td> </tr> <tr> <td>2006/07</td> <td>23.632</td> <td>25.5</td> </tr> <tr> <td>2007/08</td> <td>24.602</td> <td>25.0</td> </tr> <tr> <td>2008/09</td> <td>24.094</td> <td>24.5</td> </tr> <tr> <td>2009/10</td> <td>22.574</td> <td>23.5</td> </tr> <tr> <td>2010/11</td> <td>22.682</td> <td>23.0</td> </tr> </tbody> </table> <p><u>Accessibility Levels to Key Services:</u></p> <p>The two targets identified above to measure accessibility levels to key services are new and as such their detail is still currently being developed. Once these targets are finalised and agreed then they will be published and this pro-forma updated to reflect this change.</p>	Year	Local bus passenger journeys originating in Staffordshire (million)	Trend (Actual Data)	2004/05	26.102	26.102	2005/06	29.011	26.5	2006/07	23.632	25.5	2007/08	24.602	25.0	2008/09	24.094	24.5	2009/10	22.574	23.5	2010/11	22.682	23.0
Year	Local bus passenger journeys originating in Staffordshire (million)	Trend (Actual Data)																							
2004/05	26.102	26.102																							
2005/06	29.011	26.5																							
2006/07	23.632	25.5																							
2007/08	24.602	25.0																							
2008/09	24.094	24.5																							
2009/10	22.574	23.5																							
2010/11	22.682	23.0																							

<p>Benchmarking</p>	<p><u>Bus Patronage:</u></p> <p style="text-align: center;">Local Bus Passenger Journeys Originating in a Local Authority Area in 2009/10 (Nearest Neighbour)</p>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Local Authority</th> <th>Bus Passenger Journeys (Million)</th> </tr> </thead> <tbody> <tr><td>Lincolnshire</td><td>17.1</td></tr> <tr><td>Northamptonshire</td><td>19.4</td></tr> <tr><td>Warwickshire</td><td>15.0</td></tr> <tr><td>Worcestershire</td><td>16.9</td></tr> <tr><td>Lancashire</td><td>62.7</td></tr> <tr><td>Nottinghamshire</td><td>35.1</td></tr> <tr><td>Derbyshire</td><td>28.2</td></tr> <tr><td>Leicestershire</td><td>16.1</td></tr> <tr><td>Staffordshire</td><td>22.6</td></tr> <tr><td>Gloucestershire</td><td>22.5</td></tr> <tr><td>Cumbria</td><td>18.8</td></tr> </tbody> </table> <p><u>Accessibility Levels to Key Services:</u></p> <p>Due to the local nature of measuring accessibility there is no standard measure for which to benchmark against with Staffordshire's 10 CIPFA Nearest Neighbours.</p>	Local Authority	Bus Passenger Journeys (Million)	Lincolnshire	17.1	Northamptonshire	19.4	Warwickshire	15.0	Worcestershire	16.9	Lancashire	62.7	Nottinghamshire	35.1	Derbyshire	28.2	Leicestershire	16.1	Staffordshire	22.6	Gloucestershire	22.5	Cumbria	18.8
Local Authority	Bus Passenger Journeys (Million)																								
Lincolnshire	17.1																								
Northamptonshire	19.4																								
Warwickshire	15.0																								
Worcestershire	16.9																								
Lancashire	62.7																								
Nottinghamshire	35.1																								
Derbyshire	28.2																								
Leicestershire	16.1																								
Staffordshire	22.6																								
Gloucestershire	22.5																								
Cumbria	18.8																								
<p>Monitoring Methodology</p>	<p><u>Bus Patronage:</u></p> <p>The total number of local bus passenger journeys originating in Staffordshire includes all bus operators serving the general public but excludes school buses or dial-a-ride services. Local bus services are defined for the purposes of this indicator as those using one or more public service vehicles for the carriage of passengers by road at separate fares where the stopping places or journey length are less than 15m (24km) apart. Staffordshire's major operators provide annual data using a standard pro-forma developed by Staffordshire County Council.</p> <p><u>Accessibility Levels to Key Services:</u></p> <p>As discussed earlier these are new targets and their methodologies are currently being developed. Once they have been finalised and agreed this pro-forma will be updated to reflect this change.</p>																								
<p>Justification</p>	<ul style="list-style-type: none"> ● Making the transport system easier to use and places easier to get to, especially for vulnerable residents, remains an LTP priority. ● 84.8% of urban residents (and 28% of all residents) in Staffordshire live within 350m of a bus stop which has a better than half-hourly weekday service (8am-6pm). ● Approximately 80% of public transport buses are low-floor or easy access. ● 81% of households own at least one car - well above the national average at 73%. ● 78% of all residents are satisfied with the ease of access to key services. ● 67% of residents with a disability are satisfied with the ease of access to key services. ● 79% of residents living in non-car households are satisfied with the ease of access to key services. 																								

	<ul style="list-style-type: none"> 90% is the level of accessibility that is currently considered optimal for most of the major settlements in light of the availability of commercially provided services and revenue resources. Staffordshire's patronage levels have seen a steady decline reflecting both the national and regional picture outside London. The target is achievable in light of the introduction of free bus travel for older people that are of state pensionable age and disabled people, and the introduction (in June 2011) of a Young Person's Travel Pass. We also hope to achieve a modest increase in bus use through modal shift.
Options	<ul style="list-style-type: none"> Better integration between spatial and transport planning. Better integration within and between modes. Improvements to the public transport network. Infrastructure, maintenance and traffic management. Increase social inclusion. Locking in benefits (maximising the benefits of an option).
Identification and Minimisation of Risk	<p>Risk:</p> <ul style="list-style-type: none"> Inadequate funding levels. Increase in the cost of travel on public transport. Increase in the cost of bus subsidises/contracts. Ageing population. Reduction in the bus network. Rising car ownership. Worsening congestion may threaten the viability of some commercial and subsidised services. <p>Mitigation:</p> <ul style="list-style-type: none"> Changing 'hearts and minds'. Marketing and publicity. Regular liaison with bus companies. Bus priority measures. Facilities for vulnerable bus users. Concessionary fares and other travel incentives. Identifying opportunities to improve bus network through capital budgets.
Target Champion	Clive Thomson, Commissioner for Transport and the Connected County.
Data Officer	Clare Horton, Transport Policy Officer.

