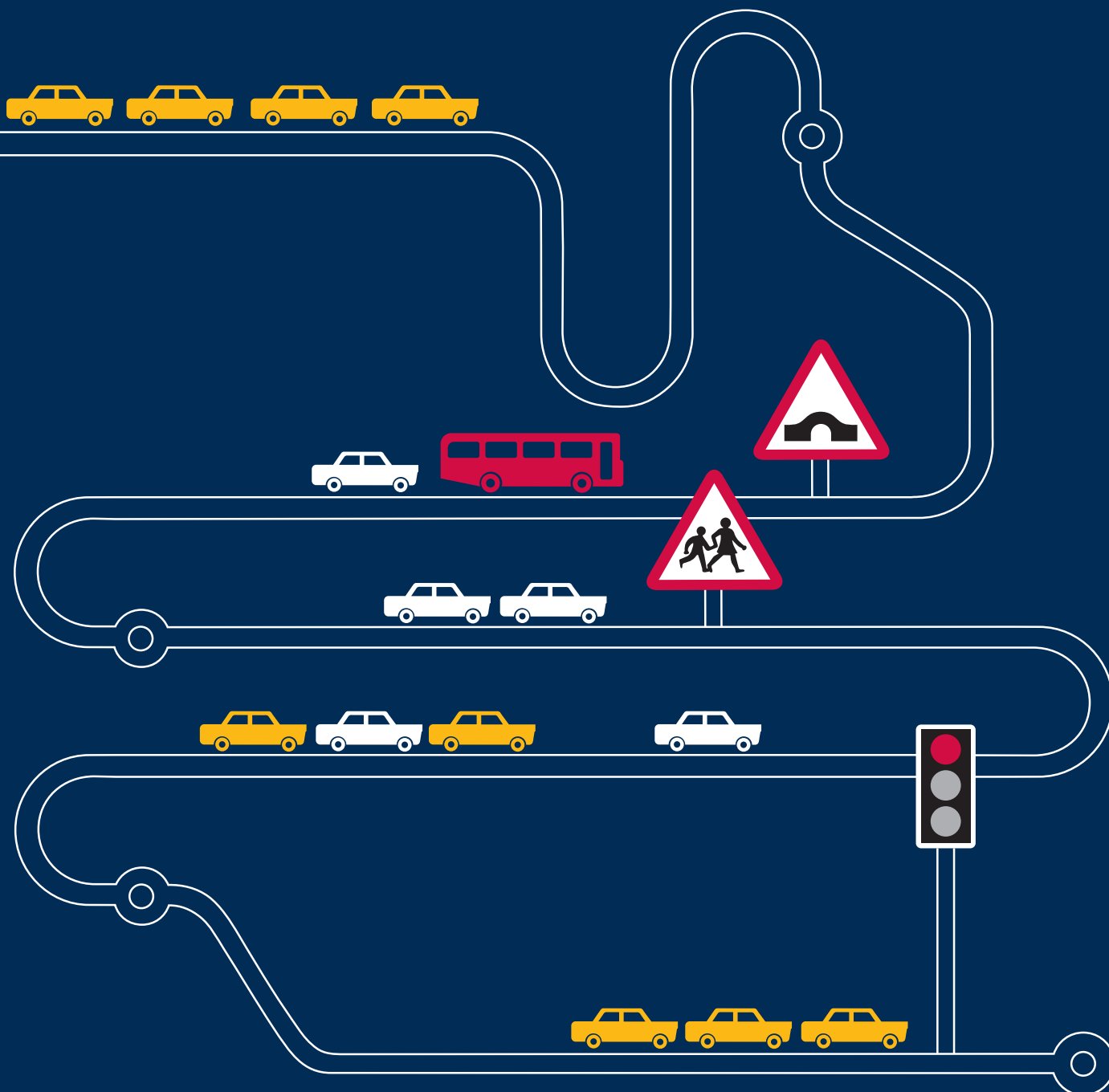


plan to improve road safety

GOOD PRACTICE GUIDELINES



Road Safety
SCOTLAND



SCOTTISH EXECUTIVE

plan to improve road safety

GOOD PRACTICE GUIDELINES



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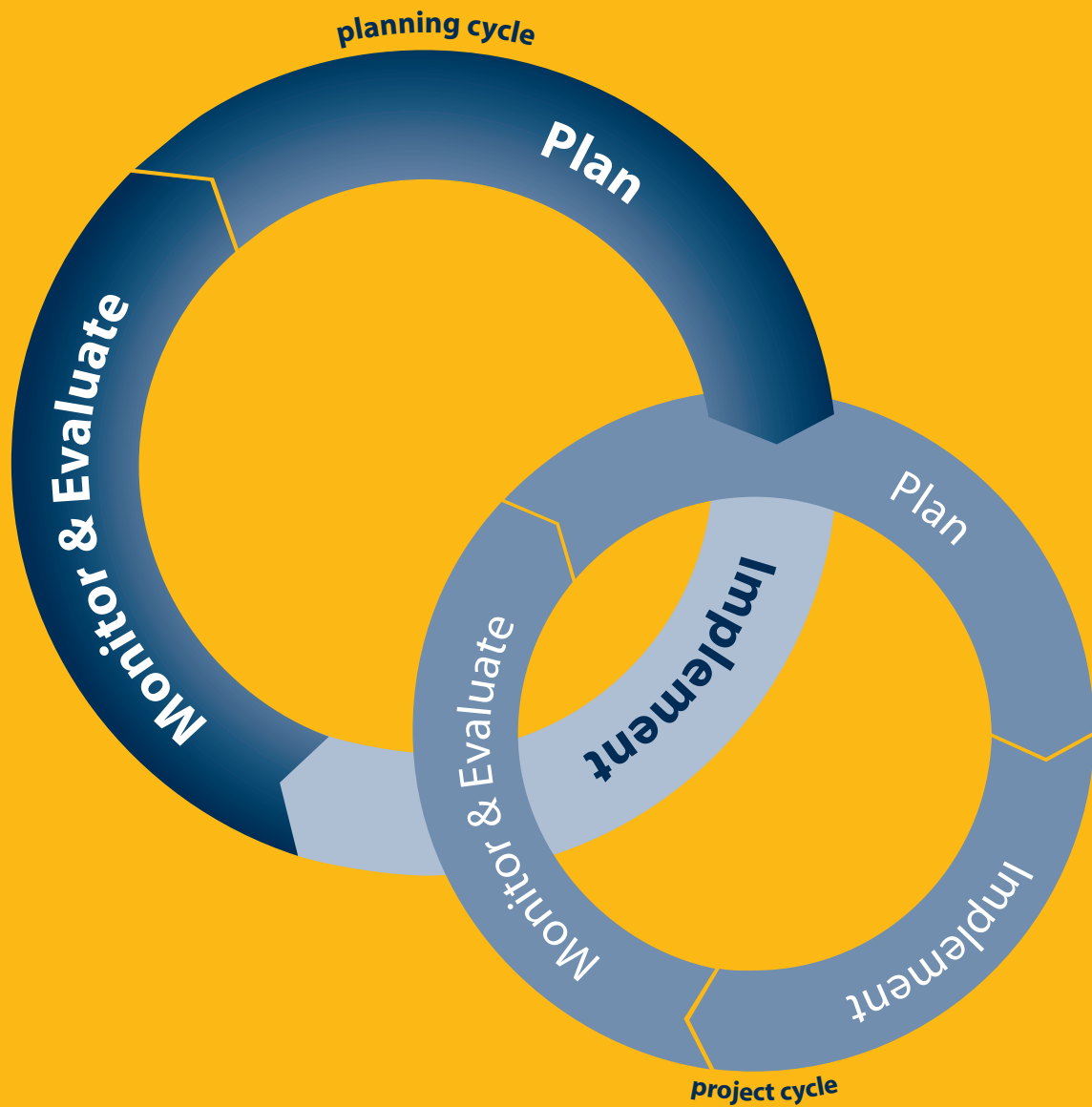
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PLAN TO IMPROVE ROAD SAFETY

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Setting the Scene

In 2000, the UK Government, Scottish Executive and National Assembly for Wales set national casualty reduction targets to cut casualties significantly by 2010. Whilst at the national level the number of casualties in road accidents has fallen in line with the targets, there is a wide variation in the performance in individual local authority areas in Scotland.

Research has recently been carried out to find out why there is such a large variation in the casualty reductions being achieved by local authorities and to identify good practice which may be more widely adopted to help cut casualties across the whole of Scotland.

1.1 Who are the guidelines for?

Many people from a variety of backgrounds are involved in road safety work either professionally, or as elected representatives, and these guidelines have been prepared to help them work more efficiently and effectively. These people will include:

- road engineers
- police officers
- road safety officers (RSOs)
- transport planners
- health professionals
- teachers and education advisers
- charity managers and workers
- local councillors
- members of other agencies with an interest in road safety including, for example, regeneration partnerships and community safety groups

1.2 What is good practice?

Good practice is a way of working based on a set of key principles with the aim of achieving organisational objectives that are compatible with professionally recognised standards. It builds on past experience to add value to future activities and allows organisations to be innovative, efficient, and effective in the way they carry out their work. Through objective evaluation of service delivery, improvements can be identified and implemented in a planned way.



In particular, good practice allows those committed to it to:

- meet statutory requirements
- focus on clear objectives and targets
- evaluate what they do
- achieve value for money
