Outcome Monitoring Plan:
Nottingham Urban Area Local Sustainable Transport Fund (LSTF) Programme

September 2013

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1. Background and context

1.1 Purpose of this document

The Department for Transport (DfT) has awarded Nottingham £15.245 million through its Local Sustainable Transport Fund (LSTF) programme 2011-2015. The Nottingham LSTF package has been designed to directly help to deliver economic, environmental and community benefits through an integrated package of proposals for achieving optimum and sustained travel behaviour change.

This Outcomes Monitoring Plan sets out what data will be monitored and how the LSTF programme will be evaluated. The Plan has been developed to respond to the Final LSTF Monitoring and Evaluation Framework published by the DfT in December 2012 setting out the DfT's monitoring and evaluation expectations of assessing the LSTF programme's impact upon the primary objectives of supporting the local economy and reducing carbon emissions and secondary objectives covering accessibility, safety, physical activity and other social and environmental benefits. The Outcomes Plan responds to the various levels of monitoring inline with the guidance, namely the two requirements of the Nottingham LSTF programme to produce annual outputs and outcomes reports.

Structure of this Plan:

Section 1: sets out the **background and context** of the Nottingham LSTF programme. It contains a description of the package, coverage area and delivery costs
Section 2: sets out the **programme objectives and outcomes**. It defines the objectives of the LSTF and the associated outcomes and impacts. The assumptions made are set out in a outcomes and impacts logic map
Section 3: contains information on our **evaluation approach, data requirements and collection methods** for outputs, outcomes and other qualitative monitoring activities including collection approaches, frequency and sources of collection and research questions
Section 4: the **resourcing and governance** section provides detail on monitoring and evaluation budget, governance arrangements of the delivery of this Plan including responsible personnel, procedures for risk management, value for money and quality assurance.
Section 5: sets out the **delivery and dissemination plan** covering timeframes for project delivery, progress reporting back to the DfT and how the findings will be communicated to key stakeholders and partners

1.2 Introduction and context

As one of the UK's core cities, Nottingham has the largest economy in the East Midlands and, as such, is a key driver of national prosperity. Nottingham is also a modern European city with a well-recognised international brand which has been built from our historical and industrial heritage. Today, Nottingham has a reputation for being at the cutting edge of scientific innovation, thanks to the presence of two world-class universities and our emerging expertise in areas such as bio-science. The city is also known for its vibrant cultural scene and world class sporting venues.

For over 10 years Nottingham has been working towards providing a high quality, integrated, attractive and affordable public transport system. Our successful public transport network now carries 76 million passengers a year. Since 2003 the number passengers has increased 11% and unlike most other English cities Nottingham has experienced a renaissance in bus use reflecting the high standards of quality whilst Nottingham's tram network has been heralded as the most successful light rail project in the country.

An unprecedented level of investment – over £750 million – and activity is underway to build a better Nottingham including the expansion of the Nottingham tram network, redevelopment of the Station and Linkbus network improvements, part funded by the Workplace Parking Levy. In addition, highway improvements to the A453, improvements to the Ring Road and associated programmes funded through the Nottingham City Deal, Green Bus Fund and Better Bus Areas are all underway. This significant infrastructure is being implemented to help improve Nottingham's economic vibrancy and quality of life supported by an integrated transport network for residents in and across the conurbation. This transport provision will enable improved connectivity by bus, tram, rail, road and support increased walking and cycling helping to move people and goods to jobs and services.

The resources being invested through the LSTF is providing a golden opportunity to realise the full potential of these large-scale capital investments as we increase our business and community engagement activities and provide complementary programmes of events, activities and smarter choices services to support local economic growth and help local people into jobs and training supported by low carbon and active travel behaviours.

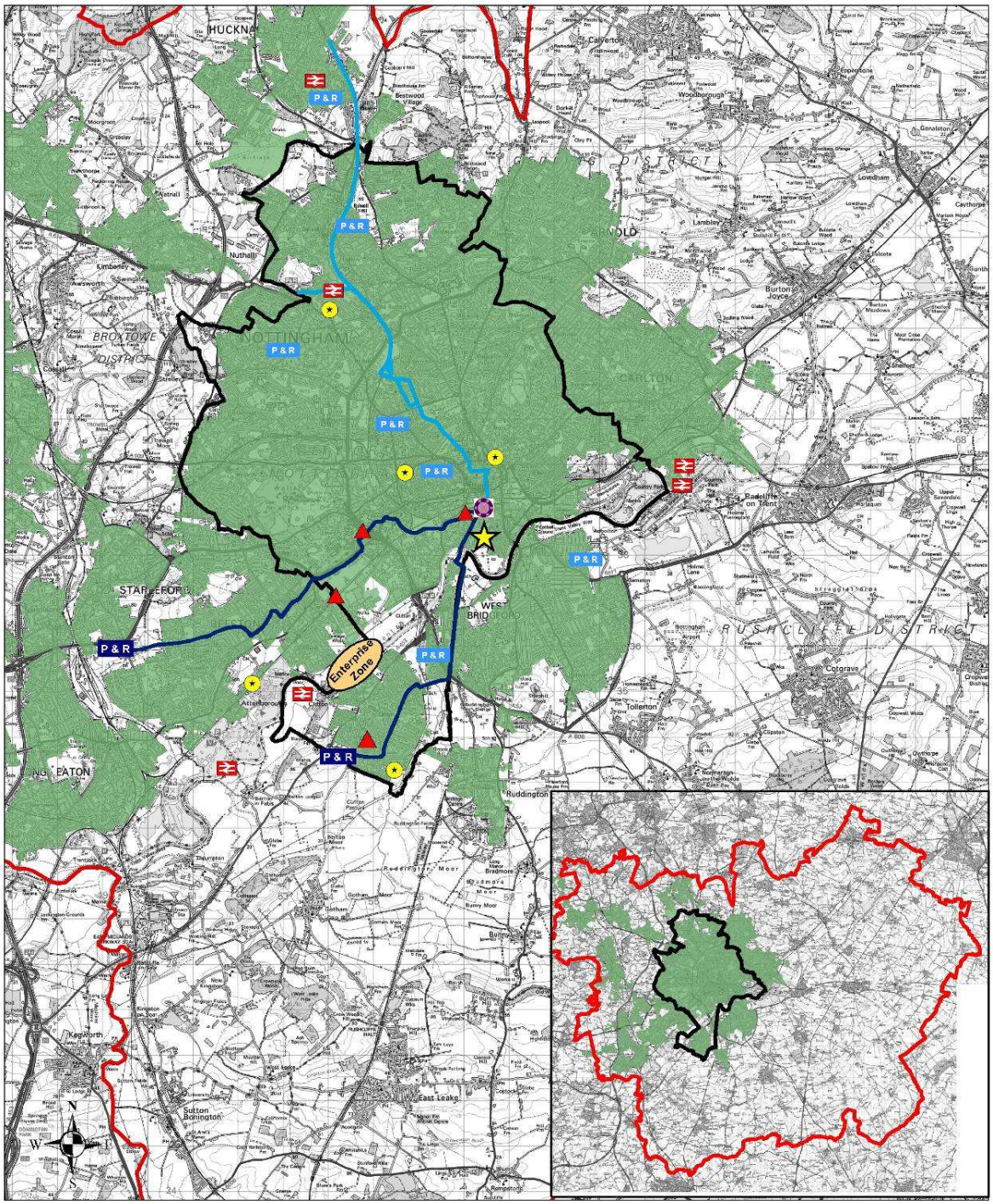
1.3 Nottingham LSTF partnership

The LSTF programme delivery is being led by Nottingham City Council on behalf of a local partnership comprising Nottinghamshire County Council, Derbyshire County Council, the Greater Nottingham Transport Partnership (GNTP), Sustrans and NHS Nottingham City.

The programme is also supported by a range of stakeholders including the D_2N_2 Local Enterprise Partnership, local public/private sector skills, economic development and green economy partnerships, national private sector partners including Alliance Boots, E.ON, Capital Shopping Centres, University of Nottingham and Nottingham Trent University, local business networks and local third sector organisations with experience of delivering community sustainable travel interventions. The views of the business sector have helped to shape the interventions to ensure that the programme meets businesses need and thereby supports local economic activity.

Figure 1.1 sets out the spatial coverage of the Nottingham LSTF area comprising the built up area of the Nottingham conurbation. This area covers the administrative area of Nottingham City Council and the urban areas within the boroughs of Broxtowe, Gedling, Rushcliffe and the Hucknall town in Ashfield District in Nottinghamshire and the boroughs of Erewash and Amber Valley in Derbyshire.

Figure 1.1: Nottingham LSTF area



Nottingham Urban Area

City centre hub
Station hub
Potential community hub
P&R Existing P&R
P&R Proposed P&R
University hub
NET line 1
NET lines 2 & 3
Rail station
Travel to work area
City Boundary
Urban area

0 1,050 2,100 4,200 6,300 8,400 Meters

Scale: 1:121,000

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1.4 Description of the Nottingham LSTF programme

Our LSTF programme aspires to establish Nottingham as a national exemplar for integrated sustainable transport. The programme fully aligns with key strategies covering objectives relating to economic growth, climate change, health, safety and quality of life. The main strategies are:

- Nottingham Economic Growth Plan
- Sustainable Community Strategies
- Local Transport Plans (Nottingham, Nottinghamshire, Derbyshire)

The LSTF programme seeks to enable greater integration of transport modes, develop new ways of engaging with local communities and sustaining partnership working with local businesses and large employers, support business needs and target people at key transition points focusing on the travel needs of children, young people and families. The measures have been chosen to help our citizen's take full advantage of local employment, learning and cultural opportunities supported by sustainable travel behaviours.

To achieve this, the Nottingham LSTF programme has four core elements of mutually supporting measures:

- **Smartcard development, integrated ticketing and multi-modal integration:** Supporting access to employment and training by improving integration and unlocking travel opportunities using low carbon transport (all supported by the development of smartcards).
- **Community smarter travel hubs and places for people:** Delivering integrated smarter travel services at a neighbourhood level to support local people to adopt low carbon and active travel choices and address travel barriers.
- **Worksmart business support activities and green transport infrastructure:** Supporting the needs of the business community with smarter travel services and developing the low carbon transport network.
- **Active travel solutions:** A comprehensive programme of active travel marketing, promotion and events to make walking and cycling the norm for local journeys.

Further detail on the descriptions of what each workstrand contains is included in **Table 1.1** whilst **Figure 1.2** illustrates the make up of the Nottingham LSTF programme workstrands and elements.

