

FIVE YEAR PROGRAMME AND FUNDING- 12



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We are receiving capital borrowing approval for approximately £23m for integrated transport and £86m for maintenance in the next LTP period 2006-2011, based on indicative allocations published in December 2005. The current approximate value of potential integrated transport schemes in Somerset is over £100m. So within the five year LTP2 period there are many more potential schemes than can be supported by current capital and revenue funding levels.

This situation requires us to develop clear scheme priorities that are based on the contribution of capital investment to corporate objectives, the DfT/LGA shared priorities and LTP2 targets.

This chapter outlines Somerset's approach to prioritisation which:

- Demonstrates the best possible value for the indicated capital funding level of £23m;
- Ensures that only the best ideas are prioritised for implementation; and
- Provides relevant evidence when making decisions on scheme priorities.

The chapter also sets out our proposed five year implementation programme which has been developed using the prioritisation process, as well as discussing how this ties in with our revenue funding programme and other non-LTP funding sources. Our approach to managing risks in delivering the programme is also discussed.

12.1 VALUE FOR MONEY THROUGH SCHEME PRIORITISATION

Following a review of existing research and best practice we have adopted a three stage approach to the prioritisation of the £23m Integrated Transport Block allocation.

This approach will be used to judge how investment in capital schemes delivers the objectives and targets that have been set for the LTP2 period. More details on the targets and evidence that the capital scheme programme can deliver is provided in Chapter 11.

The three stage methodology considers the contribution of every potential scheme against delivery of each LTP target, and this includes assessing schemes for their contribution to delivering new elements of the LTP process which are set out as requirements in the LTP2 guidance as shown in the following table.

Table 12.1 The Prioritisation Method Includes Targets Related to Specific LTP2 Guidance Requirements

LTP Requirement	Relevant Indicators Considered in the Prioritisation Methodology
Network Management Duty	LPI5 Congestion BVPI223 Principal Road Condition BVPI224a Non Principal Road Condition BVPI224b Unclassified Road Condition LP14 Volume of HGV Traffic on Non Strategic Routes
Accessibility Planning	LTP1 Accessibility BVPI102 Public Transport Patronage LTP3 Cycling
Strategic Environmental Assessment	LTP2 Change in Area Wide Road Traffic LTP8 Air Quality
Public Rights of Way Improvement Plan	LPI3 Ease of Use of Rights of Way LPI1 Accessibility

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The following diagram gives an overview of the funding allocation and scheme prioritisation process that we have developed and the following narrative explains this in more detail.

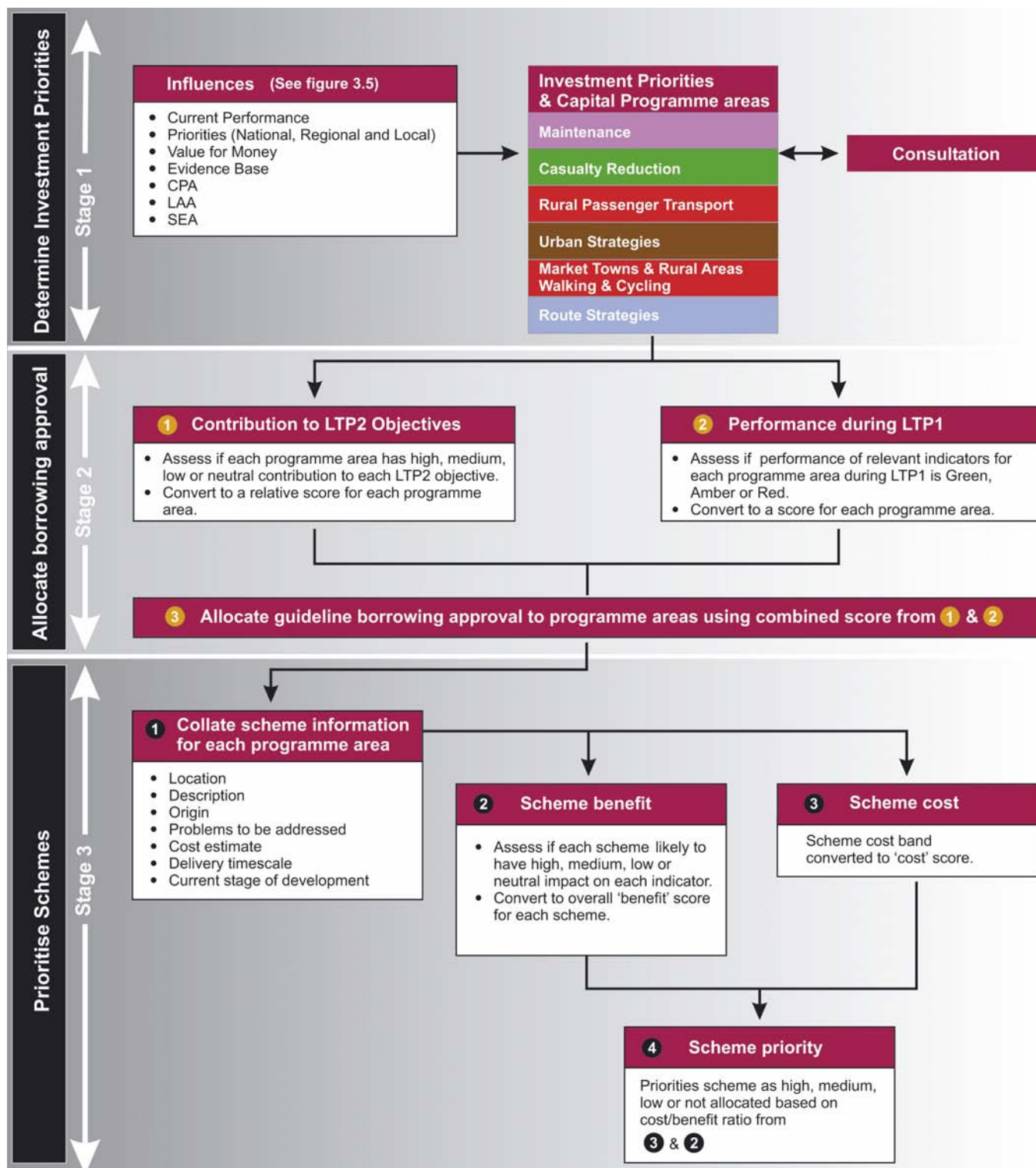


Figure 12.1 Funding Allocation and Scheme Prioritisation

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12.1.1 Stage 1: Definition of Investment Priorities