- learn from their own past experience and that of others

Good practice needs to be set in the context of delivering road safety improvements which meet considerations of best value and, by implication, quality. In achieving this, quality management has been defined as a three stage process often set out simply as:

1. Say what you do
2. Do what you say
3. Prove that you do it

These are the key underlying principles of the guidelines and they are the cornerstones of the planning and implementation processes which form the structure of the guidelines to follow.

1. **Say what you do** is about effective planning and setting out a clear programme of initiatives based on the identification of problems and the development of responses within the context of best value.
2. **Do what you say** is about implementing the initiatives efficiently and effectively.
3. **Prove that you do it** is about monitoring and evaluating the planning and implementation processes.

1.3 How have the guidelines been developed?

These guidelines were developed from an extensive review of road safety activities throughout Scotland. This review included:

- **an all-Scotland questionnaire:** a detailed self-completion questionnaire issued to all local authorities, police forces, and road safety units within police forces and local authorities. A 100% response was obtained for this survey
- **case studies:** on the basis of the responses to the all-Scotland questionnaire, six case studies were selected to be representative of local authorities in Scotland in terms of their demography and casualty reductions achieved. Face-to-face interviews were held with road engineers, RSOs, police officers and others to build up a detailed picture of road safety activities



The guidelines are followed by information received during the case studies. Contact names and other details are provided for the key people involved.

1.4 Twelve key elements of good practice

In analysing the information, twelve key elements of good practice were identified, and these will be presented in the guidelines. They are not intended to be prescriptive.

Rather, they are intended to:

- set a broad administrative structure in which to plan road safety activities
- offer key examples of good practice
- provide contact details for road safety practitioners associated with the examples of good practice.