6.4 Improving Safety and Security

<p>Targets</p>	<ul style="list-style-type: none"> • Reduce the number of people killed or seriously injured compared to the 2005-2009 average. • Reduce the number of slight casualties compared to the 2005-2009 average. 																																																																								
<p>Current Status</p>	<div data-bbox="480 551 1398 1122"> <p style="text-align: center;">All People Killed or Seriously Injured (KSI) in Staffordshire</p> <table border="1"> <thead> <tr> <th>Year</th> <th>All KSIs</th> <th>Trend (Actual Data)</th> </tr> </thead> <tbody> <tr><td>2000</td><td>361</td><td>361</td></tr> <tr><td>2001</td><td>400</td><td>400</td></tr> <tr><td>2002</td><td>362</td><td>362</td></tr> <tr><td>2003</td><td>415</td><td>362</td></tr> <tr><td>2004</td><td>373</td><td>345</td></tr> <tr><td>2005</td><td>329</td><td>329</td></tr> <tr><td>2006</td><td>358</td><td>329</td></tr> <tr><td>2007</td><td>315</td><td>300</td></tr> <tr><td>2008</td><td>286</td><td>286</td></tr> <tr><td>2009</td><td>261</td><td>261</td></tr> <tr><td>2010</td><td>213</td><td>250</td></tr> </tbody> </table> </div> <div data-bbox="480 1167 1398 1715"> <p style="text-align: center;">Slight Casualties in Staffordshire</p> <table border="1"> <thead> <tr> <th>Year</th> <th>Slight Casualties</th> <th>Trend (Actual Data)</th> </tr> </thead> <tbody> <tr><td>2000</td><td>4,558</td><td>4,558</td></tr> <tr><td>2001</td><td>4,553</td><td>4,553</td></tr> <tr><td>2002</td><td>4,395</td><td>4,395</td></tr> <tr><td>2003</td><td>4,373</td><td>4,373</td></tr> <tr><td>2004</td><td>4,276</td><td>4,276</td></tr> <tr><td>2005</td><td>4,274</td><td>4,274</td></tr> <tr><td>2006</td><td>4,154</td><td>4,154</td></tr> <tr><td>2007</td><td>4,035</td><td>4,035</td></tr> <tr><td>2008</td><td>3,266</td><td>3,266</td></tr> <tr><td>2009</td><td>3,145</td><td>3,145</td></tr> <tr><td>2010</td><td>3,282</td><td>3,282</td></tr> </tbody> </table> </div>	Year	All KSIs	Trend (Actual Data)	2000	361	361	2001	400	400	2002	362	362	2003	415	362	2004	373	345	2005	329	329	2006	358	329	2007	315	300	2008	286	286	2009	261	261	2010	213	250	Year	Slight Casualties	Trend (Actual Data)	2000	4,558	4,558	2001	4,553	4,553	2002	4,395	4,395	2003	4,373	4,373	2004	4,276	4,276	2005	4,274	4,274	2006	4,154	4,154	2007	4,035	4,035	2008	3,266	3,266	2009	3,145	3,145	2010	3,282	3,282
Year	All KSIs	Trend (Actual Data)																																																																							
2000	361	361																																																																							
2001	400	400																																																																							
2002	362	362																																																																							
2003	415	362																																																																							
2004	373	345																																																																							
2005	329	329																																																																							
2006	358	329																																																																							
2007	315	300																																																																							
2008	286	286																																																																							
2009	261	261																																																																							
2010	213	250																																																																							
Year	Slight Casualties	Trend (Actual Data)																																																																							
2000	4,558	4,558																																																																							
2001	4,553	4,553																																																																							
2002	4,395	4,395																																																																							
2003	4,373	4,373																																																																							
2004	4,276	4,276																																																																							
2005	4,274	4,274																																																																							
2006	4,154	4,154																																																																							
2007	4,035	4,035																																																																							
2008	3,266	3,266																																																																							
2009	3,145	3,145																																																																							
2010	3,282	3,282																																																																							

<p>Benchmarking</p>	<p style="text-align: center;">Percentage Reduction in the Rate of Killed or Seriously Injured Casualties per Billion Vehicle Miles from a 1994/98 Average to 2009 (Nearest Neighbour)</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>Percentage Reduction</th> </tr> </thead> <tbody> <tr><td>Worcestershire*</td><td>72</td></tr> <tr><td>Warwickshire</td><td>63</td></tr> <tr><td>Cumbria</td><td>60</td></tr> <tr><td>Staffordshire</td><td>58</td></tr> <tr><td>Northamptonshire</td><td>57</td></tr> <tr><td>Nottinghamshire</td><td>54</td></tr> <tr><td>Lancashire</td><td>52</td></tr> <tr><td>Lincolnshire</td><td>50</td></tr> <tr><td>Gloucestershire</td><td>46</td></tr> <tr><td>Leicestershire</td><td>43</td></tr> <tr><td>Derbyshire</td><td>34</td></tr> </tbody> </table> <p style="text-align: right;">* Adjusted 1994-98 average</p> <p style="text-align: center;">Percentage Reduction in the Rate of Reported Slight Casualties per Billion Vehicle Miles from a 1994/98 Average to 2009 (Nearest Neighbour)</p> <table border="1"> <thead> <tr> <th>Local Authority</th> <th>Percentage Reduction</th> </tr> </thead> <tbody> <tr><td>Lincolnshire</td><td>22</td></tr> <tr><td>Worcestershire</td><td>28</td></tr> <tr><td>Cumbria</td><td>28</td></tr> <tr><td>Nottinghamshire</td><td>31</td></tr> <tr><td>Derbyshire</td><td>31</td></tr> <tr><td>Lancashire</td><td>32</td></tr> <tr><td>Leicestershire</td><td>34</td></tr> <tr><td>Warwickshire</td><td>41</td></tr> <tr><td>Staffordshire</td><td>43</td></tr> <tr><td>Northamptonshire</td><td>43</td></tr> <tr><td>Gloucestershire</td><td>46</td></tr> </tbody> </table>	Local Authority	Percentage Reduction	Worcestershire*	72	Warwickshire	63	Cumbria	60	Staffordshire	58	Northamptonshire	57	Nottinghamshire	54	Lancashire	52	Lincolnshire	50	Gloucestershire	46	Leicestershire	43	Derbyshire	34	Local Authority	Percentage Reduction	Lincolnshire	22	Worcestershire	28	Cumbria	28	Nottinghamshire	31	Derbyshire	31	Lancashire	32	Leicestershire	34	Warwickshire	41	Staffordshire	43	Northamptonshire	43	Gloucestershire	46
Local Authority	Percentage Reduction																																																
Worcestershire*	72																																																
Warwickshire	63																																																
Cumbria	60																																																
Staffordshire	58																																																
Northamptonshire	57																																																
Nottinghamshire	54																																																
Lancashire	52																																																
Lincolnshire	50																																																
Gloucestershire	46																																																
Leicestershire	43																																																
Derbyshire	34																																																
Local Authority	Percentage Reduction																																																
Lincolnshire	22																																																
Worcestershire	28																																																
Cumbria	28																																																
Nottinghamshire	31																																																
Derbyshire	31																																																
Lancashire	32																																																
Leicestershire	34																																																
Warwickshire	41																																																
Staffordshire	43																																																
Northamptonshire	43																																																
Gloucestershire	46																																																
<p>Monitoring Methodology</p>	<p>Road accident data known as STATS 19 is collected by Staffordshire Police – a requirement when an injury road accident is reported to them. This is then collated by Staffordshire County Council. The data includes casualties on all public roads including motorways and trunk roads, which contribute to about one fifth of the total casualties in Staffordshire.</p> <p>A 'fatal' injury includes those cases where death occurs in less than 30 days as a result of the accident. 'Fatal' does not include death from natural causes or suicide.</p>																																																

