

Appendix 2

Best Value Review Services to Road Users

Final Report and Improvement Plan

May 2004

Derby City Council

Derby's Approach to Best Value

Best Value Reviews help Derby City Council find out how good our services really are. They are an opportunity for us to tackle the real issues facing our services. We use them to identify the things we need to do to deliver real service improvements in the future.

This review started in January 2003 and has followed a format, which addresses issues raised by the Audit Commission in Best Value inspections as well as by the Improvement and Development Agency – IdeA.

This report aims to capture the key elements of the review, concentrates on the issues identified during the scoping phase and considers options to address these issues in the future.

List of Contents	Page No.
Executive Summary	4
1.0 Introduction	6
2.0 Terms of Reference	8
3.0 Baseline Information	10
4.0 Consultation	13
5.0 Challenge	17
6.0 Compare	20
7.0 Compete	24
8.0 Options Appraisal	25
9.0 Improvement Plan	31

List of Tables

Table 5.1	Summary of the key points raised at the Challenge Events	18
Table 6.1	Summary of discussions at review team comparison event	21
Table 9.1	Improvement Plan – Services to Road Users	32

List of Appendices

Appendix A	Terms of Reference
Appendix B	Challenge Checklist – Key Issues
Appendix C	Options Appraisal
Appendix D	Divisional Work Area Teams

Note: For Cabinet and Planning and Environment Commission meetings the appendices have been bound separately and will be available in the Members' rooms prior to the meeting.

Executive Summary

1. This report outlines the findings from the Best Value Review of Services to Road Users. The review looked at the majority of road users services within the Highways, Transportation and Waste Management Division and focussed on six key issues that were identified through the initial consultation processes.
2. The improvements outlined in the Improvement Plan are intended to lead to improved services and outcomes associated with the delivery of services to road users. Although this is a large area of work and clearly there were a number of key areas that did not come forward through the best value review, which will remain a priority.
3. Six key issues emerged at from the scoping phase of the review. Having completed the review process, going through the 4C's assessment procedures, there are a number of areas where improvements have been identified. Set out below are the issues and the key areas for improvement that have come forward. Table 9.1 in this report is the Improvement Plan.
4. A number of the issues have identified the need for significant additional resources, if we are to make an improvement in service deliver. The Improvement Plan has been written in such a way that it includes what we can deliver within current resources, but also highlights the areas where the need for additional resources was identified. The Improvement Plan includes actions to raise these issues in future Council budget review rounds.
5. **Consultation** – need to develop a common approach, developing in more detail the corporate consultation strategy for services to road users. We identified that an additional post to assist in co-ordinating and delivering consultation and community involvement would be of great assistance to the division. The level of consultation and expectation continues to grow in this service area at a considerable rate.
6. **Maintenance** – not surprisingly the key finding here was the lack of funding to maintain the highway infrastructure to an appropriate level. Several million pounds is required per year to arrest the general decline in highway infrastructure condition. It is estimated that £1.8m per year is required to arrest the decline in footway maintenance standards. Improvements were also identified in coordination of streetworks and road works, both internally and externally.
7. **Public Transport** – there are a number of detailed points in relation to working with bus operators to improve the service. This is the one area where people feel we should be able to make a significant difference to reducing congestion but one where we are making slow progress. Two key elements are highlighted here – revenue funding to support bus services in areas where there is no commercial justification for a service. The improvement plan suggests an additional £70,000 per year for the next 4-5 years to start to help address accessibility problems. The other area we need to improve is on bus journey time reliability. We need more bus priorities, better enforcement of

parking to reduce delays etc. We are working on this through capital funding, but a need was identified to consider the level of resources and whether we need more assistance to develop strategic and major schemes to bid for in the next Local Transport Plan in July 2005.

8. **The School Run** – this is an important area for local people. The review identified the continued need to develop School Travel Plans and we are currently recruiting another member of staff using funds that have been made available by Government for the initiative.
9. **Parking Enforcement** – inappropriate parking in residential streets, blue badge spaces and bus stops were all highlighted as causing significant problems. The review wholly supported the need to implement the Decriminalisation of parking offences as soon as possible. This will allow the local authority to be responsible for enforcing parking restrictions and it is anticipated that the Council will be able to give this more priority than traffic wardens have been able to do in the past. However there is a shortage of resources to take this scheme forward and this will delay implementation. The improvement plan will set out the resources issues in more detail, and funds will be requested through the next budget round.
9. The actions set out in the Improvement Plan will be included in the Business Plans for the various sections within the division. This will ensure that the improvements determined through this best value review process are implemented over the coming years.

1.0 Introduction

- 1.1 Derby City Council is committed to delivering effective and efficient services to road users. The Highways, Transportation and Waste Management Division within the Development and Cultural Services department, is responsible for delivering this service. Waste Management and Home to School Transport are part of the work of the division but have been subject to separate best value reviews.
- 1.2 At the time of starting the review, January 2003, in its Corporate Plan, the City Council identified seven key themes which describe its longer term direction. The delivery of this service contributes to five of the Council's themes. These are...
 - Great place to live.
 - Safer and healthier communities.
 - Prosperity for all.
 - A sustainable environment.
 - Value for money.
- 1.3 The Council had also identified key priorities for the next three years which will help to guide and prioritise investment. The priorities which this service contributes to are...
 - Enhancing the economic vitality of our city to produce more business and jobs.
 - Improving the physical environment of our city and streets.
 - Safeguarding and enhancing the natural environment.
- 1.4 In July 2000 the Derby Joint Local Transport Plan, LTP, was produced which is a five year integrated transport strategy for Derby and the surrounding area. The plan has a transport vision which is based on the results of public consultation. The vision relates the importance of a good transportation system to broader national, regional and local policies.
- 1.5 The vision is

'To develop an integrated transport system for the Derby Joint Local Transport Plan area which delivers viable transport choice while reducing reliance on the private motor car, encouraging economic activity and promoting safety and sustainability'.
- 1.6 This report sets out the work that has been carried out in reviewing the Council's abilities to deliver a range of services to road users, as well as the contribution to delivering the councils themes, objectives and the Local Transport Plan.

Layout of the report

- 1.7 The first stage in the process is to develop a terms of reference for the review, which includes the results of a scoping session carried out to identify the key issues for the review to cover. The results of this work are reported in Section 2.
- 1.8 The core functions of the Council in relation to these services are included in Section 3 of the report on baseline information. This also will cover the performance of these functions at the time of the baseline assessment.
- 1.9 Sections 4 to 7 cover the brain-storming and assessment work that was done as part of the 4C's processes.
- 1.10 Section 8 sets out the proposals included in the options appraisal, and also includes discussion on the consultation that accompanied this stage of the BVR.
- 1.11 The final improvement plan is included in Section 9. This sets out what we intend to achieve over the coming years, as a result of the BVR and hence what will be included in the 2004/05 business plans for the division. However it also includes areas where the BVR highlighted the need for additional resources, which at the time of righting the Council had not been able to allocate. Subject to approval of this report these issues will be raised again in the budget review process for 2005/06, which starts in September 2004.
- 1.12 For reporting to Cabinet and the Planning and Environment Commission the final report main text and improvement plan have been attached to the formal reports. The appendices have been bound into a separate document that will be available in the Members' rooms prior to the meetings.

2.0 Terms of Reference

- 2.1 The term road users covers a whole range of groups of people including pedestrians, cyclists, bus users, taxis, car users, motorcyclists and freight operators. This review largely covers the work carried out by the Highways, Transportation and Waste Management Division. The services that are provided can be covered within the following areas:
- Maintenance of the road network
 - Road Safety and Traffic Management
 - Improvements to the Transport Network
 - Public Transport Co-ordination
 - Transportation Policy and Funding
- 2.2 These areas are discussed in more detail in Section 3.
- 2.3 A Scoping Session was carried out on the 5 February 2003 and involved Councillors, officers of the review team, representatives from other departments and a whole range of external partners and organisations who have a link with transport and services to road users. The session followed the Guide to Scoping and Risk Assessment within the Best Value Toolkit.
- 2.4 Focus Groups with people selected from the Derby Pointer also took place on the 18 and 27 February 2003. Albeit this was a small sample, it did give us an indication of the general transport issues that the public are concerned with.
- 2.5 In developing the key issues and terms of reference for this review we have also been able to use consultation information that has been collected over a number of years during the development and monitoring of the Local Transport Plan. Also many of the specific issues raised at Area Panels relate to services to road users and we have considered these types of issues in developing our terms of reference.
- 2.6 Six key issues were identified to be considered by the review, which were:
- How should we be involving the community in planning, delivery and evaluation of services to road users?
 - How can we improve the overall quality of the highways infrastructure, especially roads and pavements?
 - How can we encourage more people to use the bus to reduce congestion?
 - How can we improve access to public transport services?
 - The school run – including issues related to child safety and traffic congestion.
 - Problems associated with indiscriminate street parking and enforcement.