Our overall investment priorities for this LTP period were discussed in section 3.2.1, including the range of influences that were considered in order to establish them. These investment priorities have been used to develop the capital programme headings as follows:

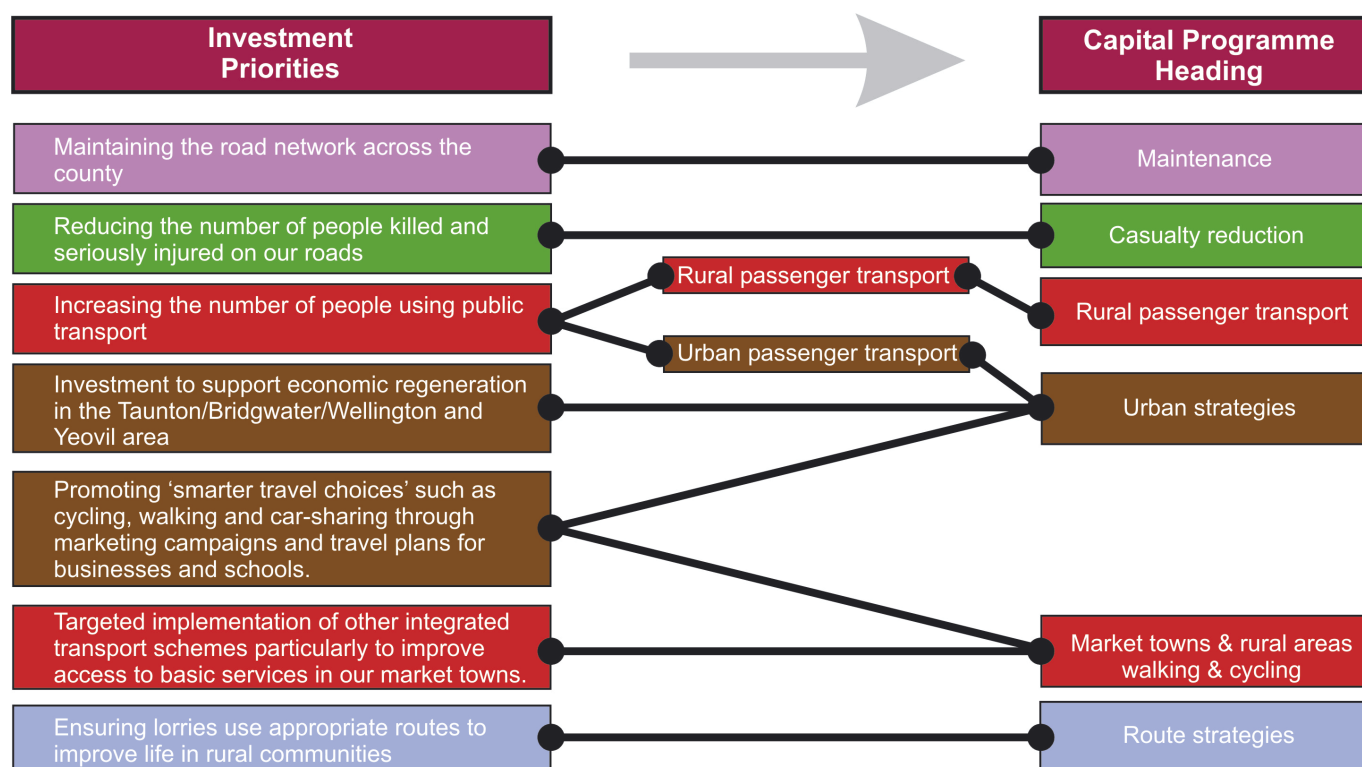


Figure 12.2 Delivering our Investment Priorities Through the Capital Programme

The 'Urban Strategies' programme heading covers a number of scheme types for Taunton, Yeovil and Bridgwater including:

- Demand management;
- Walking and cycling;
- Park & Ride;
- Public transport priority;
- Network management; and
- Capital funded elements of 'Smarter Choices' activity such as travel planning, marketing and awareness.

The 'Casualty Reduction' programme will deliver road safety engineering schemes countywide. 'Rural Passenger Transport' is focused on delivering the capital elements of the accessibility strategy. The 'Route Strategies' programme allocates a small amount of capital funding for elements of our route management strategies that cannot be delivered through co-ordinating casualty reduction, maintenance or passenger transport programmes. The 'Market Towns & Rural Areas Walking/ Cycling' programme focuses on walking and cycling improvements in the smaller towns outside Taunton, Yeovil and Bridgwater and key rural links.

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12.1.2 Stage 2: High Level Contribution to Objectives

We have used a New Approach to Appraisal (NATA) style appraisal technique to decide how to split the £23m planning guideline between the five capital programme areas outlined above.

The qualitative analysis is based on two steps:

Step 1: Direct assessment against objectives. Each programme area has been assessed for its contribution to the Somerset Strategic Partnership Vision for 2025 and our LTP objectives which are set out in section 1.1 of the LTP. Points are given to each programme area on the basis of a high, medium, low or neutral contribution towards each objective as shown in the following table.

Table 12.2 Assessment of Qualitative Contribution to Objectives

Contribution to Objective	Points
High	3
Medium	2
Low	1
Neutral	0

In order to give a simple score to express the relative contribution of each programme area to the vision and objectives, the points are added up for each programme area then divided by the lowest number. As an example casualty reduction has 22 points and when divided by the lowest number (6 for route strategies), gives a relative score of 4. Similarly the relative score for route strategies comes out as 1. The ratio in terms of likely delivery of the objectives is therefore 4:1 in favour of casualty reduction.

Table 12.3 Investment Priority Contribution to Objectives

Capital Programme Area	Total Number of Points ⁽ⁱ⁾	Relative Score
Urban Strategies	36	6
Casualty Reduction	22	4
Rural Passenger Transport	20	3
Route Strategies	6	1
Market Towns & Rural Areas Walking/ Cycling	20	3

This table shows that investment in urban strategies provides the most significant contribution to the full range of LTP objectives. This reflects the contribution that urban area investment makes to supporting sustainable economic growth in appropriate locations, reducing growth in congestion/pollution and improving accessibility and safety. In contrast route strategies, which were a significant focus of investment in LTP1, are now judged to make a much smaller contribution to the new LTP objectives (which now reflect the shared priorities agenda).