	<p>Examples of 'serious injury' are:</p> <ul style="list-style-type: none"> ● Fracture. ● Internal injury. ● Severe cuts. ● Crushing. ● Burns (excluding friction burns). ● Concussion. ● Severe general shock requiring hospital treatment. ● Detention in hospital as an in-patient, either immediately or later. ● Injuries to casualties who die 30 or more days after the accident from injuries sustained in that accident. <p>Examples of a 'slight injury' include:</p> <ul style="list-style-type: none"> ● Sprains, not necessarily requiring medical treatment. ● Neck whiplash injury. ● Bruises. ● Slight cuts. ● Slight shock requiring roadside attention. <p>(Persons who are merely shaken and who have no other injury should not be included unless they receive or appear to need medical treatment).</p> <p>These are as per the definitions contained within the STATS 20 publication.</p>
<p>Justification</p>	<ul style="list-style-type: none"> ● Road safety remains an LTP priority. ● The County Council has a duty to maintain adopted highways to safe and serviceable standards. ● The County Council is near the top of the road safety league table in the UK. ● In 2009 reported road traffic collisions in Staffordshire were calculated to cost society over £244m (excluding damage-only collisions).
<p>Options</p>	<ul style="list-style-type: none"> ● Education, training and publicity. ● Enforcement improvements. ● Engineering. ● Reducing the need to travel. ● New technologies/developments.
<p>Identification and Minimisation of Risk</p>	<p>Risk:</p> <ul style="list-style-type: none"> ● Inadequate funding levels. ● Increase in the number of road users. ● Increase in the number of vulnerable road users. ● Increased growth in motorised traffic. ● More instances of extreme weather. ● Increase in levels of crime, fear of crime and anti-social behaviour on or near to the transport network. ● Increase in the number of foreign drivers on our road network. ● Increase in the number of road traffic collisions occurring in roads outside the jurisdiction of the Council. <p>Mitigation:</p> <ul style="list-style-type: none"> ● Improvements in vehicle safety. ● Improvements in safety technologies. ● Improvements to the safety of the strategic road network.

	<ul style="list-style-type: none"> • Restrain traffic growth wherever possible. • Educate and train road users in the safe and responsible use of the road network. • Improve road layout and street furniture design guides. • Partnership working with emergency services and other agencies such as the Highways Agency. • Encourage communities to take more responsibility for solving their own local transport safety problems (e.g. Community Speed Watch and Neighbourhood Watch). • Reduce the need to travel.
Target Champion	James Bailey, Commissioner for the Built County.
Data Officer	<p>Martin Stoddard, Project Engineer.</p> <p>Jackie Wilkinson, Casualty Investigation Technician.</p>

6.5 Reducing Road Transport Emissions and Their Effects on the Highway Network and Respecting the Environment

Targets	<ul style="list-style-type: none"> Reduce per capita road transport emissions (CO₂) from a 2008 baseline. 																								
Current Status	<p style="text-align: center;">Per Capita Road Transport Emissions (1,000 tonnes)</p> <table border="1"> <caption>Per Capita Road Transport Emissions (1,000 tonnes)</caption> <thead> <tr> <th>Year</th> <th>Per Capita Road Transport Emissions (1,000 tonnes)</th> </tr> </thead> <tbody> <tr> <td>2005</td> <td>3.2</td> </tr> <tr> <td>2006</td> <td>3.1</td> </tr> <tr> <td>2007</td> <td>3.2</td> </tr> <tr> <td>2008</td> <td>3.1</td> </tr> </tbody> </table> <p style="text-align: center;"> —◆— Per Capita Road Transport Emissions (1,000 tonnes) - - - - - Trend (Actual Data) </p>	Year	Per Capita Road Transport Emissions (1,000 tonnes)	2005	3.2	2006	3.1	2007	3.2	2008	3.1														
Year	Per Capita Road Transport Emissions (1,000 tonnes)																								
2005	3.2																								
2006	3.1																								
2007	3.2																								
2008	3.1																								
Benchmarking	<p style="text-align: center;">2008 Per Capita Road Transport Emissions (1,000 Tonnes) (Nearest Neighbour)</p> <table border="1"> <caption>2008 Per Capita Road Transport Emissions (1,000 Tonnes) (Nearest Neighbour)</caption> <thead> <tr> <th>County Council</th> <th>2008 Per Capita Road Transport Emissions (1,000 Tonnes)</th> </tr> </thead> <tbody> <tr> <td>Warwickshire</td> <td>4.5</td> </tr> <tr> <td>Northamptonshire</td> <td>3.4</td> </tr> <tr> <td>Cumbria</td> <td>3.1</td> </tr> <tr> <td>Worcestershire</td> <td>3.1</td> </tr> <tr> <td>Staffordshire</td> <td>3.1</td> </tr> <tr> <td>Leicestershire</td> <td>3</td> </tr> <tr> <td>Gloucestershire</td> <td>2.7</td> </tr> <tr> <td>Derbyshire</td> <td>2.5</td> </tr> <tr> <td>Lancashire</td> <td>2.4</td> </tr> <tr> <td>Nottinghamshire</td> <td>2.3</td> </tr> <tr> <td>Lincolnshire</td> <td>2.1</td> </tr> </tbody> </table>	County Council	2008 Per Capita Road Transport Emissions (1,000 Tonnes)	Warwickshire	4.5	Northamptonshire	3.4	Cumbria	3.1	Worcestershire	3.1	Staffordshire	3.1	Leicestershire	3	Gloucestershire	2.7	Derbyshire	2.5	Lancashire	2.4	Nottinghamshire	2.3	Lincolnshire	2.1
County Council	2008 Per Capita Road Transport Emissions (1,000 Tonnes)																								
Warwickshire	4.5																								
Northamptonshire	3.4																								
Cumbria	3.1																								
Worcestershire	3.1																								
Staffordshire	3.1																								
Leicestershire	3																								
Gloucestershire	2.7																								
Derbyshire	2.5																								
Lancashire	2.4																								
Nottinghamshire	2.3																								
Lincolnshire	2.1																								