- 2.7 The full terms of reference are included in Appendix A. This includes the key issues, with a brief explanation of the scope of each of these as well as a summary of the results of the risk assessment process that was carried out.
- 2.8 The Cabinet considered the Terms of Reference on 1 April 2003, before being reviewed by the Planning and Prosperity Overview and Scrutiny Commission. Cabinet then approved them on 3 June 2003, with a few amendments as suggested by the scrutiny commission.

3.0 Baseline Assessment

Managing the Service

3.1 The Highways, Transportation and Waste Management Division has approximately 350 staff, including casual staff. Agency staff and consultants are employed on a regular basis as they are needed. The divisional structure is split into four sections, which are:

- Engineering Design
- Streetcare and Waste Management
- Traffic
- Transportation and Special Projects

3.2 The sections have to work very closely together as the delivery of many of the functions of the service is split across the sections.

3.3 There are five main work areas which deliver services to road users and the division is structured to reflect these. The work areas are:

- Maintenance of the road network.
- Road safety and traffic management.
- Improvements to the transport network.
- Public transport co-ordination.
- Transportation policy and funding.

3.4 The paragraphs below set out the broad responsibilities of each area.

Maintenance of the road network

3.5 This aspect of the service is responsible for the maintenance of:

- carriageways, footways and footpaths
- structures – bridges and culverts
- signs and road markings
- bus shelters
- street lighting
- traffic signals
- tree maintenance
- highway verges
- drainage
- gully cleaning
- street cleaning

Road safety and traffic management

3.6 The work of road safety and traffic management includes:

- ensuring the safe and appropriate movement of people and traffic

- dealing with day-to-day enquiries on traffic and parking issues
- management of on and off street car parking and city closed circuit television operations
- co-ordination of street works – management of road works by utilities companies
- monitoring of road user casualties and implementation of casualty reduction measures
- education, training and publicity to raise awareness of road safety issues, particularly aimed at school children
- ensuring the highway and transportation implications of new developments are properly addressed when determining planning applications.
- promotion of travel awareness activities and development of school and business travel plans.

Improvements to the transport network

3.7 This aspect of the service ensures that transport schemes are designed, implemented and managed. This includes:

- Connecting Derby, the city centre integrated transport scheme
- bus priority schemes
- junction improvements
- cycle routes
- pedestrian route improvements, new footways, street lighting and crossings
- new major schemes.

Public transport co-ordination

3.8 This part of the service includes:

- bus route enhancements, including new and replacement bus shelters and street furniture
- working with bus operators to improve the bus network and increase bus passengers
- provision of supported and socially necessary services for school children, access to jobs, elderly and disabled people
- provision of the concessionary travel scheme
- working with Derby Community Transport.

Transportation policy and funding

3.9 This service team has responsibility for:

- the overall strategic role in setting the transport policy framework through the LTP
- securing capital funding from Government, through the LTP framework
- developing transport strategies for implementation

monitoring and reporting how service delivery is making progress towards LTP objectives.

Costs of service

- 3.10 The overall revenue expenditure, including support service and capital charges, for the division in 2002/03 was £18.182m, with income projections of £7.286m. This gives a net figure of £10.896m.
- 3.11 The other significant element of funding largely spent by the division is the Local Transport Capital expenditure. For 2002/03 this was £8.308m. Other capital funding from various initiatives in Normanton and CCTV improvements, brings the total capital allocation for 2002/03 to £10.672m.

Overall Performance

- 3.12 The Baseline Assessment Reports sets out the performance of the division over a number of areas. It includes detail on the specific performance issues related to each key issue, but set out below is an overview of the performance across the division, related to the performance criteria set by Government in various ways.
- 3.13 On the scoring of the Local Transport Plan Annual Progress Report, out of 85 authorities we were one of 14 that received an above average rating, with just eight authorities attaining well above average. We improved our position over the previous year, thus indicating that we are delivering at a consistently good and improving level.
- 3.14 We assessed the emerging 2002/03 performance indicators as they would be reported in the July 2003 APR. Of the 56 indicators set out in the Local Transport Plan, which include Best Value Performance Indicators (BVPI), the majority, 55%, are on track to meet targets. For 24% of the indicators there was no clear evidence of whether targets would be met, either because baselines were being established or data was not due to be reported in the APR. Only 21% of indicators were not on track, and details of actions to put them back on track were included in the Annual Progress Report.
- 3.15 In relation to our 20 comparator authorities the most recent data available was from 2001/02. There does not seem to be any real pattern to these comparisons. In similar work areas we rank highly for some performance indicators and lower for others. Out of 17 comparable indicators, 6 are in the top quartile, 4 in the second quartile, 3 in the third quartile and 4 in the bottom quartile. The rankings in the bottom quartile relate to accident statistics for pedal cyclists and two-wheeled motor vehicles. In stark contrast the top ranking indicators are for accident levels related to pedestrians and car users.

4.0 Consultation

- 4.1 This report has dealt with the consultation issue of the 4C's first as it forms such a significant part of the work carried out by the division on a day-to-day basis. The section begins with an overview of the way in which we include consultation in relation to services to road users, and then goes on to discuss the range of consultation work that was carried out specifically to support this review process.

LTP Steering Group

- 4.2 A Steering Group was established in 1998 to help guide the development of the LTP. The group is made up of approximately 25 members including transport operators, businesses, local interest groups, the public sector including government office, highways agency and health organisations. It represents the 500 stakeholders we consult with and meets four times a year. In 2001 it became part of the Local Strategic Partnership, Derby City Partnership, and is the transport sub group within the environment city partnership. This ensures that strategic transport consultation is part of a much wider agenda for the city and has also meant that the steering group were involved in the development of the community strategy.
- 4.3 The LTP Steering Group developed a Marketing and Consultation Strategy toolkit, which essentially sets out the various ways in which the Council consults on transport schemes, selecting the appropriate type of consultation for a particular scheme or initiative.

Consultation activities

- 4.4 We have used various consultation exercises to gauge public opinion on transport issues and how we are delivering the LTP. These include:
- consultation for the development of LTP objectives between 1998 and 2000
 - personal travel surveys during 2001 and 2003, and these will now take place every two years
 - workshops with stakeholders to discuss specific issues when needed
 - questionnaire consultation on LTP progress and our priorities in 2002
 - consultation on individual schemes on an ongoing basis.
- 4.5 The general themes that have come forward from the range of consultation events can be summarised as:
- Congestion problems
 - The current public transport system needs significant improvement to quality, reliability, accessibility and costs.
 - The use of existing road space should be maximised.
 - Continue to develop and invest in travel plans and safer routes to school.

- Improvements to congestion at particular times if school start and finish times were staggered.
- Parking problems.
- Park and ride has an important role to play, more sites needed.
- Enhancement of walking and cycling networks and facilities is required.
- More than half of respondents to the latest consultation, January 2003, think we have been spending our money on the right things, whilst a quarter do not. However there is significant support for the strategy priorities.

4.6 Consultation has helped the Council to set its priorities for transport and we have been using the results to see if we have invested in the right things. Examples of work we are doing to improve problems identified through consultation include:

- installing a system across the city to link the traffic lights so we can manage traffic better
- employing travel plan officers to work with businesses and schools
- developing real time information for bus services using extra funds awarded from government
- Implementing residents privileged parking schemes and on-street parking charges to reduce parking problems.

Identification of key issues

Scoping Session

4.7 The consultation activities mentioned above helped us to begin to identify the issues to be focused on. A specific scoping consultation event to develop the key issues took place on 5 February 2003. This involved members of the LTP Steering Group to ensure consistency in issues, as well as new ideas for solutions, together with Council Members and a range of external partners and organisations who have a link with transport and services to road users.

4.8 As the review effectively covers the scope of the LTP, we tried to ensure that the consultation could also feed into the development of the second LTP. By doing this we have ensured efficient use of our stakeholders involvement and their time. It is particularly important to the Council that we do not lose the momentum and value that the Steering Group has established.

4.9 The scoping session identified general themes from the consultation that has taken place, which fed into the final terms of reference. These are:

- congestion problems across the city which could be improved at certain times if the start and finish times of different schools are staggered
- significant improvements are needed to the current public transport system in terms of quality, reliability, accessibility and cost
- the need to maximise the use of existing road space
- the need for continued development and investment in travel plans and safer routes to school

- problems with parking
- more sites are needed for park and ride as it is recognised as having an important role to play
- further enhancement of walking and cycling networks and facilities
- significant support expressed for LTP strategy priorities.

Public Focus Groups

4.10 In addition to this scoping event, two focus groups were carried out on 18 and 27 February 2003, with representatives from the Derby Pointer Panel, to seek their views on transport and services to road users in Derby. Albeit this was a small sample, it did give us an indication of the general transport issues that concern the public.

Employee Newsletter

4.11 An employee update newsletter was produced in March 2003 which included an explanation of the review process, what had happened up to that time, and sort employees views on the key issues that were identified. There were very few specific responses, but at the employee workshop session that were held in April and May 2003, it was evident that people were aware of the process and what it was trying to achieve.