Figure 1.2: Nottingham LSTF programme interventions

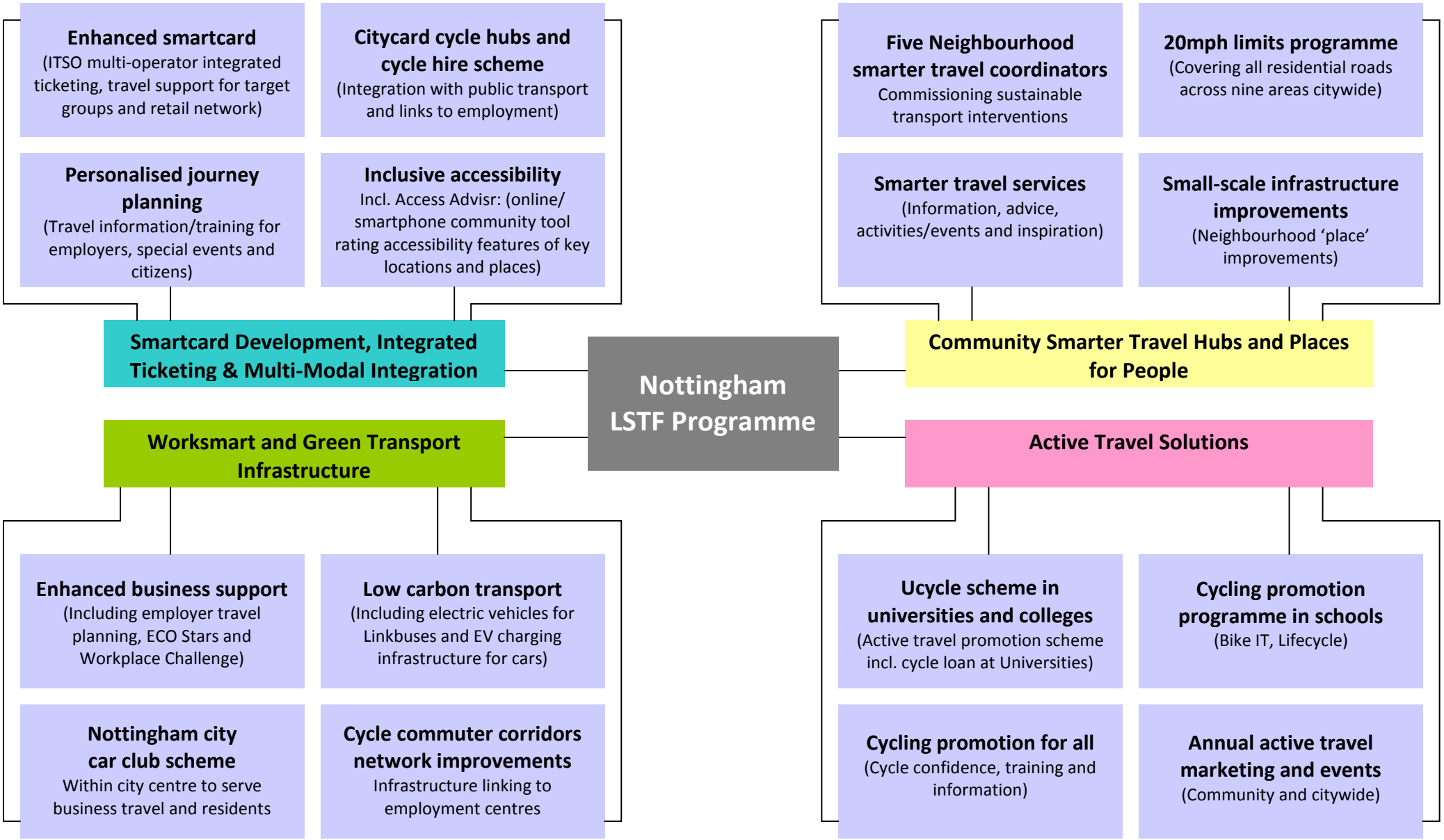


Table 1.1: Nottingham LSTF workstrand descriptions

A. Smartcard development, integrated ticketing and multi-modal integration	
Smartcard development and integrated ticketing to support access to employment and training by improving integration and unlocking sustainable travel opportunities.	
Enhanced smartcard	• Developing an **ITSO compliant multi-operator integrated smartcard** with e-purse and complex capping functionality for use on local bus, tram and rail across the Kangaroo (urban area) including infrastructure for enhanced IT systems and smartcard issue to enhance Nottingham's public transport offer to support local growth and improve access to employment. This will be supported by an enhanced smartcard retail network of online payments website, pay points, top up kiosks and smartcard validators at key bus stops along corridors throughout the conurbation and ticket vending machines at NET platforms; • Development of the **Citycard value added product** with an extended range of public transport services and additional transport products such as cycle hire and shopmobility to add to the integrated smartcards existing retail, leisure and library features; • **Travel support packages** for eligible long term unemployed, low income groups, school children and college students with free Kangaroo travel over varied periods facilitating access to employment and training opportunities;
Personalised journey planning	Offering a varied **personalised journey planning package** of information, support, journey planning tools, and free travel to: • Key target groups to encourage behaviour change, • During large-scale citywide events to encourage sustainable travel to local and national cultural and sports events hosted in Nottingham, • During planned major construction to minimise disruption to passengers and to businesses/employees to encourage the take up of walking, cycling and public transport commuting and business travel; Includes delivery of a **Mobile Travel Centre (Infobus)** to attend local market days at weekly locations across the city with dedicated staff offering advice and information on local travel solutions including smartcard issuing/top up, journey planning, mobility scooter and Citycard cycle hire;
Citycard cycle hubs and cycle hire	• To support improved **multi-modal integration** at public transport interchanges through secure Citycard accessed cycle parking and facilities at key locations such as Broad Marsh Bus Station, Nottingham Station, selected city centre car parks and Park and Ride sites; and the introduction of a small scale Citycard accessed cycle hire scheme on long-term hire for key out of town employment sites and industrial parks and short-term hire for tourists and visitors of Nottingham. Scheme membership, cycle hire and booking system via Citycard;
Inclusive accessibility	• Targeted approach to support vulnerable members of the community to access sustainable transport options and increase their personal mobility through the **provision of travel information, training and support** for people with learning difficulties, mobility impairments and other disabilities. Includes journey buddying and for young people. Includes the development of the Access Advisor travel information website and social media applications to support local disabled and community groups with online accessible transport information.

B. Community Smarter Travel Hubs and Places for People	
Establishing a network of Community Smarter Travel Hubs across the urban area designed to provide a service based within local communities to support the needs of that community and address travel barriers to accessing jobs and services.	
Neighbourhood Smarter Travel Coordinators	• Recruitment of five **Neighbourhood Smarter Travel Coordinators** to support the travel needs of the local community. Coordinators to be appointed by community and voluntary organisations by way of increasing the capacity of the third sector to establish and run Community Smarter Travel Hubs to serve three locality areas (north, central and south) within Nottingham City and a further two hubs in the wider urban area to serve the Broxtowe and Gedling boroughs;
Smarter travel services	• Delivery of a varied **programme of smarter travel services** including personalised journey/route planning support, activities/events, inspiration and information as part of the five Community Smarter Travel Hubs. Activities to be commissioned via the dedicated Neighbourhood Smarter Travel Coordinators which will serve to encourage travel behaviour change and complement broader measures funded via LTP and Area Capital Fund infrastructure improvement programmes in local areas. Examples of services and activities to include personalised journey planning clinics for job seekers, cycle training, led rides, community walks, and active travel events;
Citywide 20mph limits programme	• Delivery of a citywide programme of **nine 20mph limit areas** (match funded through the Nottingham Local Transport Plan) and associated promotion to be implemented to reduce vehicle speeds in residential areas and improve safety to create a more attractive environment for pedestrians and cyclists;
Small-scale infrastructure improvements	• Small-scale 'place' **improvements to sustainable transport infrastructure** at key locations, particularly at or near schools to support the take up of active travel modes by removing the physical barriers in local neighbourhoods often inhibiting greater walking and cycling.
C. Worksmart and Green Transport Infrastructure	
Deliver an enhanced coordinated programme to support the needs of the business community with smarter travel services and developing a low carbon transport network.	
Worksmart enhanced business support	• Delivering an **enhanced package of business travel support services** to complement the roll out of the Workplace Parking Levy through the expansion of the Greater Nottingham Transport Partnership Business Club activities (established for over 10 years) aimed at local employers and individuals. Work with employers includes providing a comprehensive package of activities such as employer travel planning support and advice, events, forums, masterclasses, travel surveys and sustainable transport information to aid sustainable travel for employees and visitors to ultimately encourage local economic growth and help people to access employment opportunities. Investment package includes implementation of the national ECO Starts fleet eco-management initiative to support businesses with cost-effective fleet management operations advice (and free driver training) and active travel workplace challenges to encourage behaviour change amongst staff;

Low carbon transport	• Delivering a low carbon transport network through the **electrification strategy for the Linkbus network** serving local employment sites and business parks**.** Includes vehicles and vehicle charging infrastructure provided for the Linkbus fleet which currently carries 8 million passengers per year. LSTF funding has been matched with funding secured through the Green Bus Fund, Nottingham Local Transport Plan and with contributions from the Workplace Parking Levy to procure 19 buses which will convert nearly half the Linkbus fleet to electric. Includes resources for electric vehicle charging infrastructure for private vehicles at Park and Ride sites and key locations across the city;
Cycle commuter corridors network	• Development of the **strategic cycle network** to support active travel to employment and training consisting of improvements to on/off-road cycle corridor infrastructure investment at radial/orbital routes and links to public transport interchanges supported by associated promotion via enhanced mapping and online tools;
Nottingham car club	• Procurement and implementation of a **car club for Nottingham** with car club bays established in the city centre to support local businesses with their business travel needs and to provide those currently without access to a car with a viable solution thus reducing their needs to own a private car.
D. Active Travel Solutions	
Extension of active travel partnership programmes to deliver a comprehensive programme of active travel solutions to make walking and cycling the norm for local journeys.	
Ucycle active travel promotion scheme	• Continuation of the **Ucycle active travel project** currently provided at the two Nottingham Universities and Hospitals Trust (including cycle loan scheme) to be expanded to participating Further Education colleges (New College, Central College and Bilborough College Nottingham) together with delivery of small-scale transport infrastructure improvements within and to sites;
Cycling promotion in schools	• Provision of a coordinated programme of **school cycle training packages** aimed at school children via promotional Bike IT cycle training activities at secondary schools, the extension of the Lifecycle promotion initiative to 50% of primary school children (in participating years) at city schools and shared resources such as pool cycles, adapted transport vehicles and equipment;
Annual active travel marketing and events	• Provision of a **cycle events programme** to engage leisure, commuter, elite and new cyclists and cycle promotion activities (includes the three-day Cycle Live flagship cycling festival). Supported by an active travel events package to enhance Nottingham's cultural offer with an annual calendar of sustainable travel promotional events and travel planning support for other leisure and cultural events.
Cycling programme for all	• Delivering a **community based cycle programme** aimed at local families and communities through taster events and led rides, cycle maintenance training and route mapping services;
E. Programme monitoring	
A small allocation has been specified for coordinating programme delivery, the commissioning and procurement of key services and monitoring activities to meet DfT evaluation requirements. This includes funding for the recruitment of a Project Support Officer through the Main Bid.	

1.5 Programme delivery costs

Funding received through the Department for Transport for the LSTF comes to £15.245m, reflecting the bid application process through funding received through the key component tranche 1 stage (£4.925m) in July 2011 and main bid (£10.320m) confirmed in July 2012.

Including local contributions from matched Nottingham Local Transport Plan capital programme and partner contributions the total LSTF package is worth £34.801 million. A detailed breakdown of the Nottingham LSTF allocations and local contributions was contained within a LSTF Executive Board Approvals Report.

A summary of the financial breakdown is detailed in **Table 1.2** below. This funding package includes resources to carry out data collection and analysis from the programme monitoring and contributions from the programme coordination line.

Table 1.2: LSTF key component and main bid programme funding allocations

£000s	2011/12		2012/13		2013/14		2014/15		Total	
Workstrand	**Rev**	**Cap**	**Rev**	**Cap**	**Rev**	**Cap**	**Rev**	**Cap**	**Rev**	**Cap**
Key Component funding allocations										
A: Smartcard integration	811	224	834	476	215	200	215	0	**2,075**	**900**
B: Community Travel Hub Pilot (Bulwell)	13	0	102	0	210	0	210	0	**535**	**0**
C: Worksmart (Business Support)	102	0	110	0	110	0	110	0	**432**	**0**
D: Active travel Solutions	53	25	225	50	225	50	225	50	**728**	**175**
E: Programme monitoring	20	0	20	0	20	0	20	0	**80**	**0**
Key component sub totals	***999***	***249***	***1,291***	***526***	***780***	***250***	***780***	***50***	***3,850***	***1,075***
Main Bid funding allocations										
A: Smartcard integration			460	55	690	15	690	15	**1,840**	**85**
B: Establish 4x Community Travel Hubs			140	390	745	700	745	700	**1,630**	**1,790**
C: Worksmart			245	920	400	640	400	640	**1,045**	**2,200**
D: Active travel Solutions			260	65	615	0	615	0	**1,490**	**65**
E: Programme coordination			35	0	70	0	70	0	**175**	**0**
Main bid sub totals			***1,140***	***1,430***	***2,520***	***1,355***	***2,520***	***1,355***	***6,180***	***4,140***
Grand total	**1,248**		**4,387**		**4,905**		**4,705**		**15,245**	

2. Programme objectives and evaluation outcomes

2.1 LSTF objectives

A strategy for the Nottingham LSTF has been developed to respond to the area's economic, carbon and health challenges and complements the partner's Local Transport Plan programmes. The LSTF programme seeks to meet four key transport objectives:

Objective 1: Increasing economic competitiveness and creating capacity for growth by bringing staff into the workplace using an integrated multi-modal sustainable transport network and attracting inward investment.

Objective 2: Continuing downward trend in carbon emissions from transport and adapting to climate change by making low carbon travel options a realistic and attractive choice and preparing for changing weather patterns.

Objective 3: Linking people to jobs by reducing barriers to accessing services and opportunities, particularly in terms of affordability and low travel horizons.

Objective 4: Creating a sustainable transport culture thereby reducing transport impacts on people.

Table 1.3 sets out how the LSTF interventions will meet each of these four objectives.