<p>Monitoring Methodology</p>	<p>The data for this target (carbon dioxide (CO₂) emissions at a local authority and regional level) is produced by AEA for the Department of Energy and Climate Change (DECC). These are classified as National Statistics.</p> <p>The data which is classified as National Statistics provides estimates of total CO₂ emissions, and emissions per capita of population, both on an end user basis. The statistics also provide a breakdown of emissions into 3 key sectors: industry and commercial, domestic and road transport – together with further breakdowns into more detailed sub-sectors.</p> <p>The dataset is prepared for DECC by AEA, who are also responsible for preparing the full UK inventory of Greenhouse Gas Emissions.</p> <p>DECC are committed to maintaining a consistent time series of local data from 2005 onwards so any future methodological improvements will be backdated. Data will not be revisited prior to 2005 as some of the data prior to this date is not of sufficient quality.</p> <p>A detailed methodology is contained within the ‘Methodology Summary’ which can be accessed via the following web link.</p> <p>http://www.decc.gov.uk/assets/decc/11/stats/climate-change/2755-local-and-regional-co2-emissions-ests.pdf</p> <p>However, in summary, hot exhaust emissions and the related fuel consumption is calculated within the National Atmospheric Emissions Inventory (NAEI) using fuel consumption and emission factors for each vehicle type. These in turn are calculated on the basis of the composition of the vehicle fleet (age profile and fuel mix). The resulting fuel consumption and emission factors are applied to detailed mapped traffic movements. The fleet mix varies by location and therefore different factors are applied to different road types in different geographical areas.</p>
<p>Justification</p>	<ul style="list-style-type: none"> • 34% of CO₂ emissions in Staffordshire are from road transport. • Per capita road transport emissions in Staffordshire is 3,100t per person, which is significantly higher than the national average (2,100t per person). • Car travel in Staffordshire is predicted to increase by 37% in 2025 from a 2003 baseline. • Through signing of the Staffordshire Declaration in 2006 we acknowledged and publicly committed to play a key role in the development and delivery of action to curb the threat of climate change, particularly through cutting CO₂ emissions. • The authority has set the ambitious target of an 80% reduction in carbon dioxide emissions from its own buildings, vehicles and street lighting by 2050. • There is strong scientific evidence showing that our climate is changing.
<p>Options</p>	<ul style="list-style-type: none"> • New technologies, clean and more efficient fuels, more sustainable driving techniques. • Smarter travel choices. • Education, marketing information and awareness. • Reducing the need to travel. • Pricing regimes that deter car travel. • Traffic management improvements. • Locking in the benefits.

Identification and Minimisation of Risk	<p>Risk:</p> <ul style="list-style-type: none"> • Overall growth in motorised traffic and miles travelled. • Scientific evidence under-estimated levels of CO₂ and its impact on the climate. • Lack of support from stakeholders and public to accept climate change or change their travel habits. • Changes in the economy resulting in older cars remaining on the road network for longer. <p>Mitigation:</p> <ul style="list-style-type: none"> • Changing 'hearts and minds'. • Reducing the need to travel. • Promoting smarter travel modes and working practices. • Partnership working with public and private sector organisations. • Discouraging travel by private motor vehicle. • Promoting the use of low-emitting vehicles and vehicle efficiency. • Leading by example. • Improving the resilience of the transport network to climate change. • Maintaining the network with climate change implications in mind. • Designing schemes with climate change implications in mind.
Target Champion	Ian Benson, Commissioner for the Sustainable County.
Data Officer	Sarah Mallen, Climate Change Officer. Alan Carr, Assistant Climate Change Officer.

6.6 Improving Health and Quality of Life

Targets	<ul style="list-style-type: none"> Maintain levels of recreational cycling from a 2009/10 baseline. 																								
Current Status	<p style="text-align: center;">Percentage of the Population Participating in Recreational Cycling</p> <table border="1"> <caption>Percentage of the Population Participating in Recreational Cycling</caption> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Oct 2006-07</td> <td>7.6</td> </tr> <tr> <td>Oct 2007-08</td> <td>8.9</td> </tr> <tr> <td>Oct 2008-09</td> <td>8.9</td> </tr> <tr> <td>Oct 2009-10</td> <td>8.6</td> </tr> </tbody> </table> <p style="text-align: center;">Year</p> <p style="text-align: center;">—◆— Percentage of the Population Participating in Recreational Cycling - - - - - Trend (Actual Data)</p>	Year	Percentage	Oct 2006-07	7.6	Oct 2007-08	8.9	Oct 2008-09	8.9	Oct 2009-10	8.6														
Year	Percentage																								
Oct 2006-07	7.6																								
Oct 2007-08	8.9																								
Oct 2008-09	8.9																								
Oct 2009-10	8.6																								
Benchmarking	<p style="text-align: center;">Percentage of Local Authority Population Participating in Recreational Cycling in October 2008-09 (Nearest Neighbour)</p> <table border="1"> <caption>Percentage of Local Authority Population Participating in Recreational Cycling in October 2008-09 (Nearest Neighbour)</caption> <thead> <tr> <th>Local Authority</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Leicestershire</td> <td>11.5</td> </tr> <tr> <td>Cumbria</td> <td>11.4</td> </tr> <tr> <td>Lincolnshire</td> <td>10.9</td> </tr> <tr> <td>Gloucestershire</td> <td>10.7</td> </tr> <tr> <td>Warwickshire</td> <td>10.2</td> </tr> <tr> <td>Lancashire</td> <td>9.9</td> </tr> <tr> <td>Northamptonshire</td> <td>9.8</td> </tr> <tr> <td>Nottinghamshire</td> <td>9.7</td> </tr> <tr> <td>Derbyshire</td> <td>9.2</td> </tr> <tr> <td>Staffordshire</td> <td>8.9</td> </tr> <tr> <td>Worcestershire</td> <td>8.2</td> </tr> </tbody> </table> <p style="text-align: center;">Percentage</p>	Local Authority	Percentage	Leicestershire	11.5	Cumbria	11.4	Lincolnshire	10.9	Gloucestershire	10.7	Warwickshire	10.2	Lancashire	9.9	Northamptonshire	9.8	Nottinghamshire	9.7	Derbyshire	9.2	Staffordshire	8.9	Worcestershire	8.2
Local Authority	Percentage																								
Leicestershire	11.5																								
Cumbria	11.4																								
Lincolnshire	10.9																								
Gloucestershire	10.7																								
Warwickshire	10.2																								
Lancashire	9.9																								
Northamptonshire	9.8																								
Nottinghamshire	9.7																								
Derbyshire	9.2																								
Staffordshire	8.9																								
Worcestershire	8.2																								
Monitoring Methodology	<p>The data is collected via Sport England's Active People Survey which is a telephone survey of adults in England aged 16 and over. It is the largest survey of sport and active recreation undertaken in Europe.</p> <p>The survey is conducted using CATI (Computer Aided Telephone Interviewing). Random Digit Dialling (RDD) is used in the selection of the sample with one respondent randomly selected from the eligible household members. The RDD sample is drawn by selecting numbers from a database comprising all exchange codes allocated for residential use in the UK. A representative sample is then drawn by randomising the last four digits of each number.</p>																								