Other events as part of BVR

4.12 A consultation event was held on Thursday 10 April 2003, to look at the issue of Challenge as it relates to the review. Invitations to this event were sent to those people who attended the first scoping session event. It was felt that having this continuity would help to progress the discussions much more quickly onto the issue of challenging the services and suggesting solutions to the issues raised. The results of this event are discussed in Section 5.

4.13 As part of the challenge process two divisional staff workshops were held on 29 April and 8 May 2003. These events gave staff the time to review the information that had been collected to date from external people and organisations and together with their own technical expertise and views challenge the way we deliver our services and suggest ways of improving the way that we work. The results of these sessions are discussed in more detail in Section 5.

4.14 A comparison event was held with the review team and a number of key officers across the Council who it was felt had the appropriate technical knowledge to assist with the comparisons with other councils and organisations. This event was held on 3 June 2003, and the results are discussed in Section 6.

4.15 To develop the options for improvement in more detail, small sub-groups of officers, and in one case bus operators, were set up to assess the results of the challenge and comparison information and develop their proposals for options. A review team meeting, including the lead officers of the sub-groups,

then assessed all of the options, and the options appraisal report was developed. The options appraisal was reported to Cabinet on 28 October 2003, and then forwarded onto the Planning and Environment Commission on 15 January 2004. In parallel with this the report was circulated for comments to all organisations that took place in either the scoping or challenge sessions, and further focus groups were held with people who had contributed earlier in the process. The results of this consultation process are reported in Section 8.

5.0 Challenge

- 5.1 The main objective of the challenge part of the BVR process is to really ask ourselves how and why we deliver the services in the way that we do. We need to consider if there are viable alternatives that we need to investigate and recommend as part of this review.
- 5.2 A series of internal and external events were held to address this issue of challenge. As part of the preparation for the events a number of papers were put together which set out for each issue what the key views were from the scoping sessions and also answering a series of questions about the service, based on the Challenge Checklist included in the BVR Toolkit. These are included in Appendix B as they provide a useful reference point to each of the services.
- 5.3 A whole range of issues came up from the events, which are documented on the BVR files, however a summary of the key points that came up under each issue are set out in Table 5.1. This includes a summary from the external and internal discussions.
- 5.4 Overall the general feeling was one of the need for improvement on what is currently being done, rather than radical re-thinking of if and how we should be changing the way we deliver services.

Table 5.1 Summary of the key points raised at the Challenge Events

External Stakeholder Event	Staff Workshops
How should we be involving the community in planning, delivery and evaluation of services to road users?	
<ul style="list-style-type: none"> • Consultation should be as simple as possible, be well defined and use existing networks/mechanisms. There can be a feeling of being over consulted. • People’s expectations of what a scheme will achieve may differ from the actual scheme. • Provide a list of information on what schemes are planned to raise awareness and consult well in advance of them being finalised. • Get views from all road users not just the residents. • It is vital that once consultation is sought that it is followed up and feedback given. 	<ul style="list-style-type: none"> • Perceived apathy of general public - complain after a scheme is finished. • Need to have more involvement with the different media groups and use these groups to better promote initiatives and deliver a clear message. • Get Councillors more involved in the process by promoting schemes in their wards, negotiations with private companies and in the planning and implementation of consultation. • Promote consultation between internal departments such as Planning and Development and involve them more in schemes. • Need to have a co-ordinated approach to consultation – involve, then inform and consult again after the scheme is completed.
How can we improve the overall quality of the highways infrastructure, especially roads and pavements?	
<ul style="list-style-type: none"> • Need to plan for utility co-ordination, long term forward planning with incentives and penalties for veering away from this. • Reinstatements should be in line with the quality of the surrounding area or the surrounding area is in line with the reinstatement. • Need to identify ‘whole life costings’ of maintenance. • Be clear about our maintenance standards and what the service responses are so we know what level we should be maintaining to. • Use asset management planning to identify how often repair work is carried out. 	<ul style="list-style-type: none"> • Better management, co-ordination and enforcement of work carried out by utilities each year on reinstatements. • Joined-up working both between internal departments and with external contractors needs promoting. • Need to be carrying out much more programmed work rather than the patching up of road surfaces and footways. Maintenance strategy plan needed to co-ordinate this. • More funding needed to be able to bring the footways and highways up to a standard to limit the Council liability to claims by the public. • Use the media and market to promote what we do and how we do it.
How can we encourage more people to use the bus to reduce congestion?	
<ul style="list-style-type: none"> • For the Council/Bus Operators to develop a joint approach/strategies to promote bus use. • Need to focus on one area at a time rather than small changes over the whole area. This will highlight the improvements made to the route. • Car users need incentives to use the bus and to be discouraged from using the car. • Need for orbital as well as radial routes. • Subsidise bus routes to increase the frequency/speed of routes and make them more attractive to passengers - lower cost. 	<ul style="list-style-type: none"> • Improve the reliability, frequency and availability of bus services. • Information provision – real time information, timetables for buses posted through houses in neighbourhoods and easier access to information. • Better liaison with county and operators and to be more proactive in setting up more bus quality partnerships. • Minimise the delays to buses caused by road works. • More bus priority measures such as bus lanes. • Additional Park and Ride sites.

How can we improve accessibility to public transport services?	
<ul style="list-style-type: none"> • Need to know who is excluded; the solutions will depend on this. • Some poorer areas may be well served but pockets of exclusion may be hidden within other wards. • Look at improving frequency on weekends and evenings by working with bus companies to extend services. • Introduce more Demand Responsive Transport such as Ring 'n' Ride services and taxi buses. • Look at vastly reduced off peak fares. 	<ul style="list-style-type: none"> • Provide flexible routes into the city in terms of orbital and cross-city services. • Have free or low cost shuttle operating within central area promoting accessibility. • Provide a Park and Ride scheme with high quality facilities – secure parking, CCTV and lighting. • A fully integrated transport system linking in with other cities/counties – improving the links of the bus/rail station. • Improved accessed to information in terms of easier to read maps and information, format and language.
The School Run – including issues related to child safety and traffic congestion	
<ul style="list-style-type: none"> • Have different start times for schools to allow more efficient utilisation of buses. • Encouragement at school for non-car travel mode – make it 'cool' for children. • In future planning of schools – give less emphasis to car users. • Make the school bus more widely available, link schools with a shuttle bus from a large drop off area. • Try to make driving to school socially unacceptable, through a vast expansion of school travel plans. 	<ul style="list-style-type: none"> • Educate parents and children with such schemes as Travel Wise and looking at how Road Safety is included as part of the National Curriculum. • Promote/pilot the use of Yellow Buses. • Promote walking initiatives such as walking buses. • Enforcing indiscriminate parking outside schools, enforceable zig zags and measures introduced by decriminalisation. • Extend opening hours of school and breakfast type clubs at schools to spread travel times and congestion.
Problems associated with indiscriminate street parking and enforcement	
<ul style="list-style-type: none"> • Need to have a growth of enforcement to match the same increase in car ownership. • Decriminalisation of enforcement will allow a concentration on the problems. • Have an enforcement strategy that blitzes areas and parts of routes – as in London with Red Routes. • More clarity over the use of Blue badges, with better enforcement. Abuse of this system can be a problem. • Publicity/education campaign to minimise parking on footways and in blue badge spaces by non-blue badge holders. 	<ul style="list-style-type: none"> • Improved enforcement through decriminalisation. DCC taking over some of the duties from the police leading to an increase in the number of wardens monitoring. • Abuse of blue-badge parking by parking in unsafe areas on double yellows and bus bays or by non blue-badge holders using illegally. • Need to find a way to manage footway parking either through publicity or designation of permitted parking areas. • Publicity and raising awareness of this problem, challenging ignorance and highlighting impacts. • Demand for on-street parking exceeds supply exacerbating in-discriminate parking issues.

6.0 Compare

- 6.1 The comparison part of the exercise was carried out in two phases. The first was an away day for the Review Team, plus a number of other technical officers in each of the relevant fields. The second was the setting up of sub-groups to take forward the options development. The first phase of their work was to review the comparison information and discussions from the first session and consider the need for visits to other authorities, or telephone conversations to gather more information.
- 6.2 The Review Team away day took place on 3 June 2003. A significant amount of preparation work had been completed by the review team administrator to pull together a range of information on each of the different issues. This was largely collated from searching on the internet, pulling out information from the Audit Commission and the results of previous reviews, plus other local authority websites which included details of work they had progressed in certain areas. Many of the officers are in benchmarking clubs with other local authorities and therefore already have a great deal of comparative knowledge of how other authorities work.
- 6.3 The workshop took the format of splitting into two groups, spending some time assessing the information that was available and then having a group discussion on the information, bringing in officers own knowledge of the areas too. The results of these discussions are summarised in Table 6.1.
- 6.4 The sub-groups were then formed to take forward this work, reviewing this material, as well as the other information from the 4C's assessment. In terms of visits and discussions with other local authorities, the Maintenance Sub-group visited Walsall Borough Council to look at how they organised their streetworks coordination to improve the service. Initial investigation also took place with Staffordshire County Council over their use of 'yellow' school buses to provide home to school transport, however they were not using the system as extensively as we had understood.
- 6.5 In relation to progressing decriminalised parking enforcement we have, over the last few years, been talking to a number of authorities and operating companies to assess the most appropriate ways to progress.