Table 1.3: LSTF interventions and links to objectives

Workstrand	Intervention	Link to LSTF objectives			
		Growth	Carbon and Air Quality	Accessibility	Health
A	Enhanced smartcard	✔	✔	✔	
	Citycard cycle hubs and cycle hire	✓	✓	✔	✓
	Personalised journey planning	✔	✓	✔	✓
	Inclusive accessibility			✔	
B	Neighbourhood smarter travel coordinators	✓		✔	
	Smarter travel services programme	✓	✓	✔	✓
	20mph limits programme		✓	✓	✔
	Small-scale infrastructure improvements in neighbourhoods		✓	✓	✓
C	Worksmart enhanced business support package	✔	✓	✓	✓
	Low carbon transport	✓	✔		
	Cycle commuter corridors network infrastructure	✓	✔		
	Nottingham car club	✓	✔		
D	Ucycle scheme in universities and colleges		✓	✓	✔
	Cycling promotion in schools		✓	✓	✔
	Annual active travel marketing and events	✓			✔
	Cycling for all			✓	✓

2.2 Outcomes and impacts

As part of this LSTF Outcomes Monitoring Plan a logic mapping exercise was carried to help identify the delivery outputs of each of the workstrand elements, their anticipated short-medium term outcomes and longer term impacts. Whilst the logic map sets out the outcomes and impacts in this way, all of the programme elements are mutually inclusive and collectively will have a demonstrable effect on the specified outcomes. The logic map is illustrated in **Table 1.4**.

Table 1.4: Nottingham LSTF Programme – Logic Map of Outcomes and Impacts

	Context – transport issues	LSTF strategy approach	Key Inputs	Key Outputs	Outcomes	Impacts
LSTF Objective 1: GROWTH	• Increases in population • Costs of congestion to local economy • Projected increases in traffic levels	Promote alternatives/travel demand management techniques to increase Nottingham's economic competitiveness and capacity to grow	Enhanced smartcard (integrated ticketing)	• ITSO multi-operator smartcard ticketing • Smartcard retail network	• Increase in sustainable mode share • Increased take up of public transport • No worse congestion	• Nottingham economy GVA • Levels of employment (increase in total number of jobs) • Examples of inward investment
			Citycard cycle hubs and cycle hire	• Secure cycle parking facilities across urban area • Citycard cycle hire project		
			Enhanced business support	• Number of businesses engaged in support programmes		
			Personalised journey planning	• Number of journey plans issued		
			Enhanced business support	• Number of businesses engaged in support programmes		
LSTF Objective 2: CARBON AND AIR QUALITY	• Transport carbon emissions reducing • Impacts of rising fuel costs • Low car ownership levels • High public transport use	Encourage modal shift and new technology to respond to climate change	Low carbon transport	• Procurement of 19 electric buses for Linkbus network • EV charging points installed for private vehicles	• No increase in traffic levels	• Reduced carbon emissions per head of population • Improvements to air quality levels
			Cycle commuter corridors network infrastructure	• Infrastructure improvements to commuter cycle infrastructure		
			Enhanced business support	• Number of businesses engaged in support programmes		
			Nottingham car club scheme	• Establish car club scheme		
LSTF Objective 3: ACCESSIBILITY	• High levels of deprivation and low skill levels • Low travel horizons • Costs of public transport • High unemployment amongst young people • Lack of awareness of travel options and information	Provide information and travel support solutions to support increased accessibility to jobs and training	Neighbourhood smarter travel coordinators and smarter travel services	• Programme of smarter travel services commissioned • People benefiting from hub services	• Accessibility levels to employment and training	• Reduced levels of worklessness (with increased numbers of employed) • Greater accessibility to jobs and training • Improved quality of life with increased resident satisfaction with local areas and improved wellbeing amongst citizens
			Enhanced smartcard (travel support)	• Number of individuals supported (job seekers, low income, school/college students)		
			Personalised journey planning	• Number of journey plans issued		
			Inclusive accessibility	• Number of people supported and improved journey planning tools		
			Citycard cycle hubs and cycle hire	• Secure cycle parking facilities across urban area • Citycard cycle hire project		
LSTF Objective 4: HEALTH	• Polarised life expectancy levels of 13 years) • Increasing overweight and obesity levels • Low levels of physical activity • Air quality and noise impacts on health	Promote take up of walking and cycling to encourage more active lifestyles	Ucycle cycle loan scheme	• Student cycling levels at participating organisations	• Increase in overall cycling levels • Reduction in road casualties (number and severity) • Increase in sustainable mode share	• Increase in life expectancy • Reduced health inequalities
			Cycling promotion in schools	• Number of school children trained		
			Active travel marketing and events	• Annual citywide sustainable travel events programme • Promotion and marketing campaigns		
			20mph limits programme	• All residential roads within the city have 20mph limits		
			Small-scale neighbourhood infrastructure improvements	• Infrastructure improvements to walking and cycling networks		
			Cycling promotion for all	• Total number of people participating in cycling programmes		

Table 1.5 below summarises the types of outcome and impact indicators which will be monitored on a regular basis as referred to in the logic map.

Table 1.5: Summary of Nottingham LSTF outcome and Impact Indicators

Objective	Outcome indicators (short-medium term)	Impact indicators (long-term)
Growth	• Area wide traffic levels • Public transport patronage • Journey time and speed variations • Mode share of public transport	• Nottingham economy GVA • Employment levels • Examples of inward investment
Carbon and Air Quality	• Area wide traffic levels • Mode share of public transport • Carbon emission levels from transport • Nitrogen dioxide levels within AQMA areas	• Reduced carbon emissions per head of population • Improvements to air quality
Accessibility	• Access to service and facilities • Public transport patronage • Satisfaction and perceptions of local transport • Mode share of public transport	• Reduced levels of worklessness • Greater accessibility to jobs and training • Improved quality of life with increased resident satisfaction with local areas and improved wellbeing amongst citizens
Health	• Change in road casualty rates/severity • Overall cycling levels • Total network (kms) covered by 20mph limits • Adult physical activity levels • Percentage of adults overweight or obese	• Increase in life expectancy • Reduced health inequalities (between most affluent and most deprived wards)

Programme targets

In order to measure the success of the LSTF programme against our objectives of growth, carbon and air quality, accessibility and health, four key programme outcomes targets have been set:

LSTF programme headline outcome targets have been selected for delivery by the end of 2014/15:

1. Increase sustainable travel modal share by 10% from 2011/12 levels by 2014/15
2. No increase in traffic levels contributing to a reduction in carbon emissions from transport by 10% over three years by 2014/15
3. Number of people supported to employment and training by 2014/15
4. Double levels of cycling in key intervention areas from baseline levels by 2014/15

How will these outcomes be achieved?

Table 1.6 explains why each outcomes target was chosen and summarises the local context and what has been achieved through good practice elsewhere to contextualise each target.

Table 1.6: LSTF programme outcomes commentary and context for delivery

1. Modal shift to sustainable transport

Target: Increase sustainable travel modal share by 10% from 2011/12 levels by 2014/15

Commentary

- The LSTF programme will contribute to modal shift to sustainable transport through the provision of smarter choice interventions to support growth in public transport patronage complemented by increases in pedestrian and cycling trips, particularly for shorter journeys.
- This target has assumed the lower end of modal shift achieved through the Sustainable Travel Towns initiative since the current public transport modal share Nottingham is already starting from a higher base for public transport. Local monitoring shows an 11% increase in public transport use in the last five years with the greatest growth taking place on the bus network.
- The Workplace Parking Levy (WPL) which was introduced in April 2012 provides a critical one-off opportunity to influence the commuting patterns of 40,000 existing car commuters.
- The local WPL funding is being directed into the expansion of the Nottingham Express Transit tram system to include two further lines (projected to carry an additional 10 million passengers per annum – nearly doubling the current annual patronage), redevelopments to the Station and improvements to the Linkbus network. This investment provides a catalyst for changing the long term travel behaviour of many citizens.
- This alongside continued investment in comprehensive bus services provided by two of the country's leading bus operators will deliver a comprehensive high quality public transport system helping to reduce congestion and encourage travel behaviour change, leading to a further step change in public transport mode share.
- Continued reduction in private car modal share will be achieved through increases in walking and cycling journeys contributing to the 10% increased sustainable travel share similar to the results achieved by the Sustainable Travel Towns
- LSTF investment being put into developing the smartcard network, introducing integrated ticketing for unlimited use on the local bus, tram and rail network and the improved interchange options to bike through the Citycard cycles is offering a cross-modal solution at key interchange points such as Nottingham Station, Park and Rides enhancing the sustainable transport system offer in Nottingham. Collectively these improvements will help to increase overall sustainable travel modal share.

Context:

- The Sustainable Travel Towns achieved a 9% reduction in car trips from applying an integrated package of smarter choices interventions.
- PTEG (Carbon Pathways for Transport in City Regions, 2010) confirm the roll-out of smarter choice measures (travel planning, personalised travel marketing, sustainable travel campaigns, public transport, walking and cycling information) can have an assumed impact of decreasing car driver km by 5% for all trips of 50km or less in/from urban areas.
- Local track record for increasing public transport mode share during past LTP periods and containing congestion levels through travel demand management techniques.

2. Reduction in carbon missions from transport

Target: No increase in traffic levels contributing to a reduction in carbon emissions from transport by 10% over three years by 2014/15

Commentary:

- Local monitoring of carbon emissions reduction highlights progress already made in the last five years through improved walking and cycling infrastructure, smarter choices initiatives such as travel planning and marketing campaigns aimed at local businesses and citizens, road safety measures and improvements to the public transport system which can be further built upon.
- Defra 2008 emissions data shows Nottingham has achieved an 8% reduction in carbon emissions from transport since 2005 and there has been an overall 6% reduction across the districts (forming part of the LSTF area) over the same period. This places us ahead of the ambitious 2020 target to deliver 20% reduction in carbon emissions from transport from the 2005 baseline. A target of a further 10% reduction over the fund period has been set as the proposals will help to accelerate the reduction in carbon emissions.
- The electric bus investment package which has been developed using critical funds matched from the LSTF, Workplace Parking Levy has levered in external Department for Transport funding secured through the Green Bus Fund is helping to procure 19 electric buses and associated charging infrastructure for the Linkbus network – currently carrying 8 million passengers per year. The buses and their operations will deliver significant carbon reduction savings.

- The key aspect of the LSTF programme in achieving carbon reductions is by promoting sustainable alternatives alongside creating the conditions for active travel through infrastructure improvements. Both are a key aspect of the LSTF package – the take up of walking, cycling and public transport use for short and commuter journeys will contribute to reductions in carbon emissions from car journeys.

Context:

- The Sustainable Travel Towns project achieved 4.6% reduction in annual per capita emissions from car driving for journeys of all lengths.
- PTEG research (Carbon Pathways for Transport in City Regions, 2010) quantified the cost effectiveness of different types of smarter choices interventions and concludes that:
  - Cycling investment achieves strong reductions in carbon emissions with large urban areas achieving 15% modal share for cycling;
  - Public sector procurement of low carbon vehicles for fleets and supporting early take up of electric and plug-in hybrid cars and vans through provision of charging points can result in high abatement of carbon emissions at a medium implementation cost;
  - The implementation of schemes such as the Workplace Parking Levy (WPL) in large urban areas can result in medium abatement of carbon emissions at a low/revenue neutral implementation cost.

3. Increased community engagement and involvement

Target: To increase the numbers of people supported into employment and training by 2014/15

Commentary:

- It is expected that the five community travel hubs will collectively engage with 65,000 people over the three years of the programme with a further 115,000 people engaged via a range of other methods including personalised journey planning, smartcard ticketing, the Mobile Travel Centre infobus and a collection of organised events, marketing and online tools.

Context:

The Public Health promotion (Decade of Better Health) programme has already established a network of volunteer Change Makers to raise awareness of and improve the uptake of health services and is a proven model to support the delivery of improved health for local citizens. 70 Change Makers volunteers are already active within the local community.

- Over ten years of local success in community and business engagement through the Big Wheel transport brand and Greater Nottingham Transport Partnership activities e.g. the Big Day Out sustainable travel event in 2009 attracted over 20,000 visitors.
- The City Council's Area Capital programme has delivered over £40million invested directly into local neighbourhoods since 2006 as identified and prioritised by local communities. As a result satisfaction levels amongst residents who feel they are able to influence local decisions has increased from 48% to 57% and satisfaction with their local areas stands at 81%

4. Creating a cycle revolution

Target: Double the levels of cycling in intervention areas by 2014/15

Commentary:

- The target of doubling the current levels of cycling across the urban area by 2015 has been derived from best practice elsewhere and the success and evidence of local cycling projects. The combination of evidence from the Ucycle Nottingham project, cycle training initiatives delivered in schools and to adults through the RideWise cycle training organisation confirm there is a strong demand for additional support in cycling.
- Ucycle Nottingham scheme (Phase 2) continuation and expansion through an integrated programme of cycle infrastructure improvements, cycle training, targeted publicity and marketing and a cycle loan scheme for staff and students will increase cycling levels at education establishments.
- The combination of road safety education, engineering and enforcement measures has helped to reduce numbers of killed and seriously injured by 50% (in the City) over the past ten years. These improvements along with the roll-out of 20mph limits will help to create a physical environment fit for cycling (and walking).
- The Bikeability cycle training in primary schools has seen take-up increase from 102 Year 6 pupils in 2008/09 to 257 in 2010/11 and with LSTF funding it is expected that this figure will double again (to 500 children trained) by 2014/15.