Road Safety Planning

2.1 What is road safety planning?

It is clear that no two areas in Scotland plan their road safety activities in exactly the same way, but those areas successfully reducing the number of road accident casualties approach road safety planning in broadly the same manner.

Effective road safety planning is approached through a process of developing and implementing a road safety strategy using a programme of initiatives or projects, taking into account strategy objectives and resources available. It should be regarded as having two levels: strategic planning (programme development), and specific individual projects.

2.2 Influence of national strategy and targets in developing local strategies

In March 2000, the UK Government, Scottish Executive and National Assembly for Wales announced a national road safety strategy “Tomorrow’s roads – safer for everyone”, including road accident reduction casualty targets for 2010.

The targets were introduced to achieve further substantial improvements in road safety, with particular emphasis on child casualties. The targets are based on the average casualty levels over the period 1994-1998. The targets are:

- a 40% reduction in the number of people killed or seriously injured in road accidents
- a 50% reduction in the number of children killed or seriously injured
- a 10% reduction in the slight casualty rate, expressed as the number of people slightly injured per 100 million vehicle kilometres

The national road safety strategy sets out how local authorities should plan to reduce the number and severity of road traffic casualties in their area by examining where accidents and accident casualties are concentrated. It recommends that this be set out in Local Transport Strategies (LTS).

Whilst there is no stipulation in the national strategy that local authorities should produce a Road Safety Plan as a separate document from the LTS, many local authorities have chosen to do so. Developing a separate Road Safety Plan helps to dissociate road safety from being regarded exclusively as a road engineering issue.



Improving road safety and reducing casualty numbers demands an inter-agency approach that includes road engineers, RSOs, police officers, education and health departments and others. Many good examples of Road Safety Plans have been developed through an inter-agency approach.

Road Safety Plans should include an assessment of the road accident numbers and severity within the area in order to identify the key road safety issues to be tackled. The strategy set out in the Road Safety Plan should be developed with regard to these issues and to the national transport strategy. The strategy must be developed with the available resources in mind to ensure that it can be implemented on the ground.

Road Safety Plans should include measurable targets against which a programme of initiatives to improve road safety can be evaluated. In many cases, local authority Road Safety Plans include the Government targets for 2010 and in some cases, where the Government targets have already been met, higher targets have been set.

Figure 1 broadly illustrates the relationship between Government targets and strategy and local strategy and implementation.