During this assessment process the idea of splitting the £23m budget purely according to the relative score was considered. However this would have ignored the fact that the delivery of LTP2 objectives is also related to current performance in each programme area.

i The detailed assessment that has determined these points totals is not reproduced here

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Step 2: Performance in LTP1. For each programme area, the performance of all indicators in LTP1 relevant to the programme area was assessed using a traffic light system:

Table 12.4 LTP1 Performance Categories

Category	Performance of relevant indicators in LTP1
Green	Demonstrably on track to meet target or already achieved
Amber	Likely to be on track to meet target or no clear evidence to make a firm judgement
Red	Demonstrably not on track to meet target and not likely to be achieved

The traffic light assessments are converted into a score for each programme area using the points allocated in table 12.2, with green indicators having a 'plus' score and red indicators having a 'minus' score. Each indicator therefore gives a score of between +3 and -3 according to current performance of the indicator and the contribution of the overall programme area to the LTP2 objectives. These can be added together to produce an overall score for each programme area. The outcome of this scoring process is shown in the following table.

Table 12.5 LTP1 Performance Score for each Area of the Capital Programme

Capital Programme Area	Performance Score ⁽ⁱⁱ⁾
Urban Strategies	-7
Casualty Reduction	-8
Rural Passenger Transport	-2
Route Strategies	-2
Market Towns & Rural Areas Walking/ Cycling	-3

The best available evidence is that the targets not on track to be achieved have suffered from a lack of investment during LTP1 (although this is often not the only cause of a failure to meet the target).

The table above shows the effect of failing to meet targets for key mandatory indicators such as bus patronage, levels of cycling and road casualties which are vital components of the urban strategies and casualty reduction programmes. Therefore subject to demonstrating causal links between scheme delivery and progress towards targets we propose to prioritise investment towards programme areas which have under performed during LTP1, and to amend our policies accordingly.

ii The detailed assessment that has determined these performance scores is not reproduced here



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Step 3: Splitting the Planning Guideline Budget. Based on the assessments undertaken in Steps 1 and 2 above the £23m planning guideline for 'integrated transport' schemes is to be split as follows. This excludes maintenance approvals:

Table 12.6 Planning Guideline Budget Allocation to Capital Programme Headings

Capital Programme Area	LTP2 Budget Allocation (£m)	LTP1 Budget Allocation (£m) ⁽ⁱⁱⁱ⁾	Change LTP1 to LTP2 (£m)
Urban Strategies	9.583	8.204	+1.379
Casualty Reduction	7.367	5.523	+1.844
Rural Passenger Transport	2.541	1.917	+0.624
Route Strategies	0.383	6.296 ^(iv)	-5.913
Market Towns & Rural Areas Walking/ Cycling	3.115	4.756	-1.641
Total	22.989	26.696	-3.708

NB These figures have been round to three decimal places (i.e. nearest one thousand pound) throughout. The actual total for all the programme areas is £22,987,660.

Our indicative funding approval for integrated transport measures over the LTP2 period is almost £4m less than the funding we received over LTP1. The above table shows that within this more constrained financial position we have re-focused our funding allocations to deliver our new investment priorities. Our urban strategies and casualty reduction programmes will receive significantly higher levels of capital investment in LTP2, despite the overall reduction in available funding. This reflects our desire to tackle problems of road safety and invest in measures to help deliver the Regional Spatial Strategy by tackling congestion in our main urban areas. We have also increased investment in rural passenger transport. The speed management needs of specific schemes or LTP interventions will be assessed and delivered in implementing our LTP2 which is an essential policy change to the Council's previous speed management policy.

As shown in the capital programme in Table 12.10, a large element of the urban areas allocation is towards urban passenger transport solutions for tackling congestion, reflecting the influence of several passenger transport targets on our investment profile. This has resulted in a lower allocation than was anticipated in the provisional LTP2 document, for network management schemes aimed at tackling congestion.

Section 12.2.2 discusses how we intend to make use of any additional 'performance related' funding approvals to increase investment in network management and improvement schemes to bring this area of the programme more in-line with the investment need outlined in our transport strategy reviews for the main urban areas. We would also like to increase investment in our market towns if significant additional funding were available.

The reduction in integrated block funding for route strategies is based on evidence that safety and accessibility objectives can be delivered more effectively from other budget headings, most notably casualty reduction and the £15m per year allocation for capital highway maintenance.

iii Approximate figures only

iv Included speed management funding



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12.1.3 Stage 3: Contribution of Schemes to Targets

Under each of the five programme areas there are a large number of potential transport capital schemes that are competing for LTP funding. These schemes originate from a number of sources including:

- Taunton, Yeovil and Bridgwater area strategies;
- strategies for particular modes of travel (such as cycling, passenger transport and freight);
- technical work to address identified problems (especially road casualties);
- other County Council studies such as the Roads Review;
- requests from County and District elected members; and
- requests from Town/Parish councils and community groups.

We have prioritised these schemes using a “scorecard” which assesses the contribution of each scheme to every LTP2 indicator, in effect a measure of value for money. The scorecard assessment process has three steps.

Step 1: Collation of scheme data and information. The first step is to record as much scheme information as possible:

- Location;
- description (basic components);
- origin;
- problems to be addressed;
- estimated cost;
- estimated timescale; and
- current stage of development.

Step 2: Assessment of scheme against indicators. Using the information obtained in Step 1, plus any secondary evidence, every scheme is subject to a quantitative and qualitative assessment in relation to its potential impact on each LTP2 indicator.

- An example of a quantitative assessment is the impact of a scheme on preventing a particular number of casualties (based on existing accident/casualty records)
- An example of a qualitative assessment is the impact of a scheme on bus patronage – by using the number of key trip attractors on the route improved by the scheme as a measure of potential contribution to modal share.

The scheme is given a score between 0 and 3 for each indicator:



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Table 12.7 Quantitative and Qualitative Impact on Indicators

Impact on Indicator	Score
High	3
Medium	2
Low	1
Neutral	0

The scores are added up to provide a total score for each scheme. As there are 19 LTP2 indicators a scheme can have a minimum score of 0 and a maximum score of 57.