Context:

- PTEG (Carbon Pathways for Transport in City Regions, 2010) referenced cycling investment achieves strong reductions in carbon emissions with large urban areas achieving 15% modal share for cycling.
- Nottingham has taken part in a number of effective cycling demonstration programmes. Monitoring and evaluation of these initiative shows:

– Ucycle Nottingham (Phase 1) has achieved a doubling of usage at key sites through an integrated programme of cycle infrastructure improvements, cycle training, targeted publicity and marketing and a cycle loan scheme for staff and students.

– RideWise cycle training activities have provided cycling for 2,300 adults and children since 2006. This includes delivering the Cycling for Health initiative in Nottingham City which was one of two Department for Health Cycling and Health Innovation Pilot Projects (CHIPPs). Over the three years of the programme 228 participants were recruited of which 25% were from African/Caribbean communities and 14% from Asian communities. At the start of the programme participants reported an average of 0.6 ± 1.9 hours of cycling per week, By the end, there was an average increase in cycling of 1.7 days per week and an increase of 32 minutes of cycling per day so this intervention demonstrated that one to one cycle training combined with loan cycles, group rides and community fun days is a successful approach to increasing cycling levels. The evaluation reported that the reach of the project into disadvantaged communities was more apparent as the project progressed highlighting the importance of sustained intervention to engage "hard to reach" communities.

– The Sustrans Cycling in the City Regions report (2011) found increasing cycling can produce substantial economic benefits mainly by increasing physical activity through reduced congestion, lower carbon emission, increasing physical activity and by improving access to employment, local facilities and public transport. Investment in cycling was found to be highly cost effective delivering 3:1 benefits compared to cost. An evidence review for Bristol City Council concluded small scale and targeted cycle interventions could deliver higher benefit-cost ratios, averaging 19:1 for walking and cycling interventions.

2.3 Control of impacts and outcomes

A broad ranging programme such as the Nottingham LSTF has been designed to collectively be stronger than its individual parts. Attributing the causal effect of specific interventions to certain outcomes and impacts does provide a challenge given the connection between behaviour change and the impacts of other large-scale activities such as the Workplace Parking Levy and major investment in the tram expansion, Station redevelopment and Linkbus network improvements or changes to the wider context such economic impacts or the weather on travel choices.

Wherever possible attributing outcomes and impacts specifically to the LSTF funded interventions will be explored – there are specific interventions which will be monitored via quantitative and qualitative analysis, before and after surveys, and focus groups and interviews to gauge satisfaction and feedback.

Examples of projects this will apply to include:

- Kangaroo travel support for academic students and low income households/job seekers
- Satisfaction and participation with community smarter travel hub services
- 20mph area limits before and after surveying
- Citycard cycle long term hire take up
- Cycling corridor use (automatic counter monitoring)

3. Evaluation approach, data requirements and collection methods

3.1 Evaluation overview and research questions

This section summarises the input, output and outcome indicators that will be monitored throughout the LSTF programme, the data that will be required and the data collection approaches to be taken. In line with the Monitoring and Evaluation Framework, the City Council will participate in the levels of monitoring suggested. This includes:

- **Annual output reports:** recording and reporting on key inputs and deliver of outputs in accordance with standard reporting templates
- **Annual outcomes reports:** setting out additional outcomes monitoring and evaluation activities and progress through bespoke monitoring plans
- **Frequent qualitative monitoring activities:** of local importance to gauge the perception and satisfaction levels with many aspects of local transport provision to inform future service planning and feed into the final LSTF evaluation report

The evaluation objectives are to understand how the Nottingham LSTF programme has impacted upon key policy objectives of:

- **Changing travel patterns:** through no increase in traffic levels, greater public transport patronage and improved cycling levels
- **Supporting local economic growth**: through reduced journey times/speeds and helping local people into work and training through increased accessibility
- **Carbon reductions from transport**: through technology improvements and reductions in private car use in favour of sustainable travel choices

Key research questions

In order to determine the added value of the LSTF programme and to support the overall evaluation aims of the City Council and DfT, a number of research questions will be asked that will provide an insight into the effectiveness of the LSTF and legacy that has been created. These are:

- What contribution has the LSTF made to the delivery of sustainable transport in Nottingham?
- Which measures have been the most cost effective?
- How has smartcard ticketing supported greater use of public transport?
- Has improved information made public transport more accessible and for whom?
- Which measures are most important to businesses and commuters in supporting sustainable travel?
- What has been the impact on businesses, their attitudes to travel, competitiveness and productivity?
- Have community smarter travel hubs been an effective way of engaging local people on transport?
- How has the programme supported health outcomes, particularly in more deprived areas?

3.2 Annual Output Reports

Data relating to the investment and deliverables of key projects within the four workstrands is being collected and will be reported in accordance with the standard template requirements and annual timescales. The report incorporates the following items:

- Programme description
- Inputs: spend profile (including local contributions and variations description), human resources (reported as Full Time Equivalents) and other inputs such as equipment, technology and research
- Outputs: Project progress summary and quantified outputs
- Identification of project achievements and lessons learnt

A number of outputs are being collected to form part of the annual reporting requirements and overall evaluation of the LSTF programme. **Appendix A** sets out the project outputs being monitored as part of each workstrand including the data collection method and frequency of collection.

The rationale for inclusion of the selected outputs listed in **Appendix A** cover a range of objectives and will help to give an indication of success of the workstrand areas across the LSTF objective areas of supporting growth, carbon emissions and air quality, accessibility and health outcomes.

3.3 Annual Outcomes Reports

In accordance with DfT requirements, annual outcomes reports will be published each September which set out progress of the LSTF investment towards the desired outcomes. This will be supplemented with a full evaluation after the funding period. Timescales are set out in Section 4.

The logic map prepared for the LSTF programme and presented in Section 2 above, highlighted the anticipated outcomes considered likely to result from the LSTF investment. To ensure that the monitoring activities are proportionate to the level of investment and the DfT's framework requirements, a number of data sources are being monitored across the themes of travel patterns, economy and carbon. Additional indicators on accessibility and health are also being monitored. These indicators combine a variety of data collection approaches including LTP monitoring (counts, surveys and data), Annual Citizens Survey, Annual Statistics and other monitoring. **Table 1.7** goes on to detail each outcome and impact indicator to be monitored.

Table 1.7: LSTF programme contributions to strategic outcomes – data monitoring

Data/Indicator	Description	Baseline Data	Outcome	Comments
Travel patterns				
Area wide traffic mileage	Change in area wide traffic mileage (million vehicle miles per annum)	592 City 1773 Greater Nottingham (2010)	Contain at 2010 levels	Source: Council monitoring on the local authority highway network (excludes trunk roads), using DfT National Traffic Census and locally collected data. Survey methodology: For the DfT National Traffic Census, all links on the A road network are counted for 12 hours, on one day, at intervals between 1 and 5 years (78 City/133 Greater Nottingham). One day 9 or 12 hour counts are undertaken annually at sample points on the B (10 City/17 Greater Nottingham), C (10 City/17 Greater Nottingham) and unclassified (20 City/35 Greater Nottingham) network, including those carried out by the DfT. Annual average daily total motor vehicle flows for each road type are then calculated using locally derived factors from permanent automatic traffic counters. For A roads, link flows are multiplied by the link length and for other roads average flows for each road type are multiplied by the overall road type network length, to produce an area wide traffic mileage figure. See **Appendix B Figure 1.1** for survey locations. Frequency of data: Annual. Coverage: Nottingham City/Greater Nottingham
Sustainable mode share	Mode share of public transport at Inner Traffic Area cordon	37.9% Public Transport 62.1% Car (2010)	Increase sustainable mode share by 10%	Source: Council monitoring in Spring/Autumn on the main radial routes (14 in total) at the Inner Traffic Area Cordon, inbound to the city centre in the morning peak period (7am to 10am). Survey methodology: One day surveys are carried out at each point, comprising of a classified vehicle count and car and motor cycle/bus/tram occupancy counts, People movements by car and motor cycle/bus/tram are then derived and combined with a passenger count exiting Nottingham Railway Station, to produce an overall car and motor cycle/public transport mode share figure for each route and for the Cordon. **Figure 1.1** shows the Inner Traffic Area in **Appendix B**. Frequency of data: Annual. Coverage: Greater Nottingham
Public transport patronage	Local bus and light rail passenger journeys originating in the authority area (million passenger journeys)	Greater Nottingham Bus: 64.9m (2009/10) Tram: 8.9m (2009/10)	Increase public transport patronage by 2million by 2020	Source: Local bus and tram operator returns for boardings originating in Nottingham City/Greater Nottingham. Target set for a 2 million increase from base year to 2020/21 as set in the Nottingham Plan (Sustainable Community Strategy). Frequency of data: Quarterly. Annual returns will be reported. Coverage: Nottingham City and Greater Nottingham splits

Data/Indicator	Description	Baseline Data	Outcome	Comments
Cycling trips	Cycling trips annualised index 2010 = 100	100 City 100 Greater Nottingham (2010)	Increase on 2010 baseline levels by 50% (by 2015)	Source: Council monitoring on the cycle network, using manual and automatic cycle data. Survey methodology: Continuous cycle count data is obtained from automatic counters (9 City/19 Greater Nottingham). Monthly one day cycle counts are carried out at the five River Trent crossings. Data is combined for all sites to produce City/Greater Nottingham figures. See **Appendix B Figure 1.2** for survey locations. Frequency of data: Monthly counts and annual returns will be reported. Coverage: Nottingham City/Greater Nottingham
20mph limits	Total km of network covered	0km (2010/11)	All residential roads within Nottingham City 20mph	Source: Council monitoring Frequency of data: Annual Coverage: Nottingham City. See **Appendix B Figure 1.3** for spatial coverage
Economy				
Congestion	Journey times per mile (minutes and seconds + average speed mph) (Greater Nottingham)	3mins 36 secs per mile (2010) Average speed 16.6mph	Maintain at 2010 levels	Source: Council monitoring of network. Surveys are carried out annually in October/November in the morning peak period, inbound to the City Centre on the main radial routes and in both directions on the main orbital routes. Frequency of data: Annual. Coverage: Greater Nottingham
Access to services and facilities by public transport, walking and cycling	Percentage of households within 30 minutes travel time of a town centre by bus, tram or train with no more than a 400m walk to a stop (Greater Nottingham)	Greater Nottingham: 94% (2009)	Maintain at 2009 levels	Source: Council monitoring using Accession software. Relates to the 36 town centres defined in the Greater Nottingham Local Plans and those within 5km of the LTP area. Frequency of data: Annual. Coverage: Greater Nottingham
Nottingham economy	Total GVA for Nottingham City and Greater Nottingham (£millions)	City: 7,701bn (2010) Greater Nottingham: 12,025bn (2010)	Increase on base year	Source: ONS figures. Frequency of data: Annually. Coverage: Nottingham City/Greater Nottingham
Employment levels	Number of jobs available across the city and Greater Nottingham	City: 119,800 (2010) Greater Nottingham: 28,400 (2010/11)	Increase on base year levels	Source: ONS figures. Frequency of data: Annually Coverage: Nottingham City/Greater Nottingham

Data/Indicator	Description	Baseline Data	Outcome	Comments
Examples of inward investment	Anecdotal evidence of examples of business investment within LSTF area	Nottingham Urban Area	Examples	Source: Council monitoring. Frequency of data: Annually. Coverage: Nottingham City/Greater Nottingham
Reduced levels of worklessness	Worklessness rate	City: 16.7 (2010) GN: 12.7 (2010)	Reduce on base year	Source: Council monitoring Frequency of data: Annual Coverage: Nottingham City/Greater Nottingham
Carbon				
Reduction in carbon dioxide emissions from transport	Volume of carbon dioxide emitted by road transport in the City (vehicle distance and vehicle type)	City: 68,000 tonnes (2009) Greater Nottingham: 238,000 tonnes (2009)	20% reduction in carbon emissions by 2020	Source: Council monitoring using DfT National Traffic Census and locally collected data. Covers total vehicle distance (kms), an assumed speed of 20mph and vehicle type (car and van, bus, lorry. Specified in Energy Strategy for a 20% reduction. Frequency of data: Annual Coverage: Nottingham City/Greater Nottingham
Carbon emissions	Reduced carbon emissions from transport(tonnes) per capita	City: 1.2 tonnes of CO2 per person (2011)	Reduce levels	Source: National statistics DECC Frequency of data: Annual Coverage: Nottingham City
Other relevant indicators				
Total people killed or seriously injured	Total children killed, seriously injured and slight casualties as a result of road traffic related accidents (5-year rolling average)	City: 172.6 (5 year rolling average 2005 – 2009)	Local aspirations of a 50% reduction over the next decade	Source: Police STATS 19 returns. Target: The National Road Safety Framework aspirations are for a 50% reduction over the next decade that local targets are in line with. Frequency of data: Quarterly. Reported annually by calendar year as 5 year rolling average. Coverage: Nottingham City
Children killed or seriously injured	Total children killed, seriously injured and slight casualties as a result of road traffic related accidents (5-year rolling average)	City: 20.6 (5 year rolling average 2005 – 2009)	Local aspirations of a 50% reduction over the next decade	Source: Police STATS 19 returns. Target: The National Road Safety Framework aspirations are for a 50% reduction over the next decade that local targets are in line with. Frequency of data: Quarterly. Reported annually by calendar year as 5 year rolling average. Coverage: Nottingham City
Total slight injuries	Total slight injuries as a result of road traffic related accidents (5-year rolling average)	City: 1110 (5 year rolling average 2005 – 2009)	Local aspirations of a 50% reduction over the next decade	Source: Police STATS 19 returns. Target: The National Road Safety Framework aspirations are for a 50% reduction over the next decade that local targets are in line with. Frequency of data: Quarterly. Reported annually by calendar year as 5 year rolling average. Coverage: Nottingham City