Table 6.1 Summary of discussions at review team comparison event

<p>How should we be involving the community in planning, delivery and evaluation of services to road users?</p>
<ul style="list-style-type: none"> • Guidance on how others involve – checklist from Telford/Wrekin looking at letters, leaflets to all frontages, public exhibitions and high, medium and low priority on press releases. • Develop the community to consult – Home zone – a relevant process for the area. There is a need to spend time and effort in doing this. • How effectively are we using community workers/voluntary groups to access people? • Opportunity to review to recognise integration of services and how this can help with consultation. There is a need to concentrate information. • Area panels not necessarily the best way forward. • Survey for public participation – there is a need to be more customer-orientated, need analysis to identify a target profile. • An integrated service framework for DCC to be in place by September. • Wiltshire County Council – ‘walking with engineers’. • Stoke-on-Trent – is money for community engagement, to begin planning for real with pilot schemes. • Need to front load procedures in terms of: <ul style="list-style-type: none"> - funding, expertise, training in consultation - right for level of scheme - need to look at a strategy for the long-term - start with consultation before anything else done. • New local government network, looking at Councils and marketing services. • Derby’s weaknesses in terms of consultation are in providing information on decisions made in papers, leaflets, radio, exhibitions, Internet and on road signs. • Accessibility planning – part of neighbourhood accessibility. • Link is community development, should we be piloting community development, maybe in Sinfyn? • Travel smart has links to accessibility planning. There is a neighbourhood planning exercise due to take place between September and December.
<p>How can we improve the overall quality of the highways’ infrastructure, especially roads and pavements?</p>
<ul style="list-style-type: none"> • Stoke and Coventry have good examples of customer care, using such methods as shadowing of inspectors. • Hertfordshire had a negative perception, even if it is good generally. Their inspection system is good and supports the service. • Kensington and Chelsea – improvement to look at areas, their contractors have to meet high standards. • Dudley – it’s not clear what level of service the council is aiming for? • Coventry doesn’t have realistic targets. • In terms of bridge condition surveys we should be focusing on the older bridges. • Guidance from Government is that we need to look at every road to determine assessment. • We are still repairing like for like, should we be doing that? • Dudley has failure rates of 18% on reinstatements. • Kirklees carry out their own reinstatements which we could consider doing. This would reduce claims and the delays on the highways. • Inspectors will look at objectives and strategy of the service. • There is a lack of a system in Coventry and Stoke. • Some authorities run a post a pot hole scheme. • In terms of systems and procedures of utility works, there is good potential and we could do more inspections. • In Derby a code of practice does exist. We need a guide for highways inspectors and uniformity, because people make different decisions. Bristol has a manual for their inspectors. • Kensington use different contractors for utility works and general maintenance. • Remarkings should form part of malgs? and signing highways inspectors, there has recently been a purge on these. • The level of highway maintenance is linked to road accidents. • Improve co-ordination between departments and consultation on maintenance projects. • In Coventry they test people’s satisfaction with the service. • Should we be doing a sample phone call to people who have had a scheme done? • Work is being done on bridges and condition. CSS – guidance for maintenance strategy 1% of total stock price.

How can we encourage more people to use the bus to reduce congestion?

- Accessibility, information and physical measures.
- Oxfordshire reinforce the balance planning, park and ride, urban bus priority, bus partnerships listed in detail to use as a prompt in bus partnership guide.
- Quality Bus Partnership.
- Information – Oxford's Transport Information Strategy.
- Prettier buses - improving the image.
- Trams - working though unattractive.
- West Midlands - new routes answer social exclusion but not congestion.
- Amount system - (Leeds and W.Yorks) - automated next stop information. People like it although patronage not declined as rapidly.
- Park and Ride highlighted information.
- ATCO - bus information strategy.
- Young people and crime on public transport or anti-social behaviour.
- Safety on buses and at the bus station.
- Hot spot crime areas - Meteor Park and Ride and Pride Park - no CCTV although there is security guard at Pride Park.
- Bullying: smashed shelters.
- Late night buses - failed in Leicestershire because of lack of police support.
- South Yorks Passenger Information Strategy - attract new passengers - modal shift - lack of knowledge of available options.
- Journey lengths - bus overestimated, car underestimated.
- Perceived lack of direct services.
- Launching services for specific services.
- Quality of bus drivers.
- Cardiff Pod Travel (called ULTRA) - half to third cost of conventional transport.
- In town without my car.
- DFT, best practice - invest time and effort.
- Possible retail incentives needed.
- Needs 6 - 9 months planning.
- Education needed.
- Can generate the expectation but is it sustainable?

How can we improve accessibility to public transport services?

- Gaps in corridor services - low income communities live outside corridors.
- Design of buses - not user-friendly to young mothers.
- Ask what customers want - define what to do.
- Best use of subsidies - how to apply.
- Apply for grants - European money.
- Research - both with customers and through multi-agency.
- Merseyside are linked to employment/education and training - social exclusion.
- Social exclusion could be interpreted as excuses and not reasons.
- Quality of service - value for money.
- Tying in with IT - communities get together via web to identify gaps and then put pressure on operators to plug those gaps.
- Develop into "proper" database to create more transport - fleet management etc.
- Car club for middle classes.
- Interticketing.
- Network maps.
- Need to be able to measure results etc.
- Why do people want to travel?
- Avoid trying to do too much too quickly.
- Is it sustainable?

The School Run – including issues related to child safety and traffic congestion

- Amalgam of travel plans/safer routes project team set up in Suffolk - working with interested schools to set up working groups including Highways engineers, police etc to be realistic with expectations.
- Case studies with solutions over whole country- i.e. 20% of all cars in the morning are on a school run. “Stranger danger” is given as 85% of reason why cars are used.
- Aerial photographs in Derby.
- Road safety in school curriculum but is it becoming too broad? - resources - should not be expected just of teachers.
- Travel plans - 2% schools in England have them.
- Zig zags outside schools - enforcement officers?
- School Travel Plans need time and support - need to educate parents as well as students - walking bus etc.
- More PFI bids.
- Drop off zones, turning circles, park and stride.

Problems associated with indiscriminate street parking and enforcement

- Safety in car parks.
- Essex parking policy.
- Should highways rather than social services issue blue badges?
- We train experts in assessing – Occupational Therapists. The current scheme has no credibility.
- Wakefield – charged on-street parking but car parks poor and machines break down.
- Reading – are thinking of introducing street charging.
- Should the roads around schools be kept clear with no stopping at any time?
- Education of what people can expect.
- Information leaflets and pilot schemes should help develop parking schemes over a period of time.
- Is there any best practice guidance available?
- Issues of internal/external staffing.

7.0 Compete

- 7.1 This is an area where we have found it difficult to carry out any specific work. On the issues raised we already use a whole mixture of internal and external resources to carry out work. Having a mix of internal and external resources allows the Council to continually monitor internal staff and resource costs with the private sector and ensures that we maintain a value for money service.
- 7.2 Consultation and involvement of the community in the work of the division is carried out at many levels. Much of the day-to-day contact with the community is with technical officers, explaining schemes, dealing with queries. On more specific consultation exercises plans and exhibition materials will be provided through a mixture of internal and external resources, depending on the complexity and nature of the work. In the main the Council resources exhibitions with its staff, on the basis that they know the details of the schemes and are best placed to answer questions. If however a scheme or initiative has had external consultants involved, then they may be involved in preparing information and attending the exhibitions.
- 7.3 The Highways Maintenance Term Contract is currently with a contractor external to the Council. Between April 1997 and October 1998 the contract was with the Commercial Services Department of the City Council. The contract was then tendered and awarded to Prismo, and then taken over by Jarvis Highway Maintenance when Prismo became part of the Jarvis group of companies. This contract expired in July 2003, and a new contract started in August 2003 with AWG, another external contractor. It is therefore evident that this significant amount of maintenance works has been tendered competitively, and the Council should be in a position of receiving the best value for money for these works.
- 7.4 Two of the key issues relate to bus services. The majority of bus services are already provided on a commercial basis by the private sector. The two main bus services in Derby are Arriva Derby Ltd and TrentBarton. Other bus services that are procured by the Council are done so under tender conditions, with the tender being awarded under the councils standing order procedures.
- 7.5 The majority of staff time involved in working with schools is provided through City Council employees. Although in recent years we have supplemented this time with external consultants, carrying out survey work with the schools and designing small traffic management schemes to assist with walking and cycling to school. Provision of bus services is carried out by tender with bus companies.
- 7.6 In relation to parking, we do have our own internal staff operating and managing on and off-street car parking in the city centre. This was reviewed in February 2002 when the Council introduced on-street parking charges and required an increase in parking attendants to manage the scheme. The proposed introduction of decriminalised parking enforcement across the city will in itself require a further review of the most appropriate method of operating and managing parking in Derby. The decision on management and operation of the parking will be made by Council Cabinet, in due course.