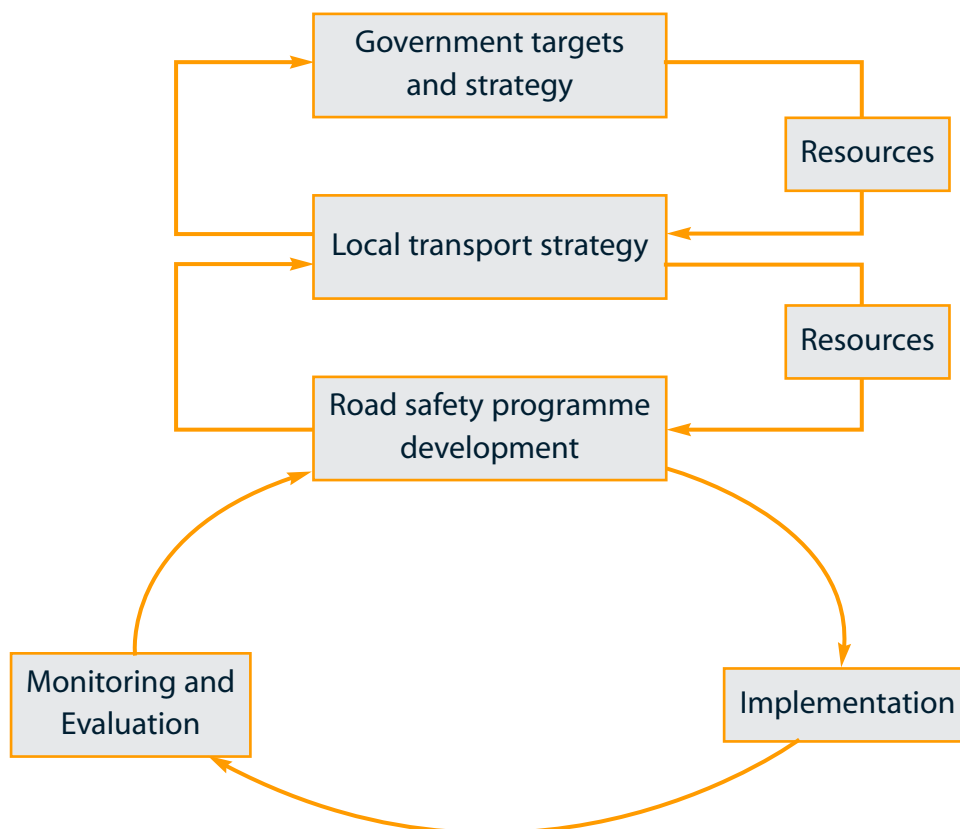


Figure 1: The road safety strategy development and implementation cycle

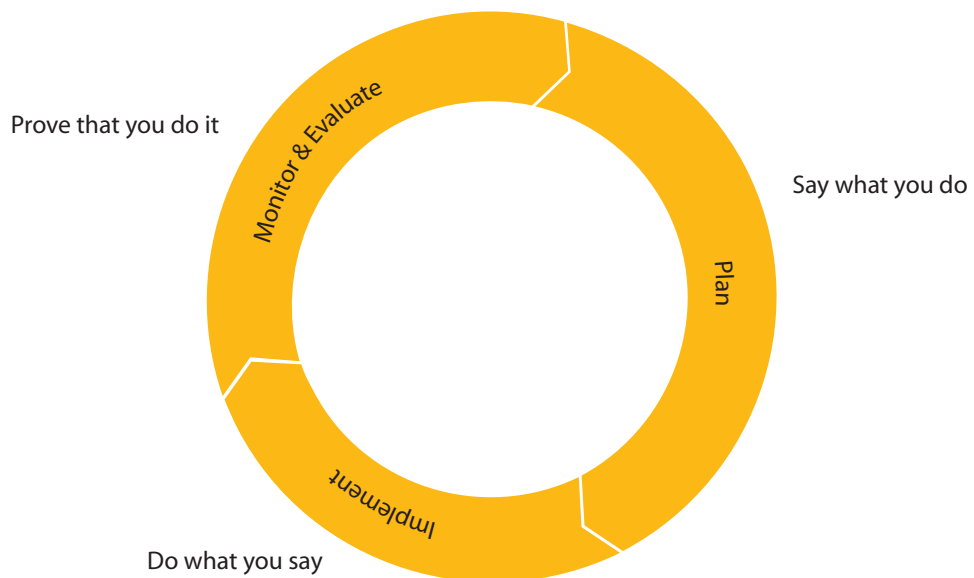


The development of a Road Safety Plan is the process of linking policy and strategy with action on the ground. Key decisions need to be made about what is and what is not actioned – these decisions will be made in the light of local problems, likely outcomes and resources available. The implementation of the Road Safety Plan needs to be monitored at a strategic level to ensure that the strategy is as effective and efficient as it can be. Evaluation is a key element providing feedback to programme developers. This is a continuing process to ensure the programme is refreshed in light of this feedback. This process may be summarised as a continuous cycle of planning, implementing and monitoring, and evaluating (say what you do, do what you say, and prove that you do it).

The implementation of a strategy will involve the development and implementation of a set of individual initiatives or projects. These projects may be free-standing or overlap with others. Each project will require detailed planning with its own implementation programme. There will be a need to monitor and evaluate progress to ensure that targets and best value considerations are achieved within the project and also to inform the wider road safety planning process.

Road Safety Plan development and the implementation of individual initiatives follow the same model project cycle as illustrated by Figure 2.

Figure 2: The model project cycle





Guidelines

3.1 Twelve key elements

The consultation process identified twelve key elements of good practice supporting both the development of road safety programmes and project implementation.

Developing the Road Safety Plan

- G1 Identify the road safety problems and set targets
- G2 Develop appropriate inter-agency working
- G3 Identify initiatives and balance resources
- G4 Manage staff and resources effectively

Implementing the Road Safety Plan

- G5 Identify initiatives and set clear SMART objectives
- G6 Ensure staff time allocations and costs are realistic
- G7 Use existing resources to minimise start-up and running costs
- G8 Adhere to objectives and seek to achieve targets set
- G9 Work with other professionals
- G10 Evaluate progress with initiatives on a regular basis

Monitoring and Evaluating the Road Safety Plan

- G11 Monitor and evaluate progress with programme on a regular basis
- G12 Identify inefficiencies and work to resolve them

Guidelines 1-4 and 11-12 refer to the road safety planning process. Guidelines 5-10 refer to the organisation of individual initiatives or projects.

Figure 3 shows how an individual initiative project cycle sits within the road safety planning cycle. The road safety planning process informs the planning of individual initiatives and is subsequently informed by feedback from the initiatives. In a complementary way, the individual initiative is informed by the wider road safety planning process and informs it with its own monitoring and evaluation. The twelve elements of good practice are also located in Figure 3.



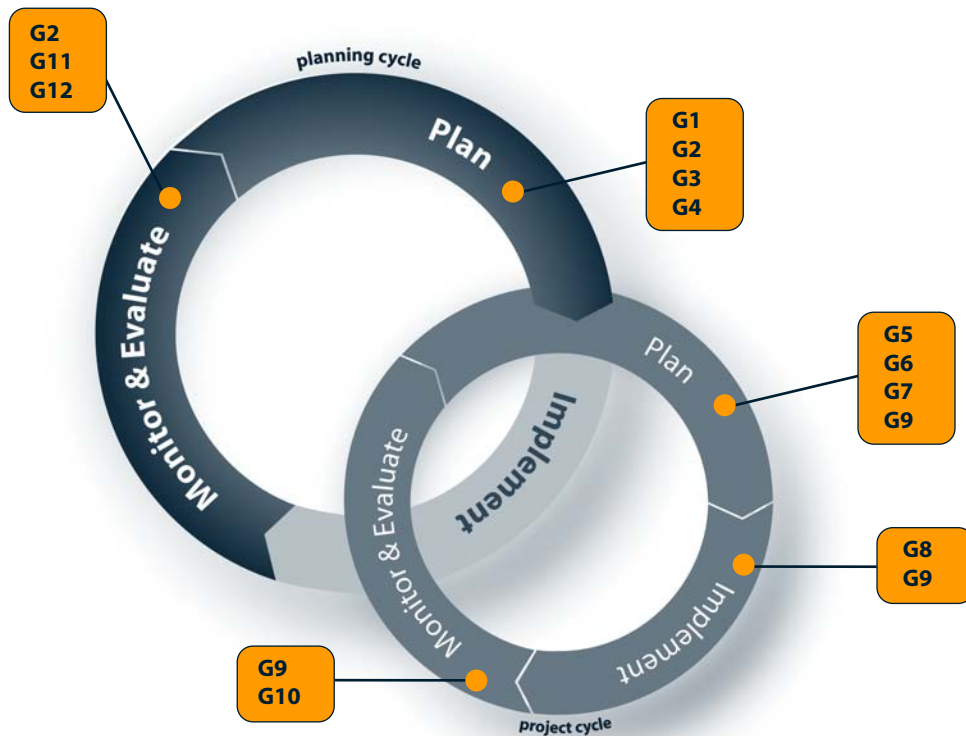


Figure 3: Link between road safety planning and project cycles

3.2 Developing the Road Safety Plan

The good practice guidelines start with the development of the Road Safety Plan, but by no means should it be assumed that this is automatically the starting point. The development of the Road Safety Plan should be directed by the monitoring and evaluation of existing road safety initiatives and a review of road accident statistics.