Data/Indicator	Description	Baseline Data	Outcome	Comments
Adult physical activity levels	Percentage of adults participating in 3x 30 mins moderate physical activity per week	City: 21% (2009/10)	32% by 2020	Sustainable Community Strategy indicator derived from Active People Survey Coverage: Nottingham City
Adults overweight or obese	Proportion of overweight and obese adults to the 2000 average levels for England (60%)	City: 69% (2007)	60% by 2020	Sustainable Community Strategy indicator derived from annual Citizens Survey Coverage: Nottingham City
Health inequalities	Life expectancy levels of males and females across the 20 wards in the city	10 year health inequality amongst men (2010)	To reduce health inequality levels of men and women	Source: Nottingham City Joint Strategic Needs Assessment Coverage: Nottingham city Frequency of data: Annual
Reduced health inequalities	Mortality rate per 100k population from all circulatory diseases at ages under 75	97.45 (2010/11)	74.0 by 2020	Sustainable Community Strategy indicator derived from ONS statistics Coverage: Nottingham City
Air quality	Air quality levels in the two City Air Quality Management Areas (micrograms per metre cubed (ugm-3))	43 (City Centre) 41 (Dunkirk) 2010 levels	40 ugm-3 performance standards	Source: Council monitoring sites within AQMA. Target: set at the national statutory Air Quality Objective value. Frequency of data: Annual. Coverage: Designated Air Quality Management Area, Nottingham City, see **Appendix B Figure 1.3**
Resident satisfaction with local neighbourhoods	Percentage of residents satisfied with their local areas and with local transport information	81% (2010)	Increase on base year	Source: Sustainable Community strategy indicator derived from Annual Citizens Survey Frequency of data: Annual. Coverage: Nottingham city

3.4 Qualitative monitoring activities

In addition to the quantitative indicators mentioned above, a series of qualitative monitoring activities will also be undertaken to supplement the evaluation of the LSTF programme. This includes:

- **Focus surveys and interviews:** A selection of projects will be subject to in-depth focus surveys and interviews to gauge the benefits of the scheme inputs and changes to travel behaviour.
- **Local case studies:** The LSTF programme team will conduct case studies of local interest for example Travel Right community smarter travel hub, Ucycle Nottingham project, ECO Stars fleet management project and Bike IT cycle training.
- **Public attitudes and satisfaction surveys:** A number of qualitative surveys are carried out at varying intervals which seek to gather public and business perceptions of local transport provision including:

Survey	Comments
Big Ideas Survey Done in 2008 and 2012. Will next be done in 2015.	• Conducted with 2000 members of the public and 200 representatives from business across Nottingham • Gauges satisfaction and perceptions across a range of local transport objectives and service provision and trends compared to previous years • Data used for service improvement planning • Provides links to outcomes of supporting local economy, reducing carbon and improving air quality, health and accessibility
National Highways and Transport Survey Conducted every other year. Last done in 2012 with first survey done in 2010. Next in 2014.	• MORI national residents survey on satisfaction with a range of aspects of highways and transport provision in Nottingham • Provides opportunity to assess Nottingham's performance with other local authorities, national and regional averages • Provides trend analysis compared to previous years • Data used for service improvement planning • Provides links to outcomes of supporting local economy, reducing carbon and improving air quality, health and accessibility
Travel behaviour surveys Conducted annually	• Conducted with service users at the three Joint Service Centres in Nottingham • Provides information on local users travel mode to access services • Provides information on what interventions will remove travel barriers of local people through the Community Smarter Travel Hubs projects • Provides links to outcomes of supporting local economy, reducing carbon and improving air quality, health and accessibility
Citizens Survey Carried out annually. Last done in 2012	• Nottingham City Council's annual residents survey • Asks questions on satisfaction with public transport services and information • Includes questions on residents satisfaction with their local neighbourhoods helping to understand if investment is leading to improved neighbourhoods • Data used for service improvement planning
NET tram passenger satisfaction Conducted annually	• Annual tram service users passenger satisfaction and usage survey • Asks questions about frequency of journeys by purpose, satisfaction at tram stops and satisfaction with tram journeys • Provides information on satisfaction with local tram services and service improvement planning opportunities linked to growth and accessibility
Travel centre and bus station surveys Conducted quarterly	• Small-scale travel centre service users passenger satisfaction survey • Provides information on satisfaction with local bus services and information • Service improvement planning opportunities linked to growth and accessibility
Linkbus satisfaction surveys Conducted annually?	• Annual Linkbus service users passenger satisfaction survey • Provides information on satisfaction with local Linkbus services and service improvement planning opportunities linked to growth and accessibility
20mph limits surveys Timescales vary	• Local resident satisfaction surveys conducted to understand local perceptions of road safety issues prior to and after implementation of 20mph scheme • Timescales vary according to implementation dates • Helps with implementation of future schemes and success of health outcomes

4. Resourcing and Governance

4.1 Monitoring and evaluation budgets

The LSTF programme includes a small programme monitoring contribution. This totals £0.120 over the life of the LSTF programme (£0.080 from key component workstrand E and £0.050 contribution from the main bid workstrand E). See **Table 1.2**.

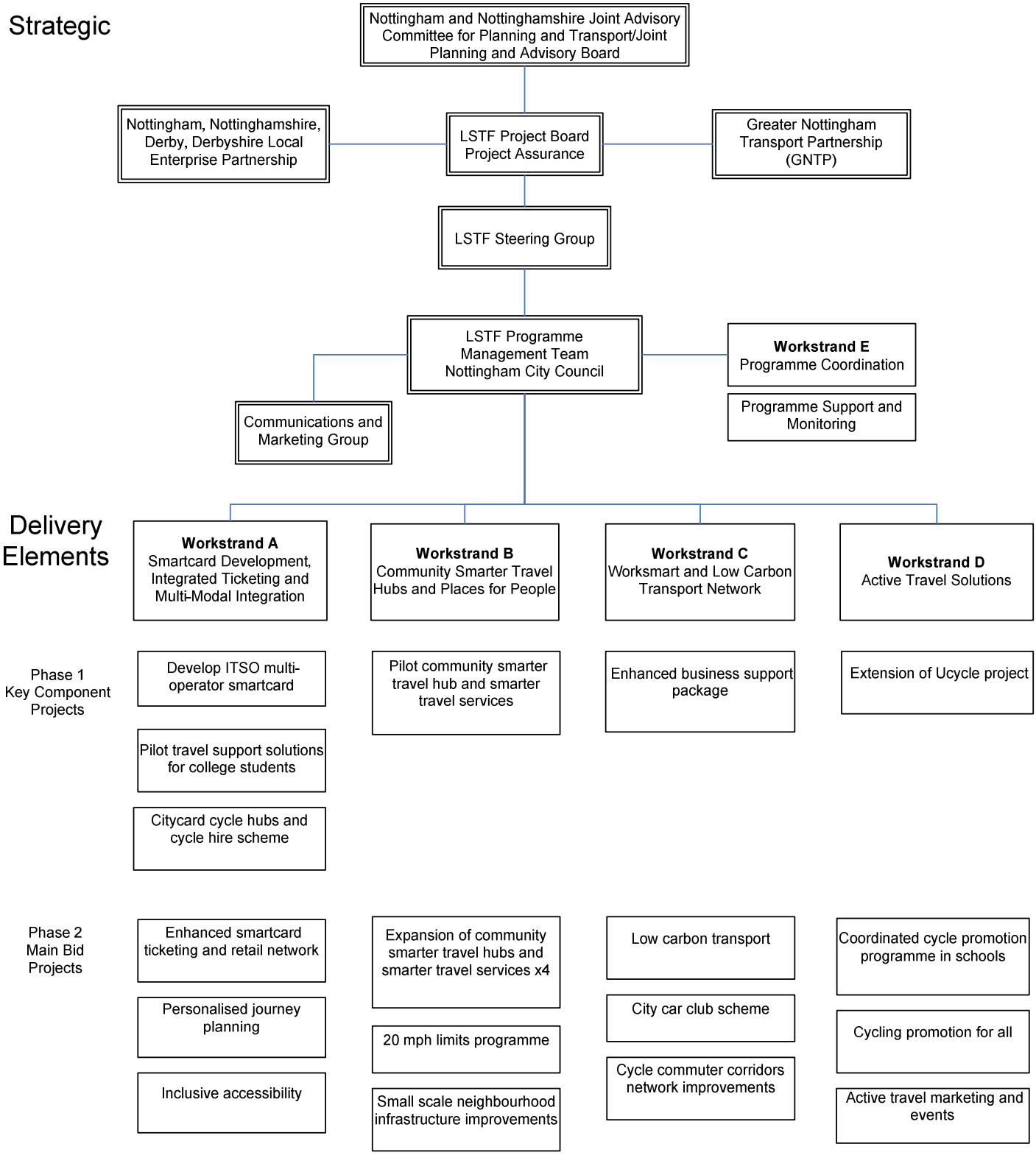
4.2 Governance structure

The City Council's existing Local Transport Plan governance structure and hierarchy has been adapted to oversee the delivery of the LSTF programme. The LSTF Project Steering Group will monitor and track progress in order to evaluate the impacts and outcomes of the LSTF package. Monitoring and evaluation activities will be carried out in accordance with the range of indicators identified in the baseline data. Delivery and management of the LSTF proposals is organised at two levels:

1. **LSTF programme management**: As lead authority, the City Council will provide a clear and coordinated strategic approach to the management and evaluation of the LSTF programme outputs and outcomes including overseeing the individual workstrands to ensure all activities collectively work together to deliver the anticipated benefits.
2. **LSTF project management**: Each of the workstrands will involve various management capabilities and skills to secure optimum outcomes and will be delivered by different leads including the transport strategy and public transport teams within Nottingham City Council, the Greater Nottingham Transport Partnership and Sustrans with some services procured externally. For measures in the County, Nottinghamshire County Council will be responsible for delivery and monitoring. Project outputs will be fed to the City Council and reported as part of the annual outputs monitoring requirements.

A clear governance structure and organisation has been established defining the role, responsibilities and membership of the different groups and individuals involved. **Figure 1.3** illustrates this governance framework which has been initiated as part of delivery the workstrands. Governance is arranged according to three hierarchies: strategic; management; delivery. The membership, roles and responsibilities of each group is described in the Terms of Reference in the Project Initiation Document and Management Case available at: www.nottinghamcity.gov.uk/transportprojects

Figure 1.3: LSTF programme governance arrangements



4.3 Responsible personnel

- The LSTF Programme team (Rasita Chudasama and Jennie Maybury, Principal Transport Planners, Transport Strategy team, Nottingham City Council) will oversee and coordinate monitoring and evaluation of the LSTF programme. In addition the LSTF programme team will be responsible for commissioning user satisfaction and perception surveys such as the Big Ideas Survey and National Highways and Transport Survey.
- Key project team leads will be responsible for monitoring and reporting project deliverables and other outputs to be fed into the overall LSTF programme evaluation. This includes before and after studies and targeted user satisfaction and participation surveys. There are a number of leads including: Rasita Chudasama/Jennie Maybury (Principal Transport Planners), Andy Gibbons (Public Transport Manager), Francis Ashton (Traffic and Safety Manager), Matthew Easter (Sustrans East Midlands Regional Director) and Gary Smerdon-White (Executive Director, Ridewise ltd).
- The Highway Metrics team manager (Peter Warren) within Nottingham City Council is responsible for coordinating and conducting monitoring of the strategic outcome indicators linked to the Nottingham LTP.