	<p>To ensure representation at a local level, at least 1,000 interviews/500 interviews (Active People Survey 1/Active People Survey 2 and Active People Survey 3, respectively) have been completed in every district in Staffordshire. This sample size provides statistical significance for the target populations within Staffordshire allowing for a confidence level of 95%.</p> <p>The interviewing for Active People takes place over a 12-month period, from October to October with the distribution of interviews evenly divided amongst all local authorities in England. This approach ensures that interviews are spread evenly throughout the 12 months for each local authority, helping to account for seasonal variations in sports participation.</p> <p>The target is defined as at least one recreational cycle per week for at least 30 minutes at moderate intensity (all adults). Moderate is classed as enough effort to raise your breathing rate.</p> <p>It must be remembered that the data is based on observed self-reported physical activity levels which may be prone to respondent bias.</p> <p>For further information please refer to the following web link: http://www.webreport.se/apd/</p>
<p>Target Justification</p>	<ul style="list-style-type: none"> • Less than one quarter of adults in Staffordshire achieve the recommended level of physical activity. • 1 in 4 adults and 1 in 5 children in Year 6 (10-11 year-olds) are obese. • Obese children are twice as likely to become obese adults. • The number of obese children has tripled in the last 20 years. • Levels of recreational cycling in Staffordshire are falling. • Staffordshire has the tenth lowest levels of recreational cycling when compared to its 10 'nearest neighbours' - only Worcestershire is lower. • Between October 2006-07 and October 2008-09, levels of recreational cycling has increased nationally. • Cycling schemes positively support six of the seven LTP objectives. • The Staffordshire Cycling Strategy vision is to 'create a culture where people of all ages and abilities choose to cycle for a proportion of their shorter journeys because it is a safe, healthy, attractive and enjoyable alternative to the car'. • We received 54% less funding for small transport improvement schemes, such as cycling initiatives, between 2010/11 and 2011/12.
<p>Options</p>	<ul style="list-style-type: none"> • Education, training, marketing, information and awareness raising. • Promoting active travel choices. • Reducing the negative impact of transport. • Tackling the needs of vulnerable groups. • Locking in benefits (maximising the benefits of an option).
<p>Identification and Minimisation of Risk</p>	<p>Risk:</p> <ul style="list-style-type: none"> • Inadequate funding levels. • Increase in cyclist casualties. • Multi-agency approach/working fails. • Difficulty in demonstrating value for money. • Increase in the level of damage to the Rights of Way Network. • Poor weather conditions.

	<p>Mitigation:</p> <ul style="list-style-type: none"> • Educate cyclists about the safe and responsible use of the highway network. • Educate other road users about the hazards posed by cyclists. • Educate residents about healthy lifestyles. • Provide facilities for people to take part in recreational cycling. • Continue to provide cycle training. • Attend corporate and multi-agency learning networks.
Target Champion	Clive Thomson, Commissioner for Transport and the Connected County.
Data Officer	Clare Horton, Transport Policy Officer.

7. Scheme Delivery Record & Guidance Notes

7.1 Scheme Delivery Record

Identification Number	
------------------------------	--

Stage 1 – IDENTIFIED ISSUES	SCC Officer	
	Date	
Project Name	Attach title to Project for future reference.	
Originator	Parish / Member of the Public / C.Cllr / SCC Officer etc.	
Location Description	Include location plan, location description (grid refs), “before” photograph etc. – if deemed appropriate.	
Issues/Problems	Description of identified issues (actual and perceived).	
Have you considered the needs of minority groups?	Yes/No	

Identification Number	
-----------------------	--

Stage 2 – BEFORE DATA	SCC Officer	
	Date	

Data	List available data, noting dates and times of survey(s), type of survey(s), location plans etc. Provide tabulated results to be used for monitoring purposes.
-------------	---

Please circle the following variables in terms of the scheme:

Variable	Details	Low	Medium	High
Geographical scale of impact	<i>Local (1), district-wide (2), and county-wide (3).</i>	1	2	3
Scale or evidence of need/problem		1	2	3
Ability to meet need/ solve the problem		1	2	3
Scheme's synergy	<i>Is the scheme part of a wider scheme/ package of schemes or does it add value to a previous project? No (1), adds value (2), part of wider scheme (3).</i>	1	2	3
Public acceptability		1	2	3
Impact on quality of life		1	2	3
Deliverability	<i>Meeting timescale/available human resources in terms of size and skills/ affordability in terms of whole life values.</i>	1	2	3
Value for Money	<i>Cost of the scheme-v-benefits.</i>	1	2	3
Susceptibility to risk and uncertainty	<i>Adequate funds, financial burden, land ownership and legal obstacles, political support, design change. This score should be on the level of impact any of these risks may have on the scheme if they were to occur</i>	3	2	1
Likelihood of Risk	<i>How probable are the risks above likely to occur?</i>	1	2	3
		TOTAL (A)		

Identification Number	
-----------------------	--

Stage 3 – SCHEME JUSTIFICATION	SCC Officer	
	Date	
	Job Number (if applicable)	
Scheme Description	Details of proposed solution to identified issues.	
Initial Estimate	General indication of potential cost of scheme.	

Please estimate the scheme contributions (in terms of achievement of aims not cost) to the LTP's objectives

LTP Objectives	Details	Negative			Neutral	Positive		
		Small	Medium	High		Small	Medium	High
Reducing Road Transport Emissions and their Effects on the Highway Network	<i>Sustainable modes of travel, maximise efficient use of vehicles, improve driving techniques, raise awareness, minimise the number of areas with poor air quality, influence travel demand and reduce the need to travel.</i>	-6	-4	-2	0	2	4	6
Supporting Growth and Regeneration	<i>Promote free-flowing traffic movements, improve journey time reliability and predictability and improve access to labour markets.</i>	-6	-4	-2	0	2	4	6
Making Transport Easier to Use and Places Easier to Get to	<i>Improve access to local services and facilities through walking, cycling and public transport. Widen travel choice, social inclusion, network integration and equality of opportunity.</i>	-6	-4	-2	0	2	4	6
Respecting the Environment	<i>Sustainable modes of travel and increased opportunities to improve the environment.</i>	-6	-4	-2	0	2	4	6
Improving Health and Quality of Life	<i>Active and healthy travel, reduce community severance and the negative impact of transport on people's lives.</i>	-6	-4	-2	0	2	4	6
Improving Safety and Security	<i>Reduce the number and severity of road accidents and the cost to communities. Reduce crime, perceived fear of crime and anti-social behaviour.</i>	-6	-4	-2	0	2	4	6
Maintaining the Highway Network	<i>Maintain the highway network to a high standard, ensure efficient use of the highway network, consider additional capacity when linked to a development or all other avenues have been explored.</i>	-6	-4	-2	0	2	4	6