8.0 Options Appraisal

- 8.1 The options development stage of the BVR was largely carried out by sub-groups of appropriate officers. They reviewed all of the information that had been gathered throughout the BVR and assessing this with their own technical expertise came forward with a range of proposals for the review team to consider.
- 8.2 The results from the sub-groups were discussed and assessed by the review team and put together into the options appraisal report submitted to Cabinet on 28 October 2003.
- 8.3 The main areas for improvement under each of the key issues are set out below. More detailed options setting out how these improvements could be achieved are included in Appendix C. Appendix C itself makes reference to the use of divisional Work Area Teams (WATs) to take the lead in implementing a number of the proposals. WATs is a concept that has been developed by senior managers in the division since the structural reorganisation that took place in October 2002. A framework of WATs has been set up which essentially puts together officers from across the division to progress cross-cutting issues in a more structured environment. The WATs are aimed at improving coordination of work and communication across the division and ultimately the council. Membership of the WATs is not strictly limited to the division if a team feels that they need input from other officers across the council. Appendix D provides a note on WATs and a diagram setting out the areas that they cover.
- 8.4 The paragraphs below set out the options that are being put forward to improve services to road users in the six key issue areas.

How should we be involving the community in planning, delivery and evaluation of services to road users?

- 8.5 A significant amount of consultation and participation work is carried out by the Council on a whole range of highway and transport schemes. Whilst the highway authority is recognised by Government as a best practise authority for consultation, there is always room for improvement and we will continue to strive to engage with local people. There is however a more widespread national and local agenda for change in the way that the Council and its partners deliver services in the light of community participation, partnership development and integration of services. It is against this context that the following areas for improvement have been developed.
- develop and implement improved and appropriate mechanisms to involve residents in planning delivery and evaluation of services to road users, building on our existing strong commitment to consultation and participation with local people

- develop the resources to support this process and also provide continuity with the corporate consultation and neighbourhood renewal strategies
- engage with the move towards Integrated Services Planning through the Integrated Services Development Framework, as approved by the Council and Derby City Partnership.

How can we improve the overall quality of the highways infrastructure, especially roads and pavements?

- 8.6 The requirement to maintain the highways infrastructure is a significant responsibility and requires significant revenue and capital resources. In the Local Transport Plan we highlighted that fact that we are concerned about our progress in tackling this issue and anticipate that the number of roads needing reconstruction will continue to exceed those that can be reconstructed at current funding levels. Nearly 40% of footways were assessed as being 'deficient' following surveys in 2003. In addition to comments on general condition of roads and pavements, the scoping and challenge sessions highlighted concerns over the coordination and performance of public utility companies. In addition to footways there are significant other requirements for highway infrastructure maintenance including carriageways, bridges and culverts.
- 8.7 The areas identified for improvement concentrate on how to address these issues, and include an assessment of the effects that any additional funding towards maintenance could have on footway condition. The areas are:
- better monitoring, control and local co-ordination of public utility works
 - improved co-ordination and communication between the division, with other departments within the council and with the highways term maintenance contractor
 - increased resources, revenue and capital, are needed if we are to significantly improve highways infrastructure.

How can we encourage more people to use the bus to reduce congestion?

How can we improve accessibility to public transport services?

- 8.8 Throughout the review we have treated these two issues separately, however in developing this stage of the work it is clear that many of the options that have come forward to tackle the problems relate to both issues. Therefore we have at this stage brought them together. A number of local and national policy and strategy developments have also been considered, and options included where appropriate, in relation to these key issues. These are:

- the requirement as part of the development of the next Local Transport Plan to include accessibility planning in the development of our policies and strategies
- issues and actions raised through the Planning and Prosperity Overview and Scrutiny Bus review, March 2003
- issues and actions arising from the Governments strategy to tackle Transport and Social Exclusion.

8.9 The areas for improvement to assist buses and other forms of public transport that have been identified are:

- Consider, and where necessary improve, the whole journey experience from 'door-to-door'.
- achieve journey time reliability for bus services
- develop a network of bus services that meets more people's travel needs
- provide effective information and public transport services and ensure customers and potential customers receive it
- provide customers with financial incentives to use the bus through fares strategies and fiscal intervention
- consider how we can use the planning system to help link land use and transport in a more effective way
- development of major transport schemes to provide a step-change in public transport provision, for example strategic park and ride sites, consideration of congestion charging schemes.

The school run – including issues related to child safety and traffic congestion.

8.10 As we were concluding these options a new £50million initiative was announced by the Department for Transport, DfT, 'Travelling to School – An Action Plan'. This aims to boost walking, cycling and bus travel and tackle congestion on the school run. We are awaiting details of the initiative and the new funding that is available. Whilst this may affect the detail of some of the options set out, it is likely to contribute to the detailed proposals and may assist in some of the resourcing issues. Areas for improvement are:

- delivery of more effective School Travel Plans and Safer Routes to School schemes
- more effective use of bus travel for children's journeys to school, including investigating staggered opening hours for schools

- rationalisation of parking outside schools, linked to the parking enforcement issue.

Problems associated with indiscriminate street parking and enforcement

8.11 Currently the Police enforce all highway restrictions, except City Centre on-street pay and display spaces. The effective enforcement of traffic restrictions was highlighted in the scoping session as a particularly problem, whilst at the same time it was acknowledged that the Police have insufficient resources or other priorities that prevent them from dealing with this issue as well as they might like. Over the past few years the Council has endorsed the outline proposals for it to take on the enforcement of existing parking restrictions, known as Decriminalised Parking Enforcement. The BVR supports this view and sets out in more detail the actions that will be required to take this forward. This and other key areas for improvement are:

- better enforcement of existing parking restrictions through the introduction of decriminalised parking enforcement
- facilities for blue badge parking
- develop a policy for enforcing parking on school keep clear markings in conjunction with school travel plan initiatives.

8.12 Appendix C sets out in more detail how the improvement areas identified above can be taken forward, including an indication of timescale and resources.

Priorities for Resources and Work Programmes

8.13 In some of the above options we have identified the need for significant additional resource, both in time and money. A few of the areas we have highlighted were already in our future work programmes and therefore the resource issue has largely been addressed.

8.14 There may need to be consideration given, as part of the development of the next LTP, to moving away from our 'balanced-approach' where all modes of transport are treated relatively equally, to suggesting that maintenance of footways and public transport improvements should be prioritised above everything else. For example, we could consider only investing income from safety cameras into local safety schemes and road safety education, training and publicity measures. Transport and environmental improvements in district centres could be scaled down to only address the bus priority issues, and specific pedestrian and cycle schemes could be halted to re-invest funds into the higher priority areas.

8.15 Even within the key issues raised by the review, there are difficulties in prioritising. There are views that we already do a great deal of consultation, that the number of accidents outside of schools is minimal and that school travel plans, whilst being the only realistic option to address the issue require

a great deal of resource, which may be better spent working with businesses on their travel plans, or on something else altogether. The choices are endless, but all are difficult. Also there is the impact that changing from a balanced strategy may have on our capital LTP settlement as we would not then be meeting some of our targets.

- 8.16 The review team accepts that the council has only a finite resource. Recommending specific changes to re-prioritisation of resources is outside the remit of this group, but this will be addressed regularly through the Corporate Plan, the Business planning process and the council budget review.

Results from the Options Appraisal Consultation

- 8.17 Following Cabinet approval to consult on the Options Appraisal work the report was forwarded to the Planning and Environment Commission for their consideration and copied to stakeholders that attended the various events, an employee newsletter was produced, an article was published in the personnel publication 'Gold Rush' and the public focus groups were also held again.
- 8.18 Planning and Environment Commission reported their general agreement with the options to Cabinet on 24 February 2004. They offered the following specific comments:
- There is a need to allocate more resources to address the backlog of footway maintenance. This is an issue that has been examined in detail by the Commission as their service area budget review topic. The Cabinet have been made aware of the Commission's recommendations.
 - The Commission supports the proposal for better monitoring to ensure that reinstatement work by public utilities is carried out to the appropriate standard.
 - The Commission considers that greater emphasis should be given to getting more children to walk/cycle to school. There was some concern that walking and cycling were not being considered as options in the Best Value review.
 - Parking near schools causes a major problem and the Commission considers that there needs to be more enforcement of parking restrictions near schools.
 - The Commission agrees that there is a need for more and better Park and Ride Schemes. Commission members considered it was important that these were made available as quickly as possible. Also they must be seen to offer viable and attractive alternatives to private car use.
- 8.19 The public focus groups feedback was generally positive. Some of the more specific comments were:
- Consultation – some schemes excellent but we could use the local media more to better integrate travel information relating to traffic flow.
 - Maintenance – look at area based working for reinstatements, with clear policy on resurface/reconstruction of footways and highways.