4.4 Procedures for risk management

Risks to LSTF delivery will be tracked in accordance with the City Council's corporate risk management principles. The risk management framework requires the identification and recording of risks, an evaluation of their potential and any mitigation actions and monitoring of ongoing progress. This approach draws upon the PRINCE2 methodology for risk management and ensures that all risks are captured and processed in a consistent manner. A risk log has been prepared and the risks are managed as part of ongoing programme management. The types of risks associated with LSTF delivery relate to legal, operational, financial, and political risks, which without mitigation could result in increased costs to the programme, reductions in the quality of outputs and slippages in timelines, all impacting the overall benefits and outcomes the LSTF seeks to deliver.

Key monitoring and evaluation risks that have been identified and will be monitored are:

- **Problems with count equipment**. Mitigation is to undertake regular checks of count equipment and repeat surveys carried out if problems occur.
- **Response rates unknown for some surveys.** Mitigation is that survey methodologies are well established and tested and used for LTP monitoring but statistical analysis will be carried out to establish the accuracy of results at 95% confidence level. This will also detect if any year on year changes are significant.
- **Difficultly with attributing impacts to specific/individual projects**. Mitigation is to take steps to monitor impacts on key projects and give further consideration as to how to demonstrate that on non specified projects

4.5 Quality assurance

Regular quality checks will be carried out to deliver the outcomes that meet the LSTF objectives, our stakeholders' quality expectations, and deliver the DfT's quality standards. The project will be run on P2.net, which is inline with Prince 2 standards. The project governance frameworks via the role of the Project Board, Steering Group and the Nottingham and Nottinghamshire Joint Advisory Committee for Planning and Transport will provide quality check advice on the development and direction of the LSTF proposals. The role of Project Assurance has been given to the Head of Planning and Transport Strategy. As a Gateway Reviewer and responsible for overseeing delivery of the City Council's LTP programme and its alignment with wider priorities, the Head of Planning and Transport is well placed to provide a 'critical friend' examination and health check of LSTF development and implementation.

4.6 Value for money

The quantified benefits are estimated as £120m (2002 prices, discounted to 2002) based on the 'Analysis of Monetised Cost and Benefits' are considered. The most significant benefits of £90million due to travel time and vehicle operating cost savings helping to deliver a Benefit Cost Ratio and Net Present Value (NPV) of 4.5 and £93m respectively. In addition, other quantified benefits are: reliability (£51m), reduction in mortality due to increased walking and cycling (£34m), and wider impacts (£9m). When these are combined total benefits are £214m (2002 prices, discounted to 2002) with a Benefit Cost Ratio of 8.0 and Net Present Value benefits of £187m.

Evidence demonstrates the strategic fit of the proposals in particular the primary objectives of LSTF. The objective to facilitate economic development is demonstrated by:

- Benefits to business travellers are valued at £30m (present value) leading to enhanced productivity and competitiveness;
- Direct GVA uplift of £9m;
- Benefits to commuters are valued at £32m (present value) which evidences reductions in disincentives to join the work force;
- Enhanced journey time reliability £51m (present value) benefiting commuters and reducing inefficient use of time for businesses; and
- Benefits due to reductions in mortality resulting from more walking and cycling have been quantified (£34m).

Benefits of carbon reduction are valued at £4.5m evidencing the proposals' impacts on the objective to reduce carbon emissions.

For further details are set out in the LSTF Main Bid Economic Case available for download at:
www.nottinghamcity.gov.uk/transportstrategies

How will services be procured?

In support of programme delivery and to achieve value for money, assistance and guidance will be sought using the Core City Network and joint procurement, where appropriate, with other successful LSTF project teams where programmes overlap/coincide.

The use of a partnership approach to delivering the outputs of the programme will ensure good use of resources enhancing the abilities of the project teams to achieve their objectives.

The LSTF procurement strategy includes a number of options which will be considered to best maximise value for money delivery of the variety of outputs contained within the programme. Options include delivering services in-house/direct, through a partnership organisation, building on existing contractual arrangements and Framework Agreements (established through previous competition) and through quotations/competitive tendering as appropriate. In support of programme delivery and to achieve best value for money outcomes, a number of key principles are being used to drive the procurement process. These include:

- Ensuring cost-effectiveness and value for money;
- Supporting local employment and creation of jobs;
- Provision of training opportunities particularly for young people and increase skills;
- Increasing capacity of the third sector;
- Minimising carbon impacts.

5. Delivery and Dissemination Plan

5.1 Delivery timeframe

There are a number of activities upon which the success of the workstrand implementation relies. A series of key dependencies relating to each workstrand that if missed or not realised, could impact the delivery programme tolerances of cost, time or quality impacting upon the monitoring and evaluation abilities. Impacts may be felt in delays to implementation, compromised quality outputs, resources not in place in time to realise maximum benefits or missed opportunities due to delays in timescales and increases in cost. A summary of key dependencies are detailed in **Table 1.8** below.

Appendix C sets out the LSTF milestones plan.

Table 1.8: Key milestones linked to successful LSTF delivery

Key milestones	Implications	Date
A: Smartcard development, Integrated Ticketing and Multi-Modal Integration		
NET Phase Two contract signing	• Impacts on agreements with operators on multi-operator smartcard ticketing arrangements	Dec 2011
Smartcard integration officer in post	• Capacity to commence development work for integrated ticketing platform	April 2012
ITSO compliant card readers installed on bus fleets	• Infrastructure in place to support integrated smartcard	June 2013
ITSO back office equipment in place and operational	• Infrastructure in place to support integrated smartcard	Dec 2013
Availability of range of card accessed services for multi-modal integration	• Delivers increased functionality – delays compromises quality of output	Sept 2014
Installation of network of smartcard kiosks and top-up facilities	• Delivers increased flexibility options – delays compromises quality of output	Feb 2014
NET Phase Two operational	• Fully realise integrated public transport system	By end 2014
B: Community Travel Hubs and Places for People		
Tender period for first Hub (Bulwell)	• Procurement of third sector organisation to run Bulwell Hub	Jan – Mar 2012
Appointment of first Neighbourhood Smarter Travel Coordinator	• Delays in NTSC in post equals delays in roll out of workstrand	June 2012
Pilot Community Travel Hub established in Bulwell	• Compromises delivery against key component workstrand • Delays impacts communications of key smarter choices messages to local community	May 2012
Establish community presence including facility improvements e.g. information kiosk. Tele-presence, cycle parking	• Hub becomes fully functional – delays reduce customer expectations • Delays impacts communications of key smarter choices messages to local community	Sept 2012
Commence commissioning of programme elements	• Reduced customer expectations • Delays ability to develop strong volunteer peer support	From April 2012
Secure additional local funding contributions for 4 Community Smarter Travel Coordinators	• Inability to realise community smarter travel hubs concept without Coordinators • Inability to reach target audience and promote shift in travel behaviour change	December 2012
Establish further 4 Community Travel Hubs	• Delays to delivering smarter travel messages to wider community compromises benefits	By April 2013

Key milestones	Implications	Date
Commence commissioning of programme elements	• Reduced customer expectations • Delays ability to develop strong volunteer peer support • Inability to reach target audience and promote shift in travel behaviour change	July 2013
Embed Smarter Travel Champions volunteers within the community	• Secures LSTF legacy beyond programme years	By Mar 2015
C: WorkSmart		
Strengthen GNTP project team	• Limits ability to deliver enhanced business support package in run up to WPL charging commencement	April 2012
Workplace Parking Levy full charging commencement	• Local revenue stream linked to NET Phase Two, Station Hub and Linkbus network	April 2012
Develop online Business Club services	• Frustration for businesses	By Sept 2012
Procurement of electric buses for Linkbus services	• Reduced ability to meet carbon reduction levels	By April 2013
Electric vehicle & supporting elements procurement completed	• Reduced ability to meet carbon reduction levels	By April 2014
D: Active Travel Solutions		
UCycle project cycle loan scheme contracts confirmed	• Arrangements in place for continuation and expansion of UCycle project	From Oct 2011
Start work with Further Education colleges	• Rollout of active travel partnership working to other education sectors	From Jan 2012
Recruitment and training of volunteers through partners	• Secures LSTF legacy beyond programme years	From Sept 2012
Active Travel Solutions programme completed	• Necessary infrastructure and support for cycling delivered • Full integration with public transport	Mar 2015
E: Programme Development		
Appoint Project Support Officer	• Delays in tracking and directing progress	April 2013
Programme monitoring and evaluation	• Compromises ability to effectively report/evaluate key outputs/benefits	Ongoing/As per DfT deadlines

5.2 Milestones for data monitoring

A number of headline milestones linked to the monitoring and evaluation of the LSTF programme are detailed in **Table 1.9** below.

Table 1.9: LSTF monitoring milestones

Activity	Date
2011/12 Year One Annual Outputs Report	July 2012
2012/13 Year Two Annual Outputs Report	July 2013
Baseline and Outcomes Monitoring Update Report 1	September 2013
2013/14 Year Three Annual Outputs Report	July 2014
Outcomes Monitoring Update Report 2	September 2014
2014/15 Year Four Annual Outputs Report	July 2015
Outcomes Monitoring Update Report 3	September 2015
Final post-implementation LSTF Evaluation Report	December 2016

5.3 Progress reporting back to the Department for Transport

Progress will be reported back to the Department for Transport in line with the Monitoring and Evaluation Framework timescales and principles. The LSTF partnership is also willing to participate in other Department led best practice sharing and networking opportunities to disseminate lessons

learned and feedback on outcomes. Updates will be published on the LSTF Knowledge Hub group pages and the City Council website at: www.nottinghamcity.gov.uk/transportprojects

5.4 Reaching the target audience

The way smarter travel messages are communicated and services are promoted to local businesses and citizens will be fundamental to the programme's overall success. Surveys and consultations of the business community and local people are being used to drive priorities and to identify which groups are likely to be receptive to specific measures and inform how interventions can be packaged to influence citizens and deliver the optimum travel behaviour change. Analysis is highlighting the importance of developing the use of social media approaches through internet, email. SMS text and mobile phone alongside with more traditional approaches though face to face contacts and local media. An effective and targeted communications strategy which applies these social and other marketing approaches are an essential element of the project.

5.5 Communication to key partners, citizens and businesses

The Greater Nottingham Transport Partnership (GNTP) already host a smarter choices communications group which is successfully targeting local transport messages to over 700,000 people annually including major local employers in Nottingham. To build on this approach, add value and to maximise the opportunities to utilise the Big Wheel transport brand, a communications group has been established to promote the initiatives and tools available to key beneficiaries of the LSTF including:

- LSTF partners and stakeholders
- Local citizens and residents
- Local businesses and employees

The Comms Group will develop, deliver and monitor a dynamic coordinated schedule of marketing and PR support to maximize the impact of the LSTF programme. It ensures that all LSTF communications are appropriate, timely and sensitive to local issues and priorities. It will observe joint communications principles, establish core messages and audiences and develop and maintain a joint communications plan. A consistent message bringing together the partner organisations will allow appropriate credit for project activities. In addition, the group will monitor communications, marketing and PR activity in order to assess the impact of LSTF work and to input to annual reports to the Department for Transport (DfT).

An effective and targeted communications plan which applies social marketing approaches will be an essential element of delivery. The role of the communications and marketing group will be to explore methods of effective communications to best influence travel behaviour change. A communications matrix setting these out is included in **Table 2.0.**

Table 2.0: LSTF comms dissemination matrix

Communications triggers/ objectives	Communication/ Engagement activity															
	Internal ← Partner → Wider Stakeholder → General Public															
	Provide info to NCC Corporate Comms for onward publicity	Corporate intranet feature	Quarterly member updates	Quarterly communications meeting updates	LSTF Partner newsletter	Participation in partner events	NCC Website/ Partner website feature	Workshops/Forums	Knowledge Hub post	Letters/leaflets	NCC press release	Media events/ day	Case studies	Local media broadcasts (TV/radio)	Social media activity (twitter/facebook/ youtube)	Community Hubs
Launch of scheme	■	■	■	■	■	■	■		■	■	■	■	■	■	■	■
Success of scheme	■	■	■	■	■		■		■		■				■	
Completion of scheme	■		■	■	■		■					■	■	■	■	
Activity based upon other local authority/ third party LSTF comms															■	
National Transport events/ activities			■	■	■				■			■			■	
Partner activities	■		■	■	■	■	■			■	■	■	■		■	■
Best practice sharing			■	■	■			■	■				■		■	
Raising LSTF profile	■	■		■	■		■	■		■	■	■			■	■
National or DfT announcements regarding LSTF			■	■				■							■	
Quarterly progress updates			■	■												
Annual DfT reporting									■							
Negative Press Coverage	■															

APPENDIX A: Project outputs

As part of Annual Outputs Monitoring Reports the following project indicators and outputs will be reported against.