Step 3: Cost to benefit assessment. A comprehensive picture of value for money can only be provided if the cost of each scheme is compared to the expected benefit. For many schemes, particularly those at an early stage of development, the costs are only broad estimates and an allowance often has to be made for “optimism bias”, the tendency to under estimate costs.

Scheme costs have been grouped into bands and given a score as follows:

Table 12.8 Cost Bands for LTP2 Schemes

Scheme Cost (£)	Score
Less than 25,000	1
25,000 to 50,000	1.25
50,000 to 75,000	1.5
75,000 to 100,000	2
100,000 to 150,000	2.5
150,000 to 200,000	3
200,000 to 300,000	3.5
300,000 to 500,000	4
500,000 to 750,000	4.5
Over 750,000	5

The cost to benefit assessment is then derived by dividing the scheme benefit by the cost. So for example if a scheme has a benefit score of 34 and a cost of £125,000 (cost score 3) then the cost to benefit ratio is 11.33.

The costs used in the assessment only reflect the LTP integrated block funding. Therefore any schemes that are part funded from other sources (such as developer contributions) will represent better value for money as the cost element will be reduced whilst the benefits will reflect the impact of all the investment (irrespective of the funding source).

Step 4: Allocation of Schemes to Priority Bands. This final step is important because the cost to benefit assessment process is (necessarily) an estimate at a given point in time and the cost/benefit ratio should be treated as a guide to value for money. Therefore to consider schemes purely based on the cost/benefit ratio gives the misleading impression that the scorecard is an exact science.

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The table below therefore shows how the cost/benefit ratios can be converted into priority bands. The bands are based on the proportion of indicators that a scheme should ideally contribute to. For instance a high priority scheme should have a high impact on at least one third of the LTP2 targets. This approach ensures that integrated “cross cutting” schemes, those that impact on a wide range of LTP2 indicators, are given a higher priority.

Table 12.9 Priority Bands for LTP2 Schemes

Cost/Benefit Ratio	Priority Band
Less than 2.0	Scheme Not Allocated to the Programme
2.0 to 3.6	Low
3.6 to 5.6	Medium
Over 5.6	High

Use of the Prioritisation Methodology

The three stage methodology outlined above has been used as a framework for assembly of the Integrated Block capital programme which is set out later in this chapter.

As scheme costs and benefits become clearer the scorecard assessments will be re-visited in order to provide a reality check that schemes still represent value for money and impact on targets.

The prioritisation methodology will be used as part of our new approach to corporate performance management. Progress of schemes and the resulting delivery of targets will be an integral part of demonstrating how we are delivering the shared priority agenda.

12.2 USE OF THE PLANNING GUIDELINE

The indicative planning guideline capital borrowing approvals in the December 2005 LTP settlement letter are set out below.

Table 12.10 LTP2 Planning Guideline Funding

Funding Stream	LTP1 Average £m	2006/07 £m	2007/08 £m	2008/09 £m	2009/10 £m	2010/11 £m	Total £m
Maintenance Block		15.958	16.277	17.091	17.946	18.843	86.115
Integrated Transport Block	4.575	4.294	4.377	4.569	4.769	4.978	22.987
Total		20.252	20.654	21.660	22.715	23.821	109.102

NB: These figures have been rounded to three decimal places throughout.



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12.2.1 Maintenance Block

The allocation for highway maintenance will be invested to ensure that we meet our targets as set out in Chapter 11. Our five year programme for maintenance will be developed in detail as the ongoing Transport Asset Management Plan (TAMP) work establishes a new routine for the prioritisation of highway maintenance investment.

12.2.2 Establishing the Integrated Block Capital Programme

The following diagram shows how the final LTP2 programme has been developed and how it will be revised according to changes in the indicative funding levels whilst still maintaining a focus on the investment priorities that will deliver the LTP and Corporate Performance Assessment (CPA) targets.

The key to a successful LTP will be to identify those elements of the various strategies which will have the biggest impact in terms of delivering the LTP2 objectives and targets, and which offer the best value for money, as there will clearly not be sufficient funding to deliver the complete programme for each of the strategies developed through the detailed technical studies.

In preparing the programme we have established that the available funding is broadly sufficient to deliver the proposed step-change casualty reduction and public transport, however we have been unable to fund, within this LTP programme, the full range of schemes and measures that our technical studies and models have identified are required to tackle congestion in our main urban areas.

The LTP process offers the opportunity for the Government to allocate up to an additional 25% funding approvals for 'integrated transport measures', based on the quality of our LTP2 and our progress in delivering transport improvements during the LTP1 period.

We therefore propose that any additional funding allocated to Somerset following the various performance assessments will be used to help us deliver our local targets for tackling congestion in Taunton and Yeovil through further minor urban highway improvements and traffic control schemes, and also for schemes linked to economic regeneration in some of our smaller market towns. We anticipate that if sufficient additional funding is allocated to Somerset this will be split approximately 75% towards tackling main urban area congestion, and 25% towards supporting regeneration schemes in smaller settlements. If we receive a low level of additional funding we will consider the most appropriate split for this once the precise figures are known.

We will then be able to more effectively respond to the forecast levels of congestion in our main urban areas, as set out in our evidence base, and the wide variety of concerns that have come through our consultations that the LTP framework should enable some funding to be targeted at schemes which help deliver economic regeneration in our smaller towns and rural areas.