The Road Safety Plan is a vital component of the Good Practice Cycle, setting out road safety objectives and identifying initiatives to meet them, identifying and managing available resources and developing inter-agency working relationships where appropriate. Good Practice Guidelines 1 to 4 explain the key components that together create an effective Road Safety Plan.

This is the process in which you **say what you do** in terms of a road safety action plan.

G1 – IDENTIFY THE ROAD SAFETY PROBLEMS AND SET TARGETS



It is essential that the Road Safety Plan clearly defines the road safety problems. This should be achieved by scrutinising accident data and other available intelligence and by consulting with other professionals. A review of road accidents must be carried out to identify the road safety problems and any emerging trends. Whilst it is accepted that both local authorities and police forces wish to carry out their own analyses of data, it is strongly recommended that they work closely together and with other stakeholders to agree the common road safety problems they need to tackle. It is recommended that objectives are set which provide a clear statement of purpose for the planning and implementation of road safety initiatives.

Targets to reduce road accident casualties must also be set to complement objectives. Targets provide a reference against which to measure progress toward the achievement of objectives. Importantly, they also provide a measurable goal to strive for which may be re-set once achieved in order to maintain momentum.

It is recommended that short-term targets are set – for no more than three years – rather than simply setting the government target for 2010: the 2010 target may feel over ambitious in the early stages of planning and implementing initiatives.

Glasgow City Council • **Road Safety Unit**

The casualty statistics for Glasgow show that they have already surpassed the Government's 2010 target reductions. To maintain momentum and commitment to the improvement of road safety, GCC have set tighter targets for 2008:

- 60% reduction in the number of child casualties
- 50% reduction in the number of KSI casualties
- 10% reduction in the slight casualty rate





G2 – DEVELOP APPROPRIATE INTER-AGENCY WORKING

The case studies indicated that the areas in Scotland achieving greater casualty reductions have in place either formal structures, or very effective informal structures, for inter-agency working.

Tackling road safety issues demands the expertise of an array of professional disciplines not just, for example, the road safety engineer or the RSO. Road safety is most effective when all relevant disciplines work closely together and share their resources.

Without a specific Road Safety Plan, road safety may only be considered as a sub-section of a council's Local Transport Strategy (LTS) which may feed the notion that road safety is a problem that should only be tackled by road and transport professionals. Developing a Road Safety Plan is a useful – if not essential – tool. A Road Safety Plan differentiates road safety from the status of an LTS sub-section to being a free-standing document which fosters an inter-agency approach to its development and implementation.

Effective inter-agency working is not about having a “talking shop” but rather, it is built upon clearly defined roles and a commitment by all partners to the approach. Rather than convene single multi-disciplinary meetings to cover all road safety activities, there is clear value in holding meetings with fewer members to deal with specific issues or groups of issues. Meetings should be attended by staff with appropriate decision-making powers. Ideally, managers should ensure that meetings are well-structured and convened to deal with specific agendas.

The inter-agency approach should be present throughout the Good Practice Cycle.



Aberdeen City Council

Rather than one inter-disciplinary forum, the key stakeholders in Aberdeen meet and consult regularly through various working groups. These include:

- North East Safer Roads Working Group (NESRWG) (three local authorities, Scottish Executive, police);
- Aberdeen Cycle Forum
- Aberdeen Disability Advisory Group (representatives of all disabled groups, councillors, and officers from other services)
- Safety on School Journeys Working Group (education officials, police, road safety officers, head teachers, and parents)
- North East Scotland Safety Camera Partnership (3 local authorities, Scottish Executive, and police)
- Scottish Road Safety Campaign (Road Safety Scotland)
- SCOTS (road safety and AIP working groups, and subgroups)

The working groups are chaired by different organisations depending on the purpose of the group. This ensures that the working groups are not dominated by one road safety agenda. Co-ordination between groups is maintained by a representative from Aberdeen City Council who sits on every working group. Chairing of the NESRWG rotates to give every member the opportunity to set the agenda.





G3 – IDENTIFY INITIATIVES AND BALANCE RESOURCES

It is essential that the Road Safety Plan clearly defines the road safety problems by classifying them, as appropriate, by road user type, by environmental conditions, by location and by behavioural factors such as speeding, or a combination of these. Once the problem has been classified, the choice of an appropriate initiative should be informed by previous experience of tackling similar problems, and by tapping into the experience of other organisations. Inter-agency working is essential.

Casualty accidents by road-user type (for example; motorcyclist, pedestrian, etc) may be treated by traffic management, infrastructure improvements, education, and/or improved enforcement.

Casualty accidents by the environmental conditions recorded at the time of an accident may be treated by carriageway improvements such as anti-skid surfacing or junction re-design.

Casualty accidents may be examined by location to identify clusters, which can be treated by traffic management, infrastructure improvements, and/or improved enforcement.

Casualty accidents associated with specific behaviour may be treated using education, new technology enforcement and/or other mass action plans.