Table 1.1: Workstrand data outputs

A: Smartcard development, integrated ticketing and multi-modal integration						
Key project targets: • To increase the number of smartcards in circulation by 100,000 to 350,000 by 2014/15 • To increase the proportion of travel made using smartcards by 20% to 60%						
Element	**What will be monitored**	**Rationale for inclusion**	**Baseline**	**Target**	**Frequency**	**Source**
Enhanced Smartcard	Number of Citycards issued	To understand whether smartcard ticketing options are contributing to public transport patronage growth	250,000 (2010)	350,000 (2014/15)	Annually	Public Transport data
	Proportion of smartcards used for public transport journeys		40% of journeys	Increase to 60% by 2015		
	Number of outlets where smartcard top ups and Ticket Vending Machines installed		0 (2011)	180 + by 2015		
	Proportion of multi-modal journeys made using smartcards	To understand whether smartcard integration is allowing for multi-modal journeys	0 (2010)	5,000 by 2012/13 (2,500 each year)		
	Number of people receiving travel support	To understand whether travel incentives are supporting people into jobs and training	4% (2011/12)	Increase on base year data		
	Enhanced services and facilities offered on Citycard	To assess benefits of a value added product	Retail, leisure and travel benefits	Increase in products available on Citycard		
Citycard Cycle hubs and hire	Number of secure smartcard accessible cycle facilities established	To understand whether cycling facilities lead to a take up of cycling	0 (2010)	12 locations across urban area by 2015		
	Number of Citycard cycle hire bikes in circulation		0 (2012)	120 bikes (by 2015)		
Personal Journey planning	Number of journey plans issued	To understand whether personal journey plans lead to a take up sustainable travel options	0 (2011)	Increase	Annually	LSTF Programme Team/Neighbourhood Smarter Travel Coordinators/Public Transport teams
	Number of people supported					

Element	What will be monitored	Rationale for inclusion	Baseline	Target	Frequency	Source
Inclusive accessibility	Dedicated website and related awareness responses	To understand the impacts of improved information on accessibility levels of vulnerable users	0 (2012)	Increase in web hits and user comments	Quarterly	Access Advisor project team
B: Community Smarter Travel Hubs and Places forPeople						
Key project targets: • To establish five Community Smarter Travel Hubs across the urban area • To support 15,000 people with smarter travel services through the first Community Smarter Travel Hub • To engage with up to 100,000 people at events and activities across the City • To support up to 2,000 job seekers with sustainable travel advice • To develop a 20mph city through the implementation of nine 20mph limit areas						
5 Neighbourhood smarter travel coordinators	Number of Community Smarter Travel Hubs across the urban area	To understand the impacts of having dedicated Neighbourhood Smarter Travel Coordinators on community engagement levels To understand the smarter travel services impacts upon supporting local people into jobs/training. To assess community participation in smarter travel initiatives	0 (2011)	5 (By 2015)	Annually	Council data
Smarter travel services programme	Number of people supported with smarter travel services through the first Community Smarter Travel Hub		0 (2011)	15,000 (by 2015)		Neighbourhood Smarter Travel Coordinator
	Percentage of people saying they have benefited from Community Smarter Travel Hub services		0 (2011)	10% of residents (by 2015)		
	Percentage of people supportive of the first hub		0 (2011)	25% of residents (by 2015)		
	Number of people attending events		0 (2011)	100,000 (by 2015)		
	Case studies of individuals supported		0 (2011)	At least 5 case studies (by 2015)		

Element	What will be monitored	Rationale for inclusion	Baseline	Target	Frequency	Source
	Number of jobseekers benefiting from advice	To understand impact of community hubs on supporting local people into employment	0 (2011)	2000 (by 2015)		
	Number of volunteers becoming involved – wider volunteer network	To understand whether the hubs project has facilitated volunteering opportunities	0 (2011)	40 (by 2015)		
20 mph limits	20mph limit areas established across the city	To understand whether infrastructure improvements have resulted in improved 'place' environments fit for pedestrians and cyclists	0 (2011)	9 (by 2015)	Annually	LSTF programme monitoring
Small scale infrastructure improvements	Number of schemes delivered		0 (2011)	At least 1 scheme per year		
C: Worksmart and Green Transport Infrastructure						
Key project targets: • To provide sustainable travel support and advice to 550 businesses impacted by the Workplace Parking Levy by 2014/15 • To double the number of employers engaged in sustainable travel support programmes • To convert one third of the current Linkbus fleet to electric						
GNTP business support package	Number of businesses supported (impacted by WPL)	To understand the success of business support packages	0 (2011)	550 by 2015	Annually	WPL data
	Number of businesses engaged in support programmes		4,000 (2011/12)	Maintain base number		Big Wheel Business Club data
	Number of employees engaged in support programmes (BWBC)		1014 businesses involved	2000 businesses engaged (by 2015)		
	GNTP Forum events: 2 per year with attendance of 20-40 business reps per event		2 pa. Attendance of 20-40 business reps per event (2010)	3 per year attended by 100 businesses each time		

Element	What will be monitored	Rationale for inclusion	Baseline	Target	Frequency	Source
GNTP business support package	To develop an effective programme of press coverage and support	To understand whether marketing and promotion of LSTF activities influences business attitudes and commuter behaviour	0 (2011 LSTF)	Minimum 1 press release per month	Annually	Big Wheel Business Club data
	Provision of an inclusive and supportive programme of events to promote sustainable transport and to engage with the public/businesses		0 (2010)	4 business events per annum 3 public events per annum		Big Wheel post event reports
	Big Wheel Website		Oct 2011 – 400 visitors per week	600 visitors per week (by 2015)		Website analytics package
Low carbon transport	Number of electric Linkbus vehicles introduced	To assess the impacts of low carbon technology on carbon reduction	1 (2012/13)	19 (by 2015)	Annually	Public transport team
	Membership of ECO Stars national fleet management scheme	To understand the success of business support packages	21 (2011/12 Gedling scheme)	50 + (by 2015)		ECO Stars scheme project data
	Numbers of drivers signed up to SAFED training via ECO Stars		0 (2012)	50 per annum		
	Number of electric vehicle charging points installed at employment and community hubs	To assess the impacts of low carbon technology on carbon reduction	0 (2011)	60 (by 2015)		City Council data. LSTF programme monitoring
Car Club	Take up of car club vehicles	To understand the success of business support packages	0 (2012)	15 bays (by 2015) plus additional usage data	Annually	Car club operator data
Cycle commuter corridors	Cycling levels along improved commuter routes	To understand whether improved infrastructure leads to an increase in cycling levels	Baseline to be determined at each site	Double levels of baseline – by site	Annually	City Council. LSTF Programme Team data

D: Active Travel Partnership Working						
Key project targets: • To increase Ucycle cycling levels by 50% from baseline levels • To double to number of children engaged in cycle training through schools programme • To attract 30,000 people to annual active travel events by 2015						
Element	**What will be monitored**	**Rationale for inclusion**	**Baseline**	**Target**	**Frequency**	**Source**
Ucycle active travel promotion	Students cycling levels by organisation	To understand whether implementation of active travel promotion and support programmes have impacted on mode choice at education establishments To understand whether marketing and promotion of LSTF activities influences staff and student attitudes and behaviour	Phase 1 evaluation report data (2011)	25% rise for phase 1 partners. 50% overall (by 2015)	Once during academic year:	Sustrans project data. Travel survey data
	Number of bikes loaned		460 (2011)	Maintain	Annually	Sustrans project data
	Average regular parked bike counts at each institution		Summer term comparison to winter term	Term on term annual rises (comparable by term)	Once during each term	Manual counts, Sustrans project data
	Programme of cycle related events (number of events arranged/participants attended)		0 (2010/11)	20 at each organisation per annum	Annually	Sustrans project data
	Total number of people engaged at each organisation		16,000 (over 3 years during Phase 1)	10,000 overall annually		Sustrans project data
	Number of cycle spaces provided		0	400 +		Sustrans project data
	Attendance at core active travel events (annual programme)		15,000 (2012)	30,000 (by 2015)		LSTF programme team
	Number of people engaged in cycle training (children)		452 (2010/11)	Double from baseline figure (by 2015)		Sustrans project data and Lifecycle approach
	Number of people engaged in cycle training activities		250 (2010/11)	600 (by 2015)		Ridewise data
Cycling programme in schools	Number of school children trained t	To understand whether cycle training and support programmes influence take up of cycling amongst school children	257 (2010/11)	500 (by 2014/15)	Annually	City Council. Road safety team data.

Element	What will be monitored	Rationale for inclusion	Baseline	Target	Frequency	Source
Active travel events	Number of people engaged at active travel events	To understand whether marketing and promotion of LSTF activities influences citizen attitudes and behaviour	20,000 (2008) Big Day Out	30,000 (by 2014/15)	Annually	GNTP Big Wheel and other partner post event reports
	Number of active travel events		0 (2011)	3 core citywide events per year		
Cycling for all programme	Number of events and participants/attendance levels	To understand whether cycle training and support programmes influences take up of cycling amongst communities	0 (2012)	6 events per year 800 recipients per annum	Monthly	Ridewise data

APPENDIX B: Strategic outcome monitoring data coverage maps

Figure 1.1.: Air Quality Management areas, Inner Traffic Cordon and 20mph limits zones