	TOTAL (B)	
	(A + B) =	
Please identify which indicators the project helps to deliver and whether the contribution is direct or indirect.		
LTP Indicator/Target	Direct Contribution	Indirect Contribution
Supporting Growth and Regeneration		
Improving journey time reliability in Stafford, Burton upon Trent and Newcastle-under-Lyme.		
Level of public satisfaction with traffic levels.		
Level of public satisfaction with traffic management.		
Level of public satisfaction with management of roadworks.		
Increase in overall employment rate.		
Young people 'Not in Employment, Education or Training' (NEET).		
Maintaining the Highway Network		
Condition of principal roads (Council maintained 'A' roads).		
Condition of non-principal roads (Council maintained 'B' and 'C' roads).		
Condition of unclassified roads (Council maintained minor roads that are non-designated).		
Condition of surface footways (pedestrian areas and any area alongside a road intended for use by pedestrians).		
Percentage of street lighting lit at any one time.		
Level of energy consumed for street lighting.		
Level of public satisfaction with street lighting.		
Level of public satisfaction with condition of highways.		
Level of compensation claims received and payments made due to incidents on the highway.		
Making the Transport System Easier to Use and Places Easier to Get to		
Increase in bus patronage levels.		
Improved access to town centres.		
Decrease in inaccessibility levels.		
Level of public satisfaction with local bus services.		
Level of public satisfaction with local public transport information.		
Level of public satisfaction with ease of access to key services (all people, people with disabilities and non-car households).		
Level of public satisfaction with local taxi services.		
Level of public satisfaction with community transport.		
Improving Safety and Security		
Reduced numbers of people killed or seriously injured.		
Number of killed or seriously injured child casualties (0-15 years).		
Reduced number of slight casualties.		
Number of child casualties (all).		
Number of motorcycle casualties (all).		
Number of 16-25 year-old casualties (all).		
Level of public satisfaction with road safety locally.		
Reducing Road Transport Emissions and their Effects on the Highway Network		
Level of CO ₂ emissions.		
Reduced level of per capita road transport emissions (CO ₂).		
Level of road mileage travelled on local authority roads.		
Mode share of journeys to school.		

Improving Health and Quality of Life					
Levels of obesity (all).					
Levels of child obesity.					
Frequency of exercise to the recommended level.					
Levels of recreational cycling.					
Respecting the Environment					
Level of highway material recycled.					
Length of road verges requiring special management.					
Number of highway assets on the Historic Environment Record.					
Level of tranquillity.					
Number of locations affected by (road) traffic noise.					
Please state the scheme's contribution (in terms of percentage) to its main F4 Codes:					
LTP F4 Code	%		LTP F4 Code	%	
1.			4.		
2.			5.		
3.			6.		
			TOTAL	100%	
Estimated Total Capital Cost of the Scheme					
Please identify when the scheme could be delivered together with the estimated annual capital requirement. Please complete for all the years that apply					
2011/12	2012/13	2013/14	2014/15	2015/16	Post 2015/16
£	£	£	£	£	£
Feasibility to be verified? Yes /No			Proposed solution to Virtual Team? Yes /No		
Sign off by appropriate officer to confirm consultation with wider Virtual Team					

Identification Number	
-----------------------	--

Stage 4 – SCHEME FEASIBILITY	SCC Officer	
	Date	

Scheme Details	Details of proposed solution to identified issues.
Deliverability	Details of feasibility study if undertaken.
Budget Estimate	Indication of potential cost of scheme based on feasibility assessment.
Appraisal of Value for Money	Consideration of cost against scheme benefits.

Following scheme feasibility please re-score (by circling) the following variables in terms of the scheme:

Variable	Details	Low	Medium	High
Deliverability	<i>Meeting timescale/available human resources in terms of size and skills / affordability in terms of whole life values.</i>	1	2	3
Value for Money	<i>Cost of the scheme-v-benefits.</i>	1	2	3
Susceptibility to risk and uncertainty	<i>Adequate funds, financial burden, land ownership and legal obstacles, political support, design change. This score should be on the level of impact any of these risks may have on the scheme if they were to occur.</i>	1	2	3
Likelihood of Risk	<i>How probable are the risks above likely to occur?</i>	3	2	1
		TOTAL (C)		
		(A + B + C) =		
Proposed solution to Virtual Team?	Yes	No		
Sign off by appropriate officer				

Identification Number	
------------------------------	--

Programme Board Funding Decision	SCC Officer	
	Date	

Scheme Name	
--------------------	--

Estimated Total Capital Cost of the Scheme	
---	--

Is the Scheme to be Funded? Please tick the relevant box	Yes	
	No	
	Further investigation required or further questions need to be answered prior to a decision being made by the Programme Board.	

Please confirm the years that the scheme will be funded together with the estimated annual capital requirement. Please complete for all the years that apply

2011/12	2012/13	2013/14	2014/15	2015/16	Post 2015/16
£	£	£	£	£	£

If the scheme is to be funded please tick the reasons why.

Please tick all the reasons the decision is based on

High value for money.	
Other schemes are reliant on this scheme being delivered.	
Scheme is feasible and a need has been identified through data.	
Meets the local priorities set out in the relevant district strategy.	
Meets the County Council corporate priorities.	
County Councillor priority.	
Has political support.	
The impact of the scheme will be widespread.	
Match funding is available from alternative sources which will be lost unless the scheme is delivered.	
Has significant public support.	
Resources and expertise are available to design and deliver the scheme.	
The scheme links into wider strategies.	
Scheme costs are spread over more than one financial year.	
The scheme complements other measures.	
The scheme involves working with partners.	
The scheme is deliverable in a short space of time.	
Level of risk is acceptable.	

Other (please explain the reason why here.....).		
If the scheme is not to be funded then please tick the reasons why. Please tick all the reasons the decision is based on		
Low value for money.		
Unsure of scheme feasibility and no need has been identified through data.		
Does not meet the local priorities contained in the relevant district strategy.		
Does not meet the corporate priorities.		
Scheme delivers in isolation and does not complement other measures.		
No matching funding available.		
Unacceptable level of risk.		
Not a County Councillor priority.		
Has low political support.		
Has low public support.		
The impact of the scheme will be very low.		
Deliverability of the scheme is questionable.		
Expertise and resources to deliver the scheme are unavailable.		
The scheme is too costly and the Council does not have the financial resources available.		
Other (Please explain the reason why here...)		
Is the scheme being returned to the Virtual Team to be re-presented to the Programme Board once further investigation has taken place?	Yes	
	No	
	Please explain the reason why	
Signature Programme Board Chair		

Identification Number	
------------------------------	--

Post Scheme Completion Monitoring		Project Manager					
		Date					
Final Completion Date		Please provide final scheme completion date.					
After Scheme Completion Photo		Please provide photographs of completed scheme.					
Final Scheme Costs							
Please provide the final scheme costs broken down into the components below:							
Land	£	Fees	£	Works	£	Total	£
Have any changes been made to the final scheme since implementation?		Yes		Please tick if any remedial changes have been made since the scheme has been completed, e.g. in the first 6 months since completion.			
		No					
		If yes, why and what did the changes entail?		If the answer yes has been ticked, then please explain why and what the changes entailed.			
Cost of any post completion scheme amendments		£ - Please provide the costs of any post completion amendments.					
Post Scheme Monitoring (Please tick if monitoring was undertaken and describe the types of monitoring)		Yes		Please answer if any post scheme completion monitoring has been undertaken. If none has taken place, then please explain why.			
		No					
		If yes please list all the types of monitoring undertaken		If monitoring has been undertaken, then please list all the different types of monitoring undertaken. The after scheme monitoring should normally repeat the monitoring undertaken in the 'before scheme' monitoring and reflect the initial aims and objectives of the scheme.			
Monitoring Methodology (Including location etc. for each type of monitoring undertaken)		Please provide the following information regarding each monitoring methodology undertaken: <ul style="list-style-type: none"> • Location of monitoring undertaken – grid reference, direction of travel etc. • The type of monitoring undertaken, e.g. 3-year before accident data – is it split by mode, age, type of casualty etc? • Years that the data covers. • If surveys are undertaken, then the date they were undertaken including the day of the week and the times that the surveys covered. <p>N.B. Post scheme completion monitoring should reflect wherever possible the pre-scheme monitoring methodologies including day of survey month etc.</p> <p>Please see separate guidance for further information.</p>					
Monitoring Results		Please provide the results and outcomes of the post scheme monitoring					
Conclusion (Is there any improvement?)		Please provide your conclusions – comparison between the before and after surveys should be made and a decision made on the amount of improvement if any that there has been, e.g. the reduction in monetary terms if there has been a reduction in casualties etc.					