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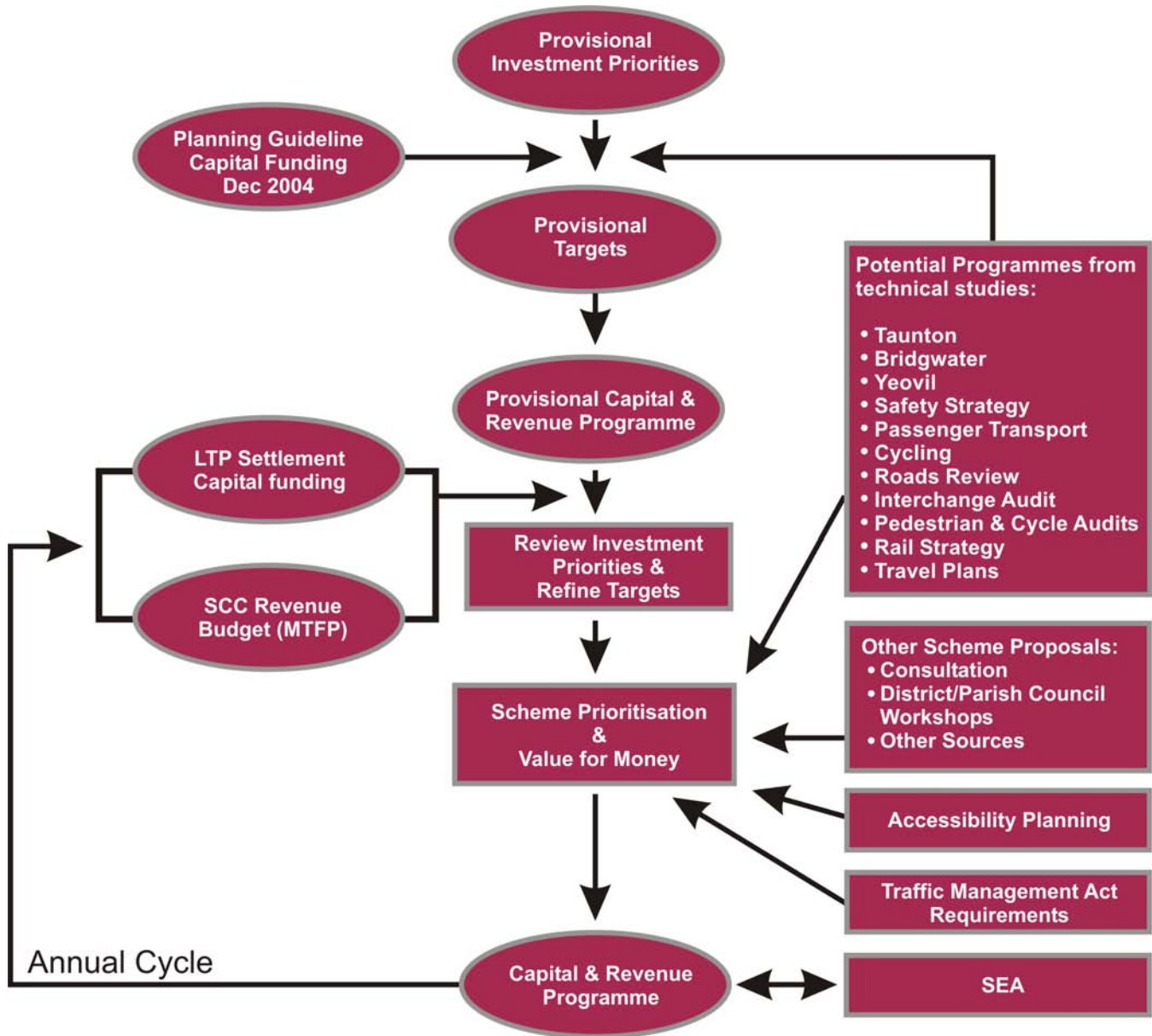


Figure 12.3 Determining the LTP2 Capital and Revenue Programme

12.2.3 The LTP2 Programme

The following table summarises the five year programme. The scheme types are based on those that have been assessed as part of our prioritisation framework so that there is a clear link between schemes and our objectives and targets. This represents the broad shape of the programme that we feel will deliver our targets. As described in section 11.3 on efficient programme management, this will evolve as the programme is developed and managed in detail and new issues come to light, particularly with regards to feasibility and deliverability of schemes. The programme will also be further developed as further work on accessibility planning, traffic management and safety, for example, reach conclusions.

The revenue funding shown in this table is explained in more detail in Table 12.12.

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Table 12.11 LTP2 Programme

	Total Capital Estimates 2006-2011 (£000's)	Number of new Schemes 2006-2011	2006/07	2007/08	2008/09	2009/10	2010/11	2006/07 Revenue Budgets £000's	Forecast Revenue Funding 2006-2011 ^(v) (£000's)
Market Towns and Rural Areas walking/ cycling								281	1,405
Market towns cycling & walking	445	10	1	5	2	2			
Rural cycling	1,358	9	1		1	2	5		
Rights of Way	545	Comprehensive implementation programme not broken down into individual schemes						673	3,365
Rural 'Smarter Choices' ^(vi)	486	Ongoing activity not scheme based						16	78
Schemes carry forward from LTP1	281	N/A							
TOTAL	3,115	19							
Route Strategies	291	4			2	1	1		
Schemes carry forward from LTP1	92	N/A							
TOTAL	383	4							
Casualty Reduction ^(vii)									
Areas	391	3		2	1			552	2,760
Routes	2,418	33	25	5	3				
Clusters	842	22	21		1				
Safe routes to schools	309	5	4		1				
Schemes to be identified following detailed assessment of future casualty problems and priorities	3,407	To be determined following assessment							
TOTAL	7,367	63							
Urban Strategies								601	3,005
Demand management	21	1	1						
Urban cycling & walking	1,012	10	3	4	3				
Urban network management	1,126	10	3	3	2		2	660	3300

v Subject to annual budget setting process

vi Measures include travel plans, information, marketing & awareness activities

vii Safety Camera Partnership funding on separate line

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	Total Capital Estimates 2006-2011 (£000's)	Number of new Schemes 2006-2011	2006/07	2007/08	2008/09	2009/10	2010/11	2006/07 Revenue Budgets £000's	Forecast Revenue Funding 2006-2011 ^(v) (£000's)
Urban 'Smarter Choices' ^(viii)	486	Ongoing activity not scheme based						16	78
Schemes carry forward from LTP1	254	N/A							
Urban passenger transport:								17,994	89,970
Park & Ride	4,427	1				1			
Quality Bus Partnership	574	2					2		
Interchange improvements	230	3			1	1	1		
Real-time passenger information	223	Comprehensive implementation programme not broken down into individual schemes							
Yeovil - Taunton fastbus	1,071	1		1					
SW TRIP database	157	Funding contribution to regional database, not scheme based							
TOTAL	9,583	27							
Rural Passenger Transport									
Rural interchange improvements	307	6		2	1	1	2		
Demand responsive transport	320	5	2	2		1			
Quality Bus Partnership routes	459	4	1	1	1	1			
SW TRIP database	316	Funding contribution to regional database, not scheme based.							
Real-time passenger information	895	Comprehensive implementation programme not broken down into individual schemes.							
'One-network' marketing concept	162	Comprehensive marketing programme not broken down into individual schemes.							
Schemes carry forward from LTP1	82	N/A							
TOTAL	2,541	15							
TOTAL INTEGRATED TRANSPORT INVESTMENT PRIORITIES	22,988							20,792	103,961

v Subject to annual budget setting process

viii Measures include travel plans, information, marketing & awareness activities