At this stage, it is not the aim to develop fully worked-up initiatives, rather it is to identify appropriate ones before going on to consider their viability against the resources available.

Balancing resources is a key task. The Road Safety Plan needs to have a clear focus on a priority programme of initiatives based on decisions about what will be done and what will not be done.

There is evidence that some organisations do not have clear priorities and, consequently, seek to address more issues than they can manage. This inevitably leads to a failure to meet priority requirements which can lead to a downward spiral of low achievement and poor staff motivation.

It is recommended that fewer well-resourced initiatives are identified, rather than too many poorly-resourced (or completely un-resourced) initiatives. The evidence suggests that organisations which have a manageable set of clear priorities are more in control of their resources, and tend to achieve their targets. Where resources are not available within the local authority, there may be benefit in considering the use of external resources, for example consultants or other local authorities.

It is often good practice to undertake a short-term research project to determine the most appropriate response to an identified problem. In this way, organisations can significantly reduce abortive time and expenditure that may be spent attempting to address the problem in an ad-hoc manner. Such research projects will need to be resourced and timetabled.

Aberdeen City Council • **Area Traffic Management Reviews**

The objective of this initiative is to improve road safety by the systematic review, promotion and introduction of traffic management measures across Aberdeen City.

Traffic management is reviewed sequentially across 11 discrete community areas of the city and agreed measures are introduced following detailed community consultation and promotion and subsequent approval by elected members.

The initiative results in traffic flows being smoothed, traffic speeds are controlled where necessary, conflicts between motorised traffic and vulnerable road users are mitigated and obstructive parking regulated.



G4 – MANAGE STAFF AND RESOURCES EFFECTIVELY

Road safety is best administered in a working environment where staff are motivated and personally committed to the organisation's road safety strategy.

In order to achieve this, it is essential that all staff are clear on what their organisation's road safety goals are and how they are performing in achieving these goals. The Road Safety Plan should act as a point of reference for this information.

It is also vital that staff are given appropriate training and resources to undertake their duties, and that they are organised to ensure they are employed effectively. Where practicable, there is clear merit in employing dedicated road safety professional staff. These professionals will have the training, contacts, commitment and expertise required to meet the demands of a lively programme of initiatives. Staff who share their time with other duties are very often stretched on other work, and find themselves unable to meet their full road safety commitments.

Effective monitoring of staff performance can help with motivation, by providing constructive feedback and ensuring they are performing effectively. The process of developing a Road Safety Plan should incorporate an assessment of available resources (staff and budget) against road safety goals and initiatives to ensure they are achievable.

Forums which facilitate the exchange of experience and knowledge between road safety professionals should be encouraged. They give the opportunity for professionals to share knowledge and information on how they have successfully administered and delivered effective road safety initiatives. Experience of good practice can be exchanged within the context of a formal training session, through the establishment of an inter-agency forum, or through a session organised by a professional body.



3.3 Implementing the Road Safety Plan

Implementation of the Road Safety Plan is carried out by different professionals. For example, if the Road Safety Plan identifies the need for an education initiative in primary schools, this is likely to be taken forward by RSOs and the education department. Likewise, initiatives focusing on road safety engineering would be taken forward by engineers. The Road Safety Plan identifies the initiatives to be taken forward but it does not plan in detail each individual initiative to be implemented.

Each initiative must be planned, implemented, monitored and evaluated before being fed back into the strategic Road Safety Planning Cycle.

Planning initiatives

This is the process in which you **say what you do** in terms of individual road safety initiatives.

Inverclyde Council and Glasgow City Council • West of Scotland Road Safety Forum

The West of Scotland Road Safety Forum was created to look at road safety issues across the former Strathclyde area.

It is funded by the 12 local authorities who were formerly Strathclyde Regional Council and was set up to maintain the partnership approach to road safety and continue on-going campaigns. Joint funding provides an opportunity for economies of scale, for example in the bulk purchasing of education materials.

One of the main activities of the Forum is sharing good working practice between its members by arranging information exchange days for road safety staff.



G5 – IDENTIFY INITIATIVES AND SET CLEAR SMART OBJECTIVES

It is essential that the road safety problem has been clearly researched and defined in the Road Safety Plan so that it is clear what the initiative is seeking to solve. The Road Safety Plan should also have identified an appropriate initiative but it may not have been planned in any detail. It is the responsibility of those tasked with implementing an initiative to ensure that it is designed to achieve the desired effect. This will be most effective if SMART objectives are set.

SMART objectives are common sense, and are embedded in government guidelines on developing and justifying solutions to transport problems (STAG¹). SMART objectives are:

- Specific
- Measurable
- Attainable
- Relevant
- Timed

It is true that SMART objectives can sometimes be difficult to set, as they can demand more thought and impose greater accountability than more vague statements of intent. Nevertheless, it is an essential part of any venture to have thought through what you are planning. In this way, SMART objectives offer a focus on the work in hand and:

- may engender a shared enthusiasm for their achievement
- will allow problems to be resolved within a defined framework
- will provide a framework to evaluate success

The SMART objectives for an initiative will not be expressed solely in terms of casualty reduction but rather in terms of thresholds and timescales relating to the service being provided. For example:

- for education initiatives, the objectives may relate to:
 - the scope and quality of the service provided
 - its penetration in terms of outreach measured by the number or proportion of people in the target group receiving the service
 - the timescale involved
 - observed change in attitudes and behaviour

¹ Scottish Transport Appraisal Guidelines, Scottish Executive, 2001

- for engineering initiatives, the objectives may relate to:
 - identifying high-risk locations
 - completion of an expenditure programme
 - the timescale involved
 - achievement of expected casualty reductions
- for enforcement initiatives, the objectives may relate to:
 - identifying an appropriate enforcement method
 - its penetration in terms of outreach measured by the amount of enforcement achieved
 - the timescale involved
 - observed change in compliance

Central Scotland Police • **Collision Prevention Unit**

As part of the Collision Prevention Unit, Road Safety Officers are contributing to meeting the Government's 2010 targets.