- Bus Use/Accessibility - Length of time of the journey is a deterrent to usage – Introduction of more high-speed routes into town like the Spondon Flyer. Introduce integrated ticketing across different companies, with information provision on validity issues
- School Run - Council to encourage flexible working hours for companies in Derby to stagger and Children should be allowed to go to schools in the area where they live.
- Parking – Expensive car parking will deter people from coming into city. Be aware of Blue badge parking offences.

8.20 Feedback from the remaining elements of the consultation was limited, which could be taken as a view that most people felt the options being put forward were appropriate. Responses were received from Transport 2000, the Council for Voluntary Services, CVS, and the Police, which were generally supportive and included a lot of detailed comments on how we might carry out the work, which will be very useful.

8.21 Overall in considering the options to be developed into an improvement plan we have dropped some as not being achievable or a priority and also amalgamated others to fit into coherent work areas. We also wanted to be much more specific about what we wanted to achieve, providing realistic targets and indicators. There are also some areas of work that have been over taken by events such as the increased profile by government for School Travel Plans and the emerging Traffic Management Bill that will have potentially wide implications across the division. Since we wanted the improvement plan to inform the section business plans for 2004/05 we need to reflect the most up to date position.

9.0 Improvement Plan

- 9.1 The results of the options appraisal report have been widely circulated, to Members of Cabinet and Planning and Environment Commission as well as all external organisations that have taken part in the process, the Derby Pointer based focus groups, to staff and the review team.
- 9.2 In general there was support for the options, though there were comments on the number of public transport options and whether these were all achievable. We also received specific letters from Transport 2000, CVS and Police. The comments were generally supportive and contained a lot of helpful detail on the detail of implementing the options. This will be provided to the appropriate officers.
- 9.3 The Improvement Plan is included in Table 9.1. The plan has been written to reflect the resources that will be available in 2004/05 and hence the work that will be included in the Division's business plans. However the plan also highlights the areas where the review identified the need for additional resources, but these were not supported in the budget review that took place September 2003 to March 2004. These areas will be put forward again during the 2005/06 budget review process

Table 9.1 Improvement Plan – Services to Road Users

Aim	To improve the involvement of the community in planning, delivery and evaluation of services to road users						
Objective	To investigate and implement the most appropriate methods of consulting with and involving the public in our work.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer(s)	Reference	Progress against action and outcomes
<p>1.1 Develop and implement improved and appropriate mechanisms to involve residents in planning delivery and evaluation of services to road users, building on our existing strong commitment to consultation and participation with local people.</p>	<p>The Marketing and Consultation Work Area Team will put together a report, to be approved by senior managers and members, pulling together the information from this BVR and other sources that sets out at a strategic level;</p> <ul style="list-style-type: none"> • Where we are now and what processes we currently follow • Areas where we think we can improve • A recommended action plan to include implementation of options set out below 	<p>Re-prioritised staff resources in Highways and Transportation Division, plus input from Corporate Consultation Team.</p>	<p>Completion and analysis of staff questionnaire July 2004 Action plan report to HATS September 2004</p>	<p>Report produced</p>	<p>Pete Price /Stan Werbinski</p>	<p>Para 8.5</p>	
	<p>Develop a good practice guide for consultation and marketing that includes a clear definition of what marketing and consultation is appropriate as it relates to services to road users. The output will be an update of the LTP Marketing Strategy. Ensure consistency with the preparation of the Statement of Community Involvement, as part of the Local Development Framework Legislation.</p>	<p>Marketing and Consultation Work Area Team</p>		<p>Draft guide produced by March 2005, adopted by July 2005</p>			
	<p>Review the use of and assess the potential for existing training budgets for training in consultation techniques.</p>	<p>Marketing and consultation work area team</p>	<p>Budget review for 2004/05 did not support request for additional post to assist with this work. Long timescales to complete these tasks reflect this.</p>	<p>April 2005</p>	<p>Report through minutes of MACWAT group</p>		

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1.2 Develop resources to support this process and also provide continuity with the corporate consultation and neighbourhood renewal strategies	Recruitment of an Information and Consultation Officer, to lead the development, implementation and monitoring of the Good Practise Guide across the division and within the corporate consultation framework.	This was not supported in the 2004/05 budget review process and will not be progressed. A temporary post is in place to support consultation on Connecting Derby and we will explore the use of any spare resource within this post.	None at this time.			Para 8.5	
1.3 Engage with the move towards Integrated Services Planning through the Integrated Services Development framework, as approved by the Council and Derby City Partnership.	The Divisional Co-ordination Group consider and give guidance on the development of annual programmes and future schemes in the context of citywide and area and neighbourhood service delivery and be informed by community involvement.	Re-prioritise staff resources, specifically the division's Area and Neighbourhood Co-ordinator. Support will also be given by the Area and Neighbourhood Unit	To respond to corporate timescales as appropriate. No specific deadlines, but long term commitment.	To be developed as required by work loads	Section Heads and Group Managers	Para 8.5	
Monitoring How will improvements be monitored?	Identify and carry out an appropriate consultation exercise to monitor the effectiveness of consultation and/or community involvement, as appropriate. This survey is proposed to be carried out every two years from April 2005, as part of the Derby Pointer questionnaires.						
Public outcome	The community should feel more involved and aware of the reasons for decisions and improvements to their services.						

Table 9.1 Improvement Plan – Services to Road Users

Aim	To improve the overall quality of the highways infrastructure, especially roads and pavements.						
Objective	To develop and implement improved ways of working to deliver a more effective and efficient service, making best use of the resources that are available.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer(s)	Reference	Progress against action and outcomes
<p>2.1 Better monitoring, control and local coordination of public utility street works and the Council's roadwork's.</p>	<p>Integration of the largely administrative Streetworks team within the Streetcare Section will achieve greater cross working with highway inspectors and will change and improve working practices.</p>	<p>Existing staff resources</p>	<p>Teams moved January 2004.</p> <p>Team fully integrated and increased use of EXOR by Sept 2004.</p>	<p>Use of EXOR to deal with streetworks administration.</p> <p>Administration unit supporting streetworks managers</p>	<p>John Hansed /Nigel Brien</p>	<p>Paras 8.6-8.7</p>	
	<p>Improve quality of reinstatements by:</p> <ul style="list-style-type: none"> • Inspection processes - train inspectors to use IT systems to monitor inspections and follow up remedial work. 	<p>Training and officer time</p>	<p>Training to be complete by April 2005, then ongoing.</p>	<p>Improved accuracy and audit trail created for each inspection.</p>	<p>John Edgar</p>		
	<ul style="list-style-type: none"> • Use of EXOR to improve administrative system to manage defects 	<p>Officer time</p>	<p>September 2004</p>	<p>Ensure more defects are taken forward to satisfactory completion. 100% by September 2004</p>	<p>John Edgar /Nigel Brien</p>		
<p>Assess the implications and opportunities within the new Traffic Management Bill to improve street and road works coordination. For example examining the potential for better enforcement of legislation to ensure public utilities are charged for non-performance.</p>	<p>Officer time required to assess bill and report the implications and proposed action plan to Cabinet.</p>	<p>March 2005</p>	<p>Report to Cabinet completed</p>	<p>John Hansed /Nigel Brien</p>			

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<p>2.1 Better monitoring, control and local coordination of public utility street works and the Council's roadwork's.... continued</p>	<p>Implement new procedures available through the Traffic Management Bill, as approved by Cabinet</p>	<p>Resources to be determined</p>	<p>Timescale dependent on action plan</p>	<p>Series of indicators to be determined – possibly determined by Government</p>	<p>John Hansed /Nigel Brien</p>		
	<p>Develop co-ordination framework for local network. Formalise current practices in conjunction with the regulations in the Traffic Management Bill. Investigate mechanisms to work at a local level with utility companies, statutory bodies, bus companies and local people, to deliver a more coordinated approach to carrying out works</p>	<p>Senior management and officer time.</p>	<p>Publish framework of how the Council proposes to work with partners to deliver a better coordinated approach to carrying out works. March 2005</p>	<p>Framework completed</p>	<p>John Hansed /Nigel Brien</p>		
<p>2.2 Improved coordination and communication between the division, other departments within the council and the highways term maintenance contractor</p>	<p>Divisional Work Area Teams (WATS) have been developed to achieve this. For maintenance schemes this would be led by the Maintenance Strategy Local Transport Plan WAT, For other schemes need to ensure input from Streetcare on other appropriate LTP WATs to ensure maintenance issues are coordinated with other schemes.</p>	<p>Existing staff resources, but requires changes to the way we communicate.</p>	<p>Implementation of WATs is at an early stage. LTP sub-groups need to have TOR written by June 2004. Meetings should take place at regular intervals.</p>	<p>Number of sets of minutes of meetings available on public folders. Should be at least 2 meetings per year.</p>	<p>John Edgar</p>	<p>Paras 8.6-8.7</p>	