7.2 Guidance Notes

It is intended that these guidance notes will be used to help assist officers to:

- Monitor the effectiveness of capital schemes against their planned objectives.
- Determine a scheme's predicted and actual contribution towards LTP objectives including value for money and quality of life objectives.
- Establish a database of useful information which could be used to determine future policy and design.
- Monitor a scheme's contribution towards the LTP targets and indicators.

The scope of the monitoring is:

- All new capital schemes whether partially, fully or not funded with LTP monies. Exceptions to this rule will need to be agreed by the Programme Board and justification for the decision made will be provided to the project manager/project engineer prior to scheme construction.
- Revenue schemes specifically the Safety Camera Partnership.

There will be some circumstances when schemes that fall outside of the above criteria will need to be monitored. If this is the case then the policy team should be contacted for further advice.

Key of LTP Objectives: (1) Supporting Growth and Regeneration, (2) Maintaining the Highway Network, (3) Making Transport Easier to Use and Places Easier to Get to, (4) Improving Safety and Security, (5) Reducing Road Transport Emissions and Their Effects on the Highway Network, (6) Improving Health and Quality of Life, (7) Respecting the Environment.

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Bus priority schemes (excluding schemes)						
Quality bus corridor/showcase route schemes	1, 3, 5	BL1	Num.	✓	✓	Before and after survey questionnaires of users and patronage for the route
		BL2	km	✓	✓	
Bus ways/bus lanes	1, 3, 5	BL3	Num.	✓	✓	Before and after bus reliability and punctuality monitoring
		BL4	km	✓	✓	
High occupancy vehicle (HOV) lanes	1, 5	BL5	Num.	✓	✓	Traffic flows and vehicle occupancy
		BL6	km	✓	✓	
Other bus priority schemes	1, 5	BL7	Num.	✓	✓	Before and after bus reliability and punctuality monitoring

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Guided Bus Schemes						
New guided bus schemes.	NA	BG1	Num.	NA	NA	Not applicable.
		BG2	km	NA	NA	
Bus Infrastructure Schemes						
New bus stops.	3	BI1	Num.	×	×	It is assumed that these schemes will be monitored as part of PTP routes and will, therefore, as a general rule not be monitored individually. If there are any schemes which meet the above criteria then these will be monitored, although it is expected that they will be rare.
Bus stops with travel information displays.	3	BI2	Num.	×	×	
Improvements to existing bus stops.	3	BI3	Num.	×	×	
Other bus infrastructure schemes.	3	BI4	Num.	×	×	
Light Rail (including tram and other rapid transit systems; excluding interchanges)						
New light rail lines (excluding line extensions).	NA	LR1	Num.	NA	NA	Not applicable.
		LR2	km	NA	NA	
Light rail lines improvements (including track duelling and line extensions).	NA	LR3	Num.	NA	NA	
		LR4	km	NA	NA	
Additional capacity (vehicles).	NA	LR5	Num.	NA	NA	
Other light rail schemes.	NA	LR6	Num.	NA	NA	
Public Transport Interchanges						
Single mode interchanges (new).	1, 3, 5	IN1	Num.	✓	✓	Before and after foot-flow and user satisfaction.
Single mode interchanges (improvement).	1, 3, 5	IN2	Num.	✓	✓	
Public transport interchanges at airports (new).	NA	IN3	Num.	NA	NA	Not applicable.
Public transport interchanges at airports (improvement).	NA	IN4	Num.	NA	NA	
Multi-modal changes (new).	1, 3, 5	IN5	Num.	✓	✓	Before and after foot-flow and user satisfaction.
Multi-modal changes (improvement).	1, 3, 5	IN6	Num.	✓	✓	
New dynamic information systems at interchanges.	3	IN7	Num.	✓	✓	Before and after user satisfaction.

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Park and Ride						
Park and ride (bus/road related) (new schemes).	1, 3, 5	PR1	Num.	✓	✓	Foot-flow, user satisfaction surveys, patronage levels, revenue, traffic counts, hourly car-park occupancy levels.
Park and ride (bus/road related) (extensions to existing schemes).	1, 3, 5	PR2	Num.	✓	✓	
Park and ride (rail-related) (new schemes).	1, 3, 5	PR3	Num.	✓	✓	
Park and ride (rail related) (extensions to existing schemes).	1, 3, 5	PR4	Num.	✓	✓	
Cycling Schemes						
Cycle tracks.	1, 3, 4, 5	CY1	Num.	?	✓	Cycling is very difficult to measure on a scheme basis. However, upon completion of significant off-road routes an ATC could be purchased through capital monies; however, this would have to be strategically located. Occupancy of cycle parking could be used as a proxy measure for number of cyclists. It may also be possible to use existing MCC data converted into an index to measure cycling trips at a strategy level.
		CY2	km			
Cycle lanes.	1, 3, 4, 5	CY3	Num.	?	✓	
		CY4	km			
New advanced stop lines.	1, 3, 5	CY5	Num.	✗	✗	
New cycle parking facilities.	1, 3, 5	CY6	Num.	✗	✓	
Other cycling schemes.	1, 3, 4, 5	CY7	Num.			
Walking Schemes						
New or improved footways.	1, 3, 5	WA1	Num.	✗	✓	It is very difficult to measure pedestrians on a scheme basis. However, it may be possible to monitor pedestrian flows at a strategy level at key sites (e.g. cordon around a town centre). If this method was to be followed then the
		WA2	M	✗	✓	
Pedestrianisation.	1, 3, 5	WA3	Num.	✗	✓	
		WA4	M	✗	✓	
New or improved pedestrian/cycle bridges.	1, 3, 5	WA5	Num.	✗	✓	