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	Total Capital Estimates 2006-2011 (£000's)	Number of new Schemes 2006-2011	2006/07	2007/08	2008/09	2009/10	2010/11	2006/07 Revenue Budgets £000's	Forecast Revenue Funding 2006-2011 ^(v) (£000's)
Safety Camera Partnership	1,130	Integration of funding within safety strategy to be determined.						1,347	5,084
Maintenance block	86,115	Programme determined through condition surveys.						22,702	113,510
Cross-cutting revenue activity ^(ix)		Ongoing activity not scheme based						824	4,120
TOTAL OVERALL INVESTMENT	110,233							45,665	226,675

NB: These figures have been rounded to two decimal places throughout.

v Subject to annual budget setting process

ix Includes LTP implementation, planning liaison/ development, integrated transport policy management, scheme & policy monitoring.

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12.3 INTEGRATING CAPITAL AND REVENUE RESOURCES

The LTP guidance requires us to set out a programme that utilises both capital allocations determined through the LTP process, and revenue funding resources from the Council and other partner authorities or agencies.

The recent Passenger Transport Strategy Review and Main Urban Area Transport Strategy Reviews set out additional revenue funding that is required in order to make a real difference to accessibility and congestion in the County.

The additional revenue funding requirement was considered through the Council's Medium Term Financial Plan process and the LTP programme reflects the outcome of those discussions which resulted in increased budgets to deliver 'Smarter Choices' initiatives such as marketing activity and road safety education.

We will be investing over £45m of revenue funding per annum, including staff costs, to support delivery of the targets and objectives within the LTP.

Table 12.12 sets out this investment for the year 2006/07 and summarises how each revenue stream will contribute to particular LTP targets and objectives.

Revenue funding supports a very wide range of activities including:

- Support for various forms of public transport service that cannot be provided by commercial operators;
- Publicity and promotion of all Somerset County Council integrated transport strategies – in particular cycling, walking and public transport;
- Development of school and workplace travel plans;
- Education, training and publicity (ETP) activities that help to deliver the road safety strategy;
- Maintenance of the existing highway network (including Public Rights of Way);
- Routine maintenance of assets delivered by LTP capital funding; and
- Planning, design and delivery of all transport capital expenditure by Somerset County Council officers and its term consultant Atkins.

Table 12.12 2006/07 Revenue Funding Supporting Delivery of LTP2

Intervention	2006/07 Budget (£m)	Contribution to LTP Objectives and Performance Indicators
Road Safety Safety Camera Partnership	0.552 1.347	This budget supports all of the work undertaken by the County Road Safety Team, and the revenue aspects of the Safety Camera Partnership. Included in this figure is spending on education, training and publicity measures as well as items such as contributions to school crossing patrols. All the casualty analysis work of the county council is also funded by this investment. Revised funding arrangements have recently been announced for the Safety Camera Partnership operations. Contributes to: Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties).
Public Transport Support Rural Bus Grant & Challenge Funding	2.727 1.713	Provision of non commercial bus services particularly in rural areas and at evening /weekends. Contributes to: Objective: Reduce social exclusion and improved access to everyday facilities. Targets: BVPI102 (Bus Patronage) and LTP1 (Accessibility).
Community Transport	0.351	Provision of community transport services in areas that cannot sustain conventional bus services. Contributes to: Objective: Reduce social exclusion and improved access to everyday facilities. Targets: BV102 and LTP1 (Accessibility)



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Intervention	2006/07 Budget (£m)	Contribution to LTP Objectives and Performance Indicators
Education Transport	11.502	Provision of Home to School Transport for school children. Objective: Reduce growth in congestion and pollution and improve health. Target: LTP4 (Mode Share of Journeys to School)
Social Services Transport	1.701	Provision of access to Somerset County Council social care facilities such as day centres. Contributes to: Objective: Reduce social exclusion and improved access to everyday facilities. Target: LTP1 (Accessibility)
Public Rights of Way	0.673	Maintenance of Somerset's extensive Public Rights of Way network. Contributes to: Objectives: Reduce social exclusion and improved access to everyday facilities and Protect and enhance the built and natural environment. Targets: LPI3 Ease of Use of the Public Rights of Way Network and LTP1 Accessibility.
LTP Implementation	0.183	A figure which covers the revenue costs of planning and designing LTP schemes. This figure Contributes to all LTP targets as without the work of these key staff then nothing would actually be delivered.
Planning Liaison / Development	0.419	SCC secures some £5m developer funding per annum which is used to fund direct works or contributions towards new transport infrastructure. Contributes to: Objective: Support sustainable economic growth in appropriate locations Target: All LTP targets can potentially benefit from the delivery of developer funded schemes.
Major Scheme Planning and Design	0.601	This expenditure is earmarked for the Taunton Third Way and Northern Inner Distributor Road major schemes. The revenue funding does not directly support the basic LTP2 targets as these are not dependent on any major schemes bid. However delivery of a major scheme would allow the basic targets to be stretched as well as delivering key objectives for economic regeneration and multi-modal access in Taunton.
Integrated Transport Policy Marketing	0.060	Marketing and publicity makes a vital contribution to LTP targets in particular – by making people aware of the existence of integrated transport services and the benefits of using them on a more regular basis. Promoting sustainable travel through 'smarter choices' initiatives such as travel plans, carshare, and development/ promotion of more sustainable travel choices such as cycling and walking Objectives: Influence travel behaviour and widen travel choice. Targets: Underpins most targets.
Sustainable Travel and Smarter Choices Team	0.308	
Workplace Travel Plans	0.004	In order to assess the high single occupancy car dependency of employees in Somerset workplaces significant activity will be undertaken in the area of travel planning. Contributes to: Objective: Support sustainable economic growth in appropriate locations. Target: LPI2 Mode Share of Journeys to Work.
Scheme and Policy Monitoring	0.075	This is a crucial activity that underpins the whole of LTP2 delivery. The monitoring programme will provide timely information on progress towards targets and will give the County the ability to adjust the capital programme to address areas of under performance. Furthermore monitoring will provide a better evidence base that is needed to undertake regular scheme prioritisation exercises so that value for money is achieved. Many of the budget lines in this table also contain significant amounts of money for monitoring.
Data Collection	0.087	
Surface Dressing	4.000	The surface dressing programme aims to ensure that the highway is safe for all road users. The presence of potholes can be a particular problem for vulnerable road users such as cyclists and motorcyclists. The skid resistance of the carriageway for motorised vehicle users is improved by the surface dressing programme. Contributes to: Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties) and BVPI223, BVPI224a and BVPI224b.
Safety Maintenance	0.563	This particular activity includes the maintenance of signs, road markings and street furniture. Again the primary benefit is related to safety as the fading of signs/road markings and the failure of assets such as safety barriers can be a significant hazard to all road users – especially when visibility is poor. Contributes to: Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties).