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2.2 Improved coordination and communication between the division, other departments within the council and the highways term maintenance contractor continued	Improvement in co-ordination and communication with Commercial Services, to deal with issues such as environmental maintenance. Need to re-institute meetings to discuss ongoing issues and confirm and clarify service levels.	Existing officer time	Meetings proposed on 3 monthly basis.	Minutes of meetings available for monitoring. Measures for Improvements in outputs to be identified.	John Edgar		
	Co-ordination and communication with AWG Term Maintenance Contractor. New contract awarded on 4 August 2003. Working practises in contract are new and every effort must be made to support the framework of the contract and commitment to develop a partnership agreement	Existing officer time	Board and Contract meetings to be held at agreed intervals. Set up and modify a set of key PI's by March 2005 to monitor and achieve continuous improvement.	KPI's to be reviewed at Board and Contract meetings	John Hansed /Dennis O'Neill		
2.3 Increased resources, revenue and capital, are needed if we are to significantly improve highway infrastructure.	Development of Highways Strategy, which includes a Highway Maintenance Plan which is required as part of the preparation for next Local Transport Plan. Need to be able to give high priority to maintenance in LTP2	Estimated at £40000. It is envisaged that this funding would be managed across the Division's revenue and capital budgets for 2004/05.	Draft strategy to be incorporated into July 2004 LTP Annual Progress Report, then final strategy in July 2005 LTP.	Inclusion of strategy within APR and LTP2.	John Hansed/ John Edgar	Paras 8.6-8.7	

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Objective	To develop and implement improved ways of working to deliver a more effective and efficient service, making best use of the resources that are available.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer(s)	Reference	Progress against action and outcomes
2.4 Increased resources, revenue and capital, are needed if we are to significantly improve highway infrastructure.... continued	Continue to highlight the problem of reduced investment in all areas of highway infrastructure maintenance, to Members and central Government.	Several millions pounds is required per annum to arrest the decline in highway infrastructure condition. It is estimated that approximately £1.8m is required to arrest the decline in footway maintenance standards.	To seek potential sources of additional funding for maintenance of the highway infrastructure.	Additional funding secured	John Hansed/ John Edgar	Paras 8.6-8.7	
	Seek to continue to minimise trips and claims, whilst moving towards a better programme of planned maintenance. Use UKPMS and Department for Transport Code of Practise for Highways Maintenance to prioritise maintenance planned programme.	Continued to develop use of UKPMS within existing resources.	To produce the 2005/06 planned maintenance programme guided by UKPMS output.	Number of 'trips' reported. Condition of roads and footways.	John Edgar		
	Develop the Street Lighting PFI scheme. Outline Business Case required for the PFI.	Outline Business case - £150,000 needed.	OBC submitted June 2004	Submission of OBC	Martin Follows		
	Following approval of OBC this is followed by full procurement process over 2 years.	Procurement process - £250,000 needed.	PFI in place April 2006	Contract awarded and will include KPI's for monitoring and improvement.	Martin Follows		
Monitoring How will improvements be monitored?	Through the continued monitoring of best value performance indicators related to road and footway condition.						
Public outcome	Improved condition of highway infrastructure, less obstruction and trip hazards on footways.						

Table 9.1 Improvement Plan – Services to Road Users

Aim	To improve accessibility to public transport and encourage its use, especially to help to reduce congestion.						
Objective	To provide appropriate facilities and services to ensure that using public transport is a viable alternative to the private car and accessible to those without access to a car.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer(s)	Reference	Progress against action and outcomes
<p>3.1 Consider, and where necessary improve, the whole journey experience from 'door-to-door'.</p>	<p>Establish a work programme to review all aspects of the 'bus journey', including routes to bus stops, bus stop locations, available information and the quality of the bus journey. Two main criteria would need to be developed to progress this work:</p> <ul style="list-style-type: none"> Guidance on appropriate bus stopping locations and facilities Guidance on appropriate on-bus service provision and facilities. <p>Implement improvements to the whole journey experience.</p>	<p>Redirection of staff resources Operator staff time. Work progressed and monitored through Bus Operator Group.</p> <p>Capital funding for infrastructure improvements Operator resources for on-bus improvements and fleet/ vehicle investment</p>	<p>Work programme to be established by October 2004, including a review of resources to complete the tasks</p>	<p>Work programme to be completed</p>	Pete Price	Paras 8.8-8.9	
			<p>Draft Guidance March 2005</p>	<p>Guidance produced</p>	Pete Price		
			<p>Draft Guidance March 2005</p>	<p>Guidance produced</p>	Pete Price		
			<p>Programme of Integrated revenue and capital works to be developed from April 2005.</p>	<p>Programme completed and improvements implemented to programme.</p>	<p>Tony Gascoigne Bus operators</p>		

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3.2 Develop a network of bus services that meets more people's travel needs	Based on accessibility planning principles, identify a network of primary and secondary bus routes, and other services including demand responsive and community based. This would become Derby's 'BusTrack' network	Council staff time And output from Derby Area Transport Study and accessibility audit	Draft 'BusTrack' network for consultation and consideration in budget review process in September 2004	Publish BusTrack network in LTP2, July 2005.	Pete Price	Paras 8.8-8.9	
	Work with commercial bus operators to deliver the primary network and where necessary seek additional revenue funding to support other elements of the network.	Significant revenue funding of at least £70,000 extra per year for the next 4-5 years and then ongoing. Resources were sought in the 2003/04 budget round, but were not allocated. Government resources may provide limited funding.	Ongoing, but progress limited due to lack of resources.	Number of households within 400m of bus service of at least 30 minute frequency.	Pete Price		
	Implement, monitor and learn from Derwent area Urban Bus Challenge (UBC) scheme. Need to consider extension of this scheme in medium term. Part funding comes through the Derwent New Deal initiative.	Funding was awarded for 3 years with annual revenue costs of £300k. To maintain this service further funding will be needed from April 2006, probably at least £100K per year.	Review and report on service and its performance by Dec 2004. Bid for any appropriate funding in 05/06 budget round	Number of passenger journeys on the UBC funded bus service	Pete Price		

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3.3 Achieving reliability of bus services	As part of LTP2 programme development, identify future bus priority measures investment.	Council staff time and bus operators' time. Consultants employed to carry out Derby Area Transport Study	To be developed as part of the LTP2 programme, overall deadline July 2005		Pete Price	Paras 8.8-8.9	
	Linked to development of improved local coordination of street works set up a Streetworks Bus Liaison Group to ensure that all streetworks and road works are audited and to consider practical measures to minimise delays to buses.	Council staff, bus operators' and public utility companies, as necessary.	Initial meeting held on 26/4/04. Terms of reference to be determined by July 2004.	Improved coordination – demonstrated by review of works and minuted in meeting notes.	Pete Price		
	Need to develop systems that lead to better planning and quicker implementation of bus priority measures and general traffic management improvements for bus services. Consider more innovative bus priority measures and pilot them in the city.	Divisional Coordination Group to review effectiveness of scheme planning and implementation processes.	Procedural note to set out a comprehensive scheme planning, design and implementation process. Draft by September 2004.	Progress on scheme implementation reported in LTP Annual Progress Report.	Section heads and group managers		

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3.3 Achieving reliability of bus services..... continued	Help to secure a state of the art bus station, together with other interchanges across the city, as part of delivering a Quality Bus Network in Derby	Council staff time, developers and bus operators.	New bus station by December 2007	Provision of new bus station	Pete Price /Tony Gascoigne	Paras 8.8-8.9	
	Implement LTP improvements to eliminate unnecessary delays to buses at bus stops in the city, e.g. parking enforcement. This is linked to Guidance on Bus stop locations and facilities.	Council staff time and LTP capital resources.	To reduce delays to bus services at bus stops	Bus service reliability	Pete Price /Neil Palfreyman		
	Seek to implement the bus priority measures required to complete the Bus Track network.	Council staff time and substantial LTP capital resources.	To increase the proportion of the bus network that has bus priority measures implemented.	The percentage of the Bus Track network that has been appraised for bus priority and had those measures implemented.	Tony Gascoigne /Pete Price		
	Investigate the decriminalised enforcement of bus lanes and other moving traffic offences that impact adversely on bus journey reliability.	Council staff time	To proceed as part of the Decriminalisation of Parking Offences see 5.1	As for 5.1	Neil Palfreyman		