The RSOs have an annual target of ensuring that every primary school and every primary school age child receives road safety training from P1 to P7.

This target is identified in the Central Scotland Police Road Policing Strategy (2003-2006). The target is based on the strategy's primary educational aim – to begin road safety education at an early age. The target focuses available resources on child road safety education rather than distributing limited resources across a broad range of initiatives. This enables the RSOs to be as effective as possible in the work that they do.



G6 – ENSURE STAFF TIME ALLOCATIONS AND COSTS ARE REALISTIC

As resources are finite, it is important when planning an initiative, to identify and quantify carefully all the resources that will be required for its successful development and implementation. Failure to undertake this task properly could result in the initiative being delivered ineffectively or, worse, not being delivered at all.

Quantifying the resources required early in a project's life will allow the promoter to identify any funding or staffing shortfalls, and maximise the opportunities to take appropriate action to resolve the situation. It may also make it possible to approach politicians for extra resources. Alternatively, it may be possible to procure extra resources (staff and/or funding) from another budget, department or organisation, in order to deliver the initiative successfully. However, if additional resources cannot be readily procured, consideration should be given to curtailing the scale of the initiative, or deciding not to proceed. This will allow valuable resources to be redeployed more effectively.

Aberdeenshire Council • **Accident Investigation and Prevention Schemes**

Each year Aberdeenshire Council prepares a fully costed programme of capital AIP schemes. Any that cannot be undertaken as part of this budget are often delivered using other appropriate budget heads, for example, road maintenance or traffic signals. Expenditure can be justified from other budget heads that are related to the nature of the proposed scheme, for example, junction improvements may be combined with planned traffic signal works.

G7 – USE EXISTING RESOURCES TO MINIMISE START-UP AND RUNNING COSTS



Given the finite resources that exist for administering road safety, it is essential to identify common-sense and innovative methods for assembling resources, to allow important initiatives to be developed and implemented. Some organisations have particularly modest funding and staff resources, and it is necessary for them to use existing resources to minimise start-up costs and to facilitate the delivery of road safety initiatives.

Often the start-up costs can be seen as a barrier to the development of initiatives, particularly where there is a need for research and development to design resource materials. This is especially the case with educational, multi-media materials and other initiatives where methods of working need to be developed. It is often the case that similar initiatives have already been implemented elsewhere, and that these existing resources/methods of working may be available at little or no cost.

When an organisation does not have the staff resources or specialist skills to investigate a problem or develop and implement an initiative, it is possible for them to outsource some or all of the tasks to an external public or private sector organisation. This approach is of particular use when an organisation receives a significant amount of funding for an initiative, but does not have adequate staff to deliver it effectively.

In situations where staff resources exist but funding is not adequate to deliver effective road safety initiatives, it is possible for different organisations with common objectives to share funding and work together. A number of examples exist where different departments within a local authority have pooled resources to deliver an initiative that satisfies a common goal. There are also examples where public sector organisations have procured funding from corporate bodies who wish to promote initiatives within their local community.

Implementing initiatives

This is the process in which you **do what you say** in terms of implementing individual road safety initiatives.

Inverclyde Council • Road Safety Officers • Combining road safety and Active Schools

The RSOs at Inverclyde Council strive to be aware of various initiatives being undertaken within the area by the police, the local authority, health boards, community safety partnerships and others.

In doing so, they are able to integrate their work within related initiatives and tap into funding they would otherwise be unable to access.

For example, they have worked with the Active Schools Co-ordinator to develop and carry out Active School Days. The Active Schools Co-ordinator was keen to encourage children to walk and cycle to school, and the RSOs provided the practical training to do this safely.



G8 – ADHERE TO OBJECTIVES AND SEEK TO ACHIEVE TARGETS SET

The need to continue to adhere to objectives during the life of an initiative is an essential part of project management. Expenditure and resource allocations will have been justified against a set of objectives and, if these change, there will need to be a re-appraisal of the initiative. This should form part of a continuing process of review and evaluation to ensure that, as problems arise or underlying trends change, the programme of work can be adjusted in a timely manner. This may lead to a readjustment of an initiative or to a re-allocation of resources to other existing or new initiatives. Where there is no change in the objective or assumptions regarding their achievement, a clear focus on the objectives should be maintained.

All key agencies engaged in administering road safety should be committed to achieving all targets, in order to ensure that the safety of all road-user groups in the community is properly addressed. Certain targets are more readily achieved than others, and it is important to ensure that problems which offer a simple solution do not take precedence over the more challenging issues.

Continuous monitoring of the effectiveness of all road safety activities against targets is essential, to ensure that progress is being made towards achieving the targets, and that no specific target receives a disproportionate level of resources.

A number of local authorities who have been successful in meeting all the 2010 government targets have set stricter targets for themselves, against which they regularly assess performance.

Grampian Police • Staff Performance Appraisal

RSOs in Grampian are regularly appraised by their Senior RSO and by primary school teachers. This ensures that the quality of road safety education is maintained at the highest standard and is in accordance with the service delivery plan.