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Intervention	2006/07 Budget (£m)	Contribution to LTP Objectives and Performance Indicators
Environmental	1.072	This activity includes verge and tree maintenance and hazard removal. This is an important activity for both safety and accessibility reasons. Trees at the side of the road or on adjacent land can often present hazards to road users (particularly in windy weather) unless they are regularly maintained. Minor road visibility can be vastly improved by regular grass cutting and hedge trimming. In deep rural areas keeping very narrow roads as clear as possible is essential to promote accessibility for all road users. Contributes to: Objectives: Improve safety for all who travel, reduce social exclusion and improved access to everyday facilities and Protect and enhance the built and natural environment. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties), BVPI99c (Slight Casualties) and LTP1 Accessibility.
Routine – safety repairs	3.261	The response of Somerset County Council to damage to the carriageway, road signs and various structures such as bridges and retaining walls is a vital element in ensuring that the travelling public is provided with a safe highway. Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties) and BVPI223, BVPI224a and BVPI224b.
Routine – drainage cleansing	2.066	Activities such as gully cleaning, ditching, ploughing and minor drainage works ensure that the highway remains as free as possible from surface water – which is a potential hazard for all road users but especially pedestrians, cyclists and motorcyclists. Targets: BVPI223, BVPI224a and BVPI224b.
Emergency maintenance	0.561	The response of Somerset County Council to damage to the carriageway, road signs and various structures such as bridges and retaining walls is a vital element in ensuring that the travelling public is provided with a safe highway. Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties) and BVPI223, BVPI224a and BVPI224b.
Winter maintenance	1.169	This includes salting operations and provision of salt barns/vehicles and is vital in preventing vehicles from skidding on icy highway surfaces and pedestrians slipping on footways. Contributes to: Objectives: Improve safety for all who travel and reduce social exclusion and improved access to everyday facilities. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties), BVPI99c (Slight Casualties) and LTP1 Accessibility.
Highway Structures	0.363	The maintenance of highway structures such as bridge parapets and large culverts is important to ensure that all road users contributes to: Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties).
Highway Lighting	3.425	Good visibility makes a vital contribution to highway safety and the routine maintenance and repair of street lighting is therefore crucial in ensuring that road users are able to see each other and adjust their behaviour accordingly. Lighting also is important for the personal safety of pedestrians and cyclists in particular and so it can also be argued that lighting significantly enhances local access. Contributes to: Objective: Improve safety for all who travel. Targets: BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties) and BVPI99c (Slight Casualties).
Traffic Control Systems	0.660	Repair and maintenance of traffic signal installations, and effective street and traffic management is vital to ensure that the capacity of the existing transport network is optimised. Significant traffic congestion problems can occur if signals fail. Furthermore the ability of pedestrians and cyclists to cross the road and negotiate road junctions will be severely compromised if traffic signals or signalised crossings are not working. This has implications for both safety and accessibility of these road users. Contributes to: Objectives: Reduce growth in congestion and pollution, improve safety for all who travel and reduce social exclusion and improved access to everyday facilities. Targets: LP11 (Congestion), LTP5 (Bus Punctuality), BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties), BVPI99c (Slight Casualties) and LTP1 Accessibility.
Street & Traffic Management	1.045	
Network Management	5.177	This budget plays an essential role enabling us to respond to day-to-day network management problems as well as co-ordinating works to ensure any potential adverse

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Intervention	2006/07 Budget (£m)	Contribution to LTP Objectives and Performance Indicators
		<p>impact on congestion, safety and accessibility is minimised. This also enables us to undertake condition surveys, inspections as well as a range of other activities.</p> <p>Objective: Improve safety for all who travel, Improve the efficiency and effectiveness of the transport network, and reduce social exclusion and improved access to everyday facilities.</p> <p>Targets: LTP5 (Bus Punctuality), BVPI99a (KSI Casualties), BVPI99b (Child KSI Casualties), BVPI99c (Slight Casualties), LTP1 Accessibility, LPI5 (Congestion), BVPIs 223, 224a, 224b, 187 (Maintenance)</p>
Total Revenue Spend	45.665	

12.4 USE OF NON-LTP FUNDING

In addition to the £23m planning guideline figure it is anticipated that we will receive around £5m of capital funding per annum from various developments primarily in the urban areas and market towns. Traditionally such funding has been used to mitigate any local transport problems that the development might cause. These problems usually revolve around congestion and safety issues at junctions immediately adjacent to the development.

Problem mitigation will remain an important part of the role of developer contributions. However the development of the strategies for the three major towns and the scheme prioritisation framework allow us to take a much broader view of how developer funding can contribute to schemes that deliver against LTP objectives.

With over 500 proposals now part of our database our development control officers will have much more information that will allow them to negotiate and deliver LTP schemes from developer contributions. Some schemes currently in the five year LTP programme may be fully or partly funded from developer contributions. If this is the case it will allow other schemes not currently in the programme to be brought forward as long as they still have a reasonable score against targets.

We already combine funding previously held by our education and social services departments along with funding for public transport contracts and community transport to run our Integrated Passenger Transport Unit. As our Accessibility Strategy progresses this will also highlight potential additional sources of funding used by our partners to deliver access to basic services, and we will work with our partners to make more effective use of the funding that we jointly manage.