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3.4 Provide effective information about bus services and ensure customers and potential customers receive it	The Council adopted bus information strategy (BIS) on 6 April 2004. Need to publish and implement the bus information strategy.	Council staff time. The strategy's implementation will depend upon affordability issues of proposals and the availability of staff resources, and will cover short, medium and long term These will be identified in due course	Increase the level of awareness of public transport information. Timescales as set out in the BIS	Level of awareness of public transport information	Pete Price	Paras 8.8-8.9	
3.5 Provide customers with financial incentives to promote the affordability of bus travel and to use the bus through fares strategies and fiscal intervention	Secure an integrated ticketing scheme for Derby to enable people to change buses without buying another ticket. Promote multi-ticket and family ticket offers.	Bus operators, existing council staff resources	Implement by April 2005	Existence of scheme and level of usage	Pete Price	Paras 8.8-8.9	
	Continue to consider, in conjunction with the bus operators and other interested bodies increases in car park charges as part of out public transport strategy.	Bus operators and existing council staff resources. Additional income should be reinvested in bus services. Re-prioritisation of existing staff resources.	To increase the number of multi-ticket and family ticket sales. Ongoing	Number of multi-ticket and family tickets sold PI will be set if funding becomes available	Pete Price Pete Price /Neil Palfreyman		
	Introduce the Gold Card for elderly people in 2004, in partnership with the County Council as a development of the concessionary fares scheme.	Additional resources have been secured to issue new cards.	All Gold Cards issues by October 2004	Percentage of Gold Cards issued by October 2004	Pete Price		

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3.5 Provide customers with financial incentives to promote the affordability of bus travel and to use the bus through fares strategies and fiscal intervention.... continued	Investigate the provision of direct debit facilities to buy annual bus tickets	Bus operators and Council staff	Complete investigations by March 2005	Minutes of Bus Operator Group meetings	Pete Price	Paras 8.8-8.9	
	Investigate the provision of interest free loans for annual tickets through business travel plans	Partnership between bus operators and council	Complete investigations by March 2005	Minutes of Bus Operator Group meetings	Pete Price		
	Investigate the potential for increasing the availability of concessionary travel to low-income groups.	Existing staff resources	Prepare a report on the options and financial implications of this proposal by March 2005.	Report produced	Pete Price		
3.6 Development of major transport schemes to provide a step-change in public transport provision.	As part of LTP2 development, review and identify major and other public transport schemes for inclusion in bids to Government and ultimately the capital programme.	Additional resources are being retained to progress the study work, develop preliminary concepts and prepare designs. Further resources may be needed. Extra post to be considered - £35000 per year, and/or use of consultants. Funded through capital programme.	Review of resource requirements to be completed by July 2004.	Review of public transport schemes through LTP2 development and DATS	Pete Price	Paras 8.8-8.9	

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What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer(s)	Reference	Progress against action and outcomes
3.7 Consider how we can use the planning system to help link land use and transport in a more effective way.	Develop Supplementary Planning Guidance to determine levels of capital and revenue investment in bus network, where a development has a significant impact on the transport network.	Re-prioritised staff resources. Once in place, this will lever in more income to be re-invested in public transport infrastructure provision and revenue support, where practical.	Produce draft guidance by December 2005.	Minutes of Planning and Transport Officer Group meetings	Pete Price /Rob Salmon	Paras 8.8-8.9	
Monitoring How will improvements be monitored?	Ultimately improvements will be monitored through increased use of bus services.						
Public outcome	Public should see a marked improvement in bus service provision, especially journey time reliability and facilities for bus users to make the experience more pleasant.						

Table 9.1 Improvement Plan – Services to Road Users

Aim	Reduce congestion and improve child safety on the school run						
Objective	To deliver school travel plans and associated initiatives more effectively						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
<p>4.1 More effective School Travel Plans and Safer Routes To School schemes.</p>	<p>Review the policy for delivery of STP and SRTS schemes to</p> <ul style="list-style-type: none"> • improve the methodology for prioritising future work programmes through WAT • streamline the delivery of physical and education, training and publicity measures through WAT • Improve information provided to schools to assist understanding of process • better engage schools, parents and residents • provide a toolkit to assist schools develop STP 	<p>0.5 FTE required to complete policy review, by re-directing existing staff resource. This would identify additional funding and resource requirements. Currently, approximately 4 FTE work on STP/SRTS and the annual capital budget is £330k. Further posts and funding may be required to accelerate programme.</p>	<p>Continue to hold monthly STP/SRTS WAT meetings to develop delivery process. Adopt government toolkit by end of May 2004. Complete review including detailed action plan by September 2004. Introduce STP's at 50 schools by April 2006 and at all schools by 2010.</p>	<p>Number of schools adopting school travel plans.</p> <p>Percentage of pupils at schools with travel plans travelling to school by non-car modes</p>	<p>Tony Gascoigne</p>	<p>Para 8.10</p>	

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Aim	Reduce congestion and improve child safety on the school run						
Objective	To deliver school travel plans and associated initiatives more effectively						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
4.2 More effective use of buses for school transport.	Investigate staggered opening hours for schools to enable bus operators to do two school runs each day thus reducing the cost of transport which includes: <ul style="list-style-type: none"> • review other LA operations. • examine the use of appropriate school transport route planning software. • Consider the DfT/DfES advice on staggered opening hours. • Consult with local residents, schools, governors, parents, operators, neighbouring authorities on any changes. 	Investigations are likely to require a 0.5 FTE post, by re-directing existing staff resource. Costs would be determined in due course.	Initial investigations are likely to be complete by Sept 2004. Implementation is likely to take a further 12 months.	Number of pupils using contracted school bus services	Tony Gascoigne/ Chris Niblock	Para 8.10	
Monitoring How will improvements be monitored?	Snapshot and before and after travel pattern monitoring and attitudinal surveys. Monitor increase in delivery of schemes. us patronage figures.						
Public outcome	Reduced congestion and improved safety outside schools and on school journeys.						

Table 9.1 Improvement Plan – Services to Road Users

Aim Objective	For the City Council to take on Decriminalised Parking Enforcement powers from the Police, to enforce parking and appropriate traffic offences To better deliver the LTP by ensuring that appropriate enforcement takes place to support ongoing schemes and initiatives.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
5.1 The enforcement of existing traffic restrictions.	Investigate and deliver decriminalised parking enforcement for Derby including <ul style="list-style-type: none"> • review of best practise • identify scope and extent of powers required • develop a communication plan • review existing restrictions • identify costs and funding streams • prepare orders and procedures including appeals • prepare a full project plan 	Exact costs and timetable will be identified as part of the detailed assessment and project plan. 1.5 FTE posts out of a team of 9 have been created to start up the project. In addition it is estimated that £50k would also be needed in 2004/05, with further funds in 2005/06 depending on progress. Ultimately operational costs would be recouped from parking income.	The detailed timetable has not been determined. It is estimated that the start up process would take 2 years.	Would be determined when decriminalised parking scheme was set up.	Mikk Campbell	Para 8.11	
5.2 Rationalise parking outside schools.	Develop a policy for enforcing parking on school keep clear markings in conjunction with school travel plan initiatives. Review existing school keep clear markings, in partnership with schools and amend if necessary.	Policy would require 0.1 FTE post, by re-directing existing staff resource. Traffic wardens will initially carry out enforcement but following decriminalisation this would be taken on by LA parking attendants. Review would require 0.5 FTE post, by re-directing existing staff resource, and £25,000 for changes to markings. The capital scheme cost could be considered LTP funding or revenue budget review process.	Aim to complete by September 2004. Aim to complete by April 2005.	Number of warnings/ tickets issued. Number of schools adopting travel plans	Tony Gascoigne Tony Gascoigne	Para 8.11	

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Objective	To better deliver the LTP by ensuring that appropriate enforcement takes place to support ongoing schemes and initiatives.						
What needs improving?	How will it be improved?	What resources will be required including financial resources?	Target including timescale	Performance indicator	Responsible officer	Reference	Progress against action and outcomes
5.3 Facilities for blue badge holder parking.	<p>Provide dedicated parking attendants to enforce existing restrictions following decriminalisation of parking restrictions.</p> <p>Assess demand by BBH's in off-street car parks through a parking survey. Increase and improve the number of dedicated blue badge holder parking spaces in city centre off street car parks.</p> <p>Collating and upgrading existing parking information into a single pack and providing the information on the Council's web site.</p>	<p>See decriminalisation action plan.</p> <p>There could be loss of income of approximately £700 per space each year. However blue badge holders may already be parking in existing spaces in which case the loss of income would be reduced.</p> <p>This would be relatively low cost.</p>	<p>See decriminalisation action plan.</p> <p>Aim to complete changes by September 2004.</p> <p>Aim to complete by September 2004.</p>	<p>Number of warnings/ tickets issued</p> <p>Number of Blue Badge spaces in off -street car parks.</p>	Mikk Campbell	Para 8.11	
Monitoring How will improvements be monitored?	Milestone targets will be developed as part of the decriminalisation process and performance will be monitored against these. Before and after parking surveys and attitudinal surveys. Parking fines or warnings issued per visit.						
Public outcome	Improved enforcement to make best use of capital investment. Blue Badge Holders will have improved facilities and choice. Parents and pupils would have safer areas outside schools in which to cross the road.						