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Walking Schemes Continued...						
Other walking schemes.	1, 3, 5	WA6	Num.	x	✓	cordon would have to be carefully drawn to ensure that pedestrians do not pass through uncounted.
Travel Plans						
Local highway authority site travel plans.	1, 3, 5	TP1	Num.	✓	x	All travel plans that comprise a part of a planning condition are monitored by Development Control. Any voluntary plans except for school travel plans are not monitored. School travel plans are monitored on an annual basis through a standard national questionnaire included as part of the PLASC survey. Some schools initiating a travel plan also provide data through the education website.
Shire district travel plans.	1, 3, 5	TP2	Num.	✓	x	
School travel plans.	1, 3, 5	TP3	Num.	✓	x	
Further/higher education establishment travel plans.	1, 3, 5	TP4	Num.	✓	x	
Hospital travel plans.	1, 3, 5	TP5	Num.	✓	x	
Employer travel plans.	1, 3, 5	TP6	Num.	✓	x	
Local Safety Schemes						
Schools implementing first 'safe routes' schemes.	1, 3, 4, 5	LS1	Num.	✓	x	Before and after SRTS surveys.
Other sites implementing first 'safe routes' schemes.	1, 3, 4, 5	LS2	Num.	✓	x	3-year before and after collisions.
Schemes which include new CCTV Cameras.	3, 4	LS3	Num.	x	x	
Schemes which include new street lighting.	3, 4	LS4	Num.	x	x	Before and after mean speed surveys undertaken at the same location.
Other safety schemes.	1, 3, 4, 5	LS5	Num.	✓	x	Modal shift to more sustainable modes. Estimated first year rate of return.

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Road Crossings						
Toucan or puffin crossings.	3, 4	RC1	Num.	✓	✗	<p>If a crossing was being implemented due to collisions then 3-year before and after collision data should be analysed.</p> <p>Traffic flows and pedestrian flows could also be used to monitor the effectiveness of a crossing.</p> <p>Regarding underpass replacement before and after pedestrian flows could be monitored together with level of satisfaction and perception of safety.</p>
Other signalled crossings.	3, 4	RC2	Num.	✓	✗	
Other unmingled crossings.	3, 4	RC3	Num.	✓	✗	
Underpass replacement.	3, 4	RC4	Num.	✓	✗	
Local Road Schemes						
New rural bypasses.	1, 4	RD1	Num.	✓	✓	<p>Vehicle delay on surrounding roads, before and after local traffic flow surveys, reduction in through traffic on local roads and questionnaires on people's perceptions and satisfaction.</p> <p>Dependent upon the aim of the scheme the number of new developments locating could be counted and a questionnaire could be undertaken to assess level of social exclusion.</p> <p>If the aim of the scheme is congestion then vehicle/person delay could be measured.</p>
		RD2	km			
New relief roads or urban ring roads.	1, 4	RD3	Num.	✓	✓	
		RD4	km			
New or improved access roads with specific regeneration or social inclusion benefits.	3,	RD5	Num.	✓	✓	
		RD6	km			
Road dualling and widening schemes.	1,	RD7	Num.	✓	✓	
		RD8	km			

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Local Road Schemes Continued...						
Road re-alignment schemes.	4	RD9 RD10	Num. km	✓	✓	If the aim of the scheme is safety then estimated first year rate of return could be calculated and also 3-year before and after collision data.
New junction or junction improvement schemes.	1, 4	RD11	Num.	✓	x	Dependent upon the aim of the scheme could include vehicle/person delay and queue length, estimated first year rate of return and 3-year before and after collision data.
Other local road schemes.	1, 3, 4, 5	RD12	Num.	✓	x	The type of monitoring undertaken would depend upon the objectives of each scheme.
Traffic Management and Traffic Calming (excluding CCTV cameras)						
Urban Traffic Control (installations).	1	TM1	Num.	x	✓	Monitor reduction in vehicle delay and improved reliability of public transport.
Signalling/signal upgrading (outstations).	1, 4	TM2	Num.	✓	x	Monitoring could be the same as above; however, if accident reduction is the main scheme objective then would look at before and after 3-year collision data and Estimate First Year Rate of Return.
Other traffic management schemes.	1, 3, 4	TM3	Num.	✓	x	Monitoring and type of monitoring would depend upon whether the scheme was part of larger scheme and what the objectives of the scheme are.
Home zones.	3, 4,	TM4	Num.	✓	x	Before and after mean speed surveys and 3-year collision data and satisfaction surveys of residents

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Traffic Management and Traffic Calming (excluding CCTV cameras) Continued...						
Quiet Lanes.	3, 4, 5	TM5	Num.	✓	✗	Dependent upon the scheme objectives – if for safety reasons then before and after 3-year collision data. However, if for leisure purposes then a user questionnaire could be undertaken and/or counts of users before and after scheme implementation.
Clear zones/low emission zones.	5	TM6	Num.	✓	✗	Measurement of air quality or other environmental issues before and after.
Urban 20mph zones.	3, 4	TM7	Num.	✓	✗	Mean before and after speed surveys at appropriate locations to be repeated at the same locations no sooner than 3 months or more than 12 months after implementation and 3-year before and after collision data.
Rural 20mph zones.	3, 4	TM8	Num.	✓	✗	
Other urban traffic calming schemes (excluding home zones).	3, 4	TM9	Num.	✓	✗	Would depend upon each individual scheme whether it would be monitored or not and the type of monitoring that may be undertaken.
Other rural traffic calming schemes (excluding quiet lanes).	3, 4	TM10	Num.	✓	✗	
Miscellaneous						
Other Schemes.	1, 3, 4, 5	OS1	Num	✓	✗	Would depend upon each individual scheme whether it would be monitored or not and the type of monitoring that may be undertaken.

F4 Code Description	LTP Objectives	F4 Code	F4 Unit of Measurement	Monitoring Level		Type of Monitoring that could be undertaken
				Scheme	Strategy Level	
Maintenance Schemes						
Footway maintenance schemes.	3	MM1	Num.	NA	NA	The monitoring of these schemes will be undertaken as part of the annual condition surveys of the network.
		MM2	m	NA	NA	
Carriageway maintenance schemes.	4,	MM3	Num.	NA	NA	
		MM4	km	NA	NA	
Noise reducing road surfaces.	5	MM5	Num.	✗	✗	Not applicable.
		MM6	km	✗	✗	
Strengthening to carry 40 tonne vehicular loading.	4	MM7	Num.	✓	✓	
Structural maintenance and enhancement of existing highway structures.	3, 4,	MM8	Num.	NA	NA	
Other schemes (using LTP capital maintenance funding).	1, 3, 4, 5	MM9	Num.	NA	NA	

ⁱ We are the Local Authority Lead on the Central and Local Information Partnership – Transport Statistics (CLIP-TS) group, which is a partnership between local transport authorities and the Department for Transport. It seeks to share and discuss information in relation to transport statistics for LTPs and sub-national transport statistics.

ⁱⁱ Effectiveness is defined as the extent to which the option helps to meet the objectives and/or targets. It should be scored without any consideration of its cost, public or political acceptability, deliverability etc.

ⁱⁱⁱ Deliverability is defined as the extent to which we (alone or in partnership) can deliver the option. Factors are numerous but may include affordability (in terms of whole life values), human resources (size and skills), susceptibility to risk and uncertainty (adequate funds, financial burden, land ownership, legal obstacles, and design changes etc.) and environmental impact.

^{iv} RAG Analysis describes a process whereby complex data can be displayed in 'traffic light' or Red-Amber-Green format.