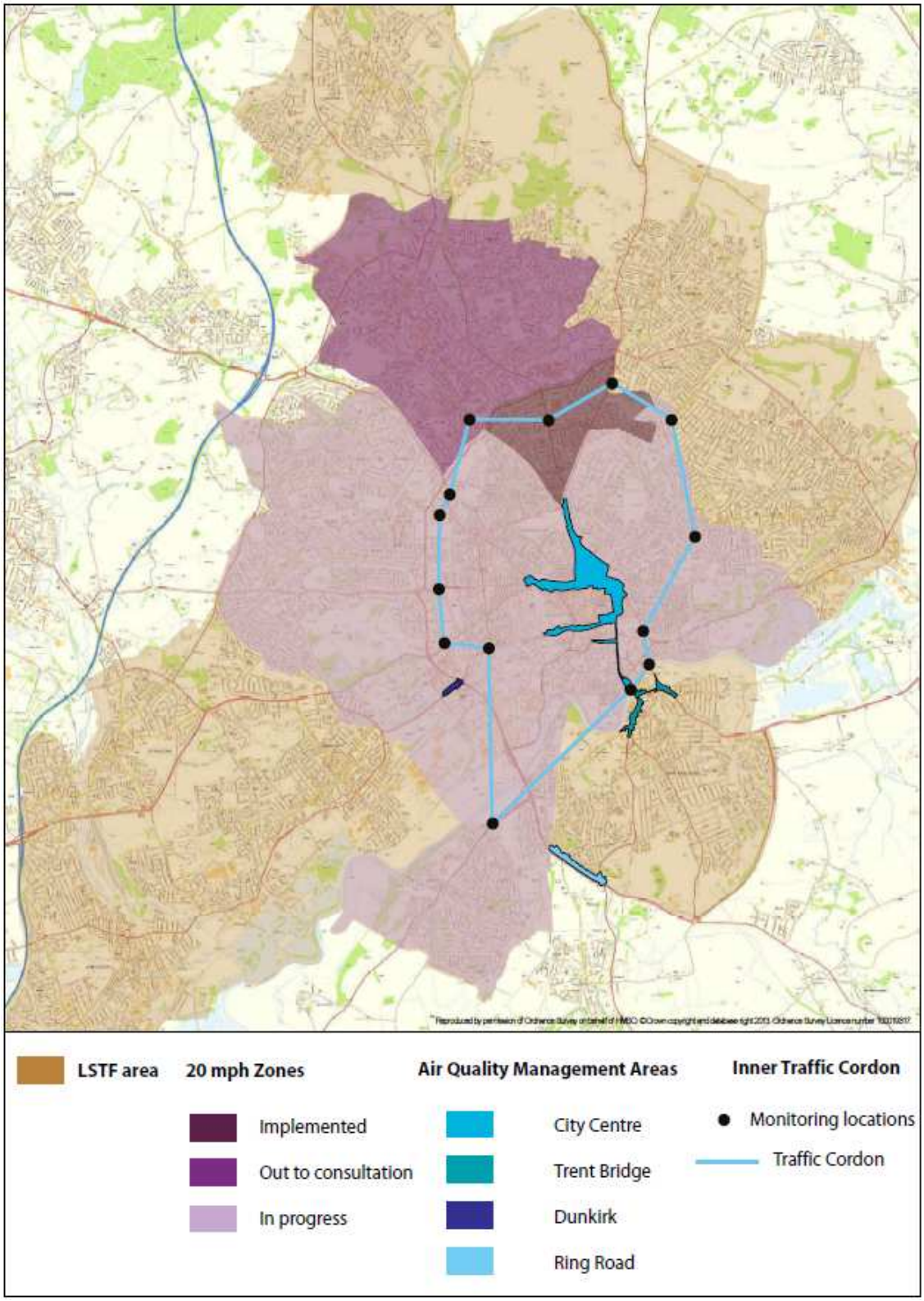


Figure 1.2: Cycle monitoring sites

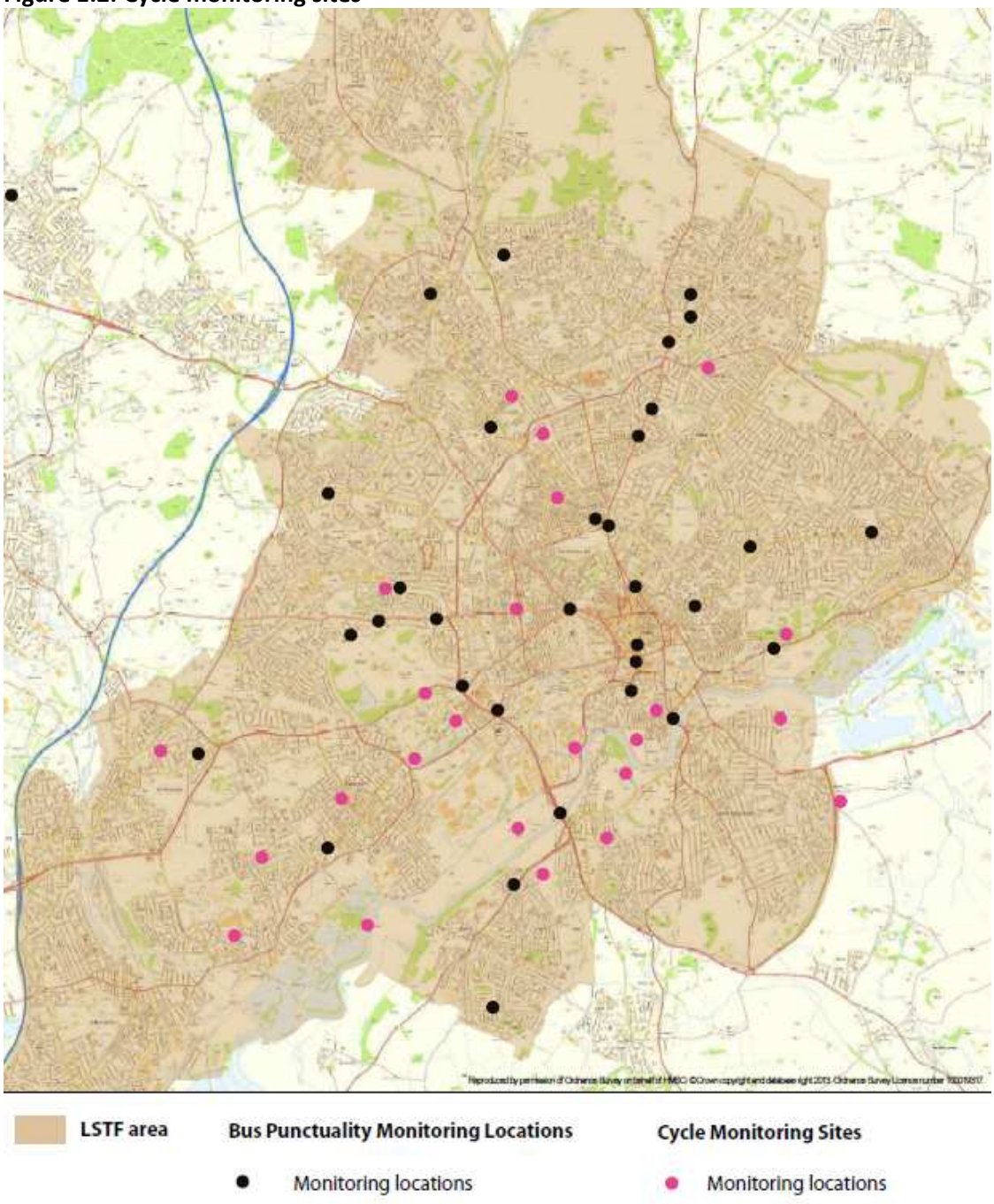
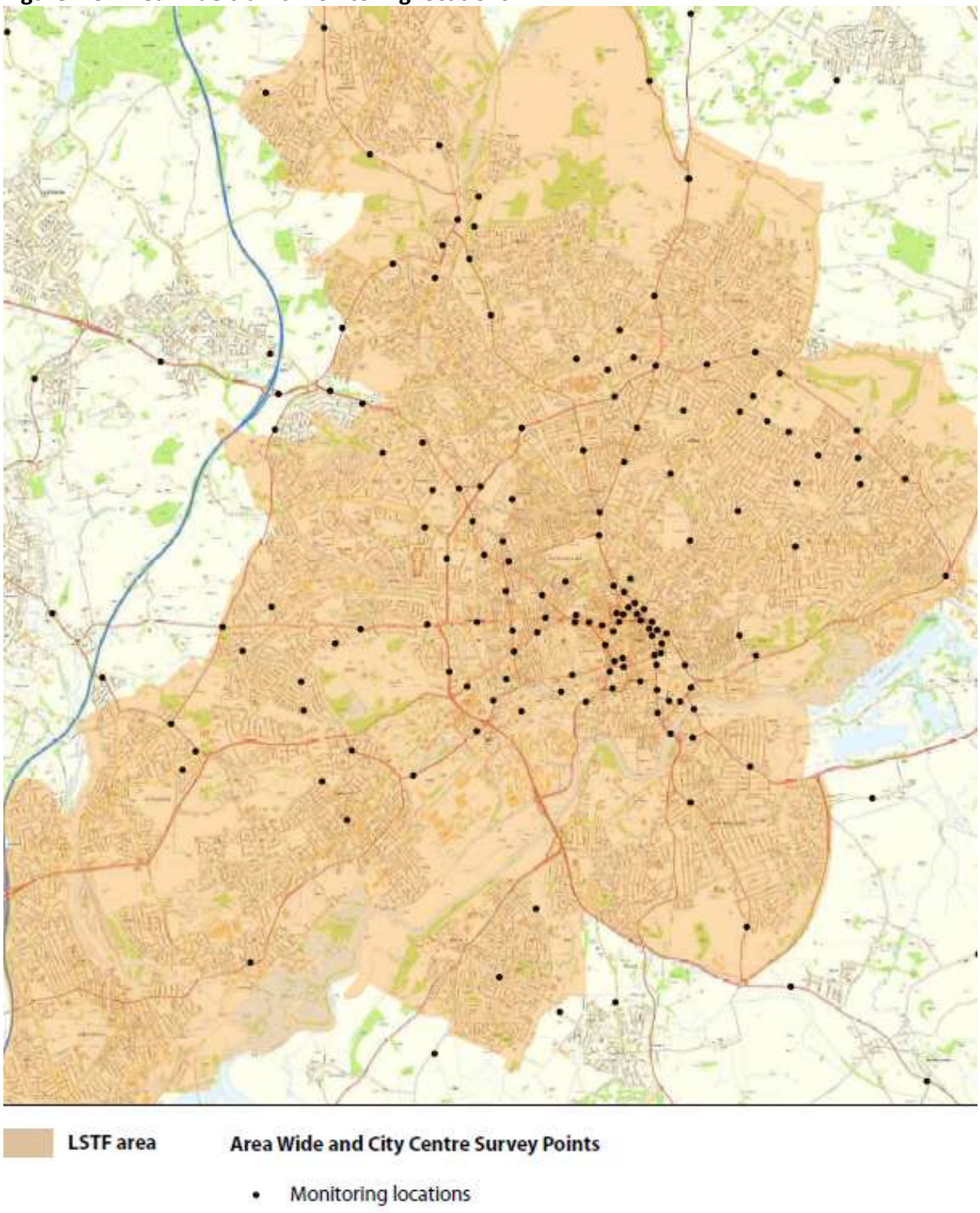


Figure 1.3: Area wide traffic monitoring locations



Appendix C: LSTF milestones plan

Table 1.1: LSTF programme delivery milestones

Smartcard development, integrated ticketing and multi-modal integration	2011/2012			2012/2013				2013/2014				2014/2015			
Enhanced Smartcard	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Work with operators to develop Kangaroo smartcard (day to season ticket)															
Back office systems in place to process payments (Direct Debit monthly's)															
Kangaroo season ticket launch															
Grants to operators (smart readers and onboard bus equipment)															
Establish ITSO specification for core products															
MVA commissioned to produce technical spec for retail network															
Tender process for retail network															
Retail system implementation															
Travel support for scholars and college students															
Travel support for job seekers (funded by City Deal in 2012/13)															
Reissue of newly ITSO compliant smartcards (different variants)															
Citycard e-purse with one day capping across all operators															
Citycard Cycle Hubs and Cycle Hire															
Citycard cycle hire trial with business park employees/ tourists															
Citycard integrated with cycle hire and parking features introduced															
Broadmarsh Bus Station hub established															
Station hub established															
Colwick park and ride hub established															
Queens Drive park and ride hub established															
Lace Market Car Park hub established															
Victoria Shopping Centre hub established															
Victoria Leisure Centre hub established															
Bulwell Tram and Train P+R hub established															
Hucknall Tram and Train P+R hub established															
Phoenix Park Tram P+R hub established															
Wilkinson St Tram P+R hub established															
Personalised journey planning															
Personalised journey plans programme															
Inclusive accessibility															
Independent travel training programme for young people															
Access Advisor social media and website made available															
Access Advisor local community engagement activities															
Access Advisor technical system development															
Mobile Travel Centre Bus Conversion															
Mobile Travel Centre Staff recruited															
Mobile Travel Centre implementation															

Community Smarter Travel Hubs and Places for People	2011/2012			2012/2013				2013/2014				2014/2015			
Five Neighbourhood smarter travel coordinators	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
North Hub third sector organisation (Ridewise) appointed															
North Hub Coordinator recruited															
Secure external funding from public health and County/Districts															
Hub expansion (x4) third sector grant process															
Hub providers (Sustrans and Ridewise) formally appointed															
4x Coordinators recruited															
Active Travel Champion Volunteers															
Smarter travel services															
North locality intervention programme delivery															
Central locality intervention programme delivery															
South locality intervention programme delivery															
Broxtowe Area intervention programme delivery															
Gedling Area intervention programme delivery															
20mph limits programme															
1.Sherwood Consultation															
1. Sherwood Launch															
2. Bulwell Consultation															
2. Bulwell Launch															
3. Bestwood Consultation															
3. Bestwood Launch															
4. Radford Consultation															
4. Radford Launch															
5-6. Clifton, Wilford, Meadows Consultation															
5-6. Clifton, Wilford, Meadows Launch															
7. Dales Consultation															
7. Dales Launch															
8. Bilborough Consultation															
8. Bilborough Launch															
9. Wollaton Consultation															
9. Wollaton Launch															
Small-scale sustainable transport infrastructure															
School infrastructure improvements															

Worksmart and Green Transport Infrastructure	2011/2012			2012/2013				2013/2014				2014/2015			
Enhanced business support package	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
GNTP Big Wheel Business Club re- launch															
Transporting Nottingham's Future Document published															
Business engagement activities/events/travel surveys															
GNTP forums															
Big Ideas Survey (public and business perceptions survey)															
Big Ideas Survey (public and business perceptions survey)															
Toolkit development completed															
Employer active travel workplace challenge															
ECO Stars launched															
Transporting Nottingham's Future Document update															
Cycle commuter corridor network improvements															
Interactive cycle map introduced															
Infrastructure improvements															
Low carbon transport															
Centrelink electric bus launch and operation															
19 electric buses ordered															
Bus delivery and operation															
Implementation of electric vehicle charging at park and ride sites															
Nottingham City Council car club															
Car club procurement															
Operator appointment															
Scheme launch															

Active Travel Solutions	2011/2012			2012/2013				2013/2014				2014/2015			
Ucycle scheme in Universities and Colleges	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Ucycle phase 1 continuation															
Ucycle phase 2 (including Further Education sites expansion)															
Ucycle promotion/events															
Infrastructure works															
Bike Shepherd security scheme launched															
Annual active travel events programme															
Citywide active travel events programme															
EMW/Green Spaces Day															
Support for cultural/leisure events															
Cycling programme for communities															
Cycling for All programme															
Recruit 4 staff to help run programme															
Queens Drive Park and Ride engagement events															
Cycling programme in schools															
Bike IT in schools															
Bike IT Engagement (6 schools; 9 schools)															
Lifecycle															
Bikeability Training															

Programme Management and Coordination	2011/2012			2012/2013				2013/2014				2014/2015			
Programme coordination	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
Project Officer recruited															
LSTF Exec Board/Project Board meetings															
LSTF SG/Comms and Marketing Group															
Monitoring activities															
Annual Output Reports															
Annual Outcomes Reports															
Marketing and communications activities															
Nottingham City Council new look website launch															
Communications and Engagement plan developed															
Twitter (transport_nottm) launch															
Facebook launch															
YouTube launch															
LSTF quarterly partnership newsletters															
LSTF marketing and communications activities															