Other potential sources of non-LTP funding are:

- Parking charges raised by District Councils;
- Safety Camera Partnership;
- Efficiency savings redirected to front-line services;
- Reward funding under the Local Area Agreement; and
- Other Central Government funds that may be available from time to time.

Successful partnership working is also likely to release additional in-kind or direct financial contributions and we will ensure that we maximise the opportunities for this to contribute towards delivery of our objectives and targets.

12.5 RISK ASSOCIATED WITH DELIVERY

Establishing the risks associated with programme delivery has been achieved by using a simple risk matrix appropriate for this early stage. This attempts to gain a broad understanding of the barriers to progression and is based on experience of similar programme implementation.



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The following risks have been assessed:

3rd Party Issues

A scheme type being led by a 3rd party to which Somerset County Council can participate in order to increase delivery of targets.

Land Acquisition

A scheme requiring non-highway owned land either by an agreement and therefore influenced by others, or by CPO and therefore time dependent.

Environmental Assessments

A scheme with some element likely to impact on its surroundings and therefore requires an assessment which could be season dependant or sensitive beyond mitigation.

Public Enquiry

A scheme containing an element that could result in a formal enquiry for SoS decision.

TRO (Traffic Regulation Orders)

A scheme containing the need for a legal order of which the outcome is subject to stakeholder feedback.

Public Consultation

A scheme requiring significant public consultation that could change the outcome.

Planning Consent

A scheme which will need to seek planning consent and therefore subject to the outcome the planning process.

The likely significance of the above effects on overall delivery of each scheme type is then assessed, placing it into a category of Low (green) Medium (yellow) or High (red). The direct benefit of this risk assessment approach to programming is the ability to identify schemes that need lower cost preparatory works to ensure timely delivery and reduced abortive costs in later years of the LTP period. Likewise, it also allows the identification of 'quick win' schemes that can be brought online within the first years of LTP2 thus maintaining the momentum of the step change improvements.

The diagram below shows an example of the practical application of this approach on one area of the provisional LTP2 programme. The process has been completed on all elements of the programme to inform the funding allocation and phasing, but the information has not been included here for practical reasons.

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		Significance			Likelihood		
		High	Med	Low	No	Maybe	Yes
		3	6	9			
		2	4	6			
		1	2	3			

	Total	3rd Party Issues	Land Acquisition	Environmental Assessments	Public Enquiry	TRO's	Public Consultation	Planning Consent
MUA Cycling & walking								
R:								
Yeovil –physical and signal priorities (junction / roundabout) Block A – 4 schemes inc hosp subway	13.0	1	2	1	1	1	6	2
C: est £150k								
R:								
VFM:								
Yeovil – Road crossings Block B – 3 crossings est £30k ea + deter jaywalking	12.0	1	4	1	1	2	3	1
C: est £100k								
R:								
VFM:								
Cycle Network in Yeovil + cycle infrastructure (£7)	21.0	1	6	3	2	2	6	2
C: £500k								
R:								
VFM:								
Taunton Town Centre Pedestrian crossing facilities	9.0	1	1	1	1	2	3	1
C: 150-250k								
R:								
VFM: 36.5								
Yeovil – footpaths (new/route completion) Block E, 4 schemes	14.0	1	4	2	2	1	3	2
C: 750k								
R:								
VFM:								
Taunton Cycle and Walking schemes	18.0	1	4	3	2	2	6	1
C: £500k								
R:								
VFM: 26								
Bridgwater cycle network	22.0	1	6	3	2	4	6	1
C: £408k								
R:								
VFM: 24.3								
Bridgwater Pedestrian Improvements	12.0	1	4	2	1	1	3	1
C: est £250-500k								
R:								
VFM: 20.3								
Cycle Network in Taunton	17.0	1	4	1	1	4	6	1
C: £1500 (300pa)								
R:								
VFM: 12.5 (25 on pa basis)								
Yeovil cycle infrastructure (?)	17.0	1	4	1	1	4	6	1
C:								
R:								
VFM:								

Figure 12.4 Example of our Initial Scheme Risk Assessment

12.6 SERVICE DELIVERY EFFICIENCIES

Our examination of the whole service supply chain has emphasised the importance of forward programming, outcome focus and co-operation to ensuring successful delivery of the LTP targets and value for money. Utilising the risk assessment approach above provides a more realistic view of the programme that can be developed to allow us to plan the appropriate time for quality feasibility, consultation, detailed design. In turn, this will enable us to refocus resources and funding away from inappropriate schemes as well as increasing the likelihood of early stakeholder support. The outcome is a culture and operation of 'right first time'.



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Towards the end of the service delivery chain this forward planning approach and risk identification leads to improved delivery by contractors through better lead-in times and construction at more cost effective times of the year such as the summer.

In developing this approach, we recognise the importance of continuing to appraise schemes on an individual basis. Prior to each stage of the scheme life cycle, we will pass all schemes through a reality check 'gateway' to ensure that they continue to focus on delivering the targets that our prioritisation framework has assessed them against. We believe we can do so using an adaptation of the Project Appraisal Process (PAR) currently used by the Highways Agency. It will then be possible to utilise our existing Scheme Identification Database (SID) to record and compare the expectations against actual targets achieved. This approach to continuous review enables portfolio manager to ensure the programme is objective focused and that resources are being targeted towards LTP targets.

Once a programme of suitable schemes has been appraised, issues of synergy and efficiency between schemes must be recognised to in order to maximise the benefits in terms of cost and time with minimal network disruption. We will maximise service efficiencies in this area through the use of the Highway Schemes Proposal Register (HSPR). This Green Apple Award winning register was developed in partnership with our service providers and records all schemes location, type and work content. When a new scheme is entered, HSPR interrogates the database to identify any other improvements, planned maintenance or developer funded works in the vicinity. If adjacent works are identified then they can be co-ordinated to ensure minimal disruption to users of the network, reduce potential for costly abortive works or allow consideration of packaging them all together to maximise resource and procurement benefits. Combining the early stage assessment of the programme, timely design and the improved co-ordination clearly demonstrates a value for money approach through out the whole service supply chain.

We will improve the transparency of our programme development and delivery by undertaking a periodic review of the programme at planned intervals. The outcomes of this will be communicated to our partners, stakeholders and the public through on-line publication of a revised programme.