G9 – WORK WITH OTHER PROFESSIONALS



It is recommended that, where appropriate, the inter-agency working fostered during the development of the Road Safety Plan should be continued into the implementation of initiatives. By doing so, it ensures the initiative is delivered effectively, meeting the goals of all agencies involved.

Both formal and informal inter-agency groups provide good forums for promoting interaction between professionals. It is possible for professionals to input their experience, and ensure their organisations' goals are being addressed at two different levels within the context of an inter-agency working group, namely:

- a strategic level, through the working of a steering group
- an implementation level, through the functions of a working group

Road safety professionals can make an important contribution to the effective and efficient delivery of initiatives which are being promoted by those who would not consider themselves experts in the administration of road safety. Examples of this type of initiative include:

- Road maintenance
- Home Zones
- Safer Routes to School
- Community Safety Partnerships
- Community Planning Partnerships

Monitoring and evaluating initiatives

This is the process in which you **prove that you do it** in terms of individual initiatives.

Inverclyde Council • Road Safety Officers

The RSOs actively seek synergies between their remit and the remit of other agencies and, as such, have developed a number of extremely effective working relationships. Seeking such synergies enables them to access additional funding and resources.

They have recently started working with the Early Intervention Development Officer (EIDO) to promote the Children's Traffic Club in Scotland. The EIDO promotes physical activity for pre-school children, and runs promotional days for children and parents. The RSOs use this opportunity to promote road safety, especially the CTCS, to parents.

The RSOs also attend meetings of East Inverclyde Integrated Community Schools. This is a forum that resulted from Health Awareness days in schools which brought together lots of agencies working in the area. The Health Awareness days enabled agencies to find out what each other was doing and was an excellent way to find out what each does and discover new funding opportunities.



G10 – EVALUATE PROGRESS WITH INITIATIVES ON A REGULAR BASIS

Monitoring and evaluation is a key process in the project cycle as it forms the feedback link between planning and implementation. It is often not carried out.

Reviewing the progress of an initiative on a regular basis allows organisations to assess performance and, if necessary, to take appropriate action. It also ensures that the organisation’s finite resources are being used effectively. Evaluation of performance against strategic goals, and also against individual initiative goals, should be undertaken.

Project evaluation is also an effective tool for organisations that wish to review their progress and prioritise their resources on a monthly, weekly, or daily basis.

It is important **within an initiative** that a clear focus is maintained on its evaluation. Only in this way can a full and robust assessment of its effectiveness be made. Formal reports on monitoring and evaluation need to be prepared and fed into the overall road safety planning process.

3.4 Monitoring and evaluating the Road Safety Plan

In this section, we turn to the monitoring and evaluation of the wider road safety programme, which can only be regarded in terms of the sum of its parts. This is the process in which you **prove that you do it** in overall programme terms.

Grampian Police • Road Policing Section

On a monthly basis the police use outputs from the Traffic Intelligence Unit to determine priority routes for policing.

The Tasking & Co-ordinating Group meets daily and reviews the most recent intelligence in order to focus the policing resources for the whole of the Grampian area; this information is relayed to patrol officers via the Force’s intranet.

G11 – MONITOR AND EVALUATE PROGRESS WITH PROGRAMME ON A REGULAR BASIS



This is a key part of the road safety planning process: without monitoring and evaluation there is no objective basis on which to base decisions about investment in road safety.

It is recommended that annual reviews of Road Safety Plans are undertaken and that they should be renewed at least every three years. This enables the local authority and its partners to review and refresh their programmes of initiatives frequently.

Those responsible for the overall road safety process require feedback from the monitoring and evaluation carried out for each individual initiative.

The success of the overall programme can be monitored by changes in casualty numbers. By relating these changes in casualty numbers to the feedback from the individual initiatives, the relative effectiveness of individual initiatives can be estimated. Accordingly, informed decisions can be made about the road safety programme and whether or not individual initiatives should be continued, modified or discontinued.

It is important that a clear focus is maintained on what is more effective and what is less effective. Only in this way can a full and robust assessment be made of the overall road safety programme in order to aid decision making and promote best value.

Glasgow City Council • Road Safety Unit

The Road Safety Unit (RSU) has focused its attention on road safety education for nursery and primary school age children.

The RSOs carry out their work within a Quality Assurance system, which allows the RSOs to record in detail their contact with individual schools and nurseries and to evaluate progress towards their targets.

The RSU reports to the Road Safety Sub-committee which exists to assess progress towards targets and prioritise road safety activities.



G12 – IDENTIFY INEFFICIENCIES AND WORK TO RESOLVE THEM

Road safety initiatives must be delivered using finite resources. It is important, therefore, that every opportunity is taken to deliver initiatives efficiently in order to maximise the effectiveness of the programme.

Inefficiencies may accrue through:

- poor management
- the design of inefficient or ineffective initiatives
- failure to monitor initiatives
- ineffective budget management

Management, therefore, at all levels needs to be aware of the potential for inefficiencies to creep in and needs to maintain a critical, but constructive, view of the feedback received on all road safety activities. Where inefficiencies are evident, management will need to work to resolve them.

Solutions may include:

- improved management
- the introduction of Quality Assurance procedures where appropriate
- more regular monitoring
- improved staff motivation
- clearer definition of objectives and staff roles

Lothian & Borders Police • **National Intelligence Model**

As part of the monthly analysis, the Traffic Branch of Lothian & Borders Police produces a summary of accident statistics and casualty forecasts.

Forecasting is based on a number of variables including previous statistics, weather forecasting and future planned events. The National Intelligence Model (NIM) is then utilised to plan the activities of Traffic Operations (enforcement) on a monthly and daily basis. A matrix is created for every 24-hour period which combines the available policing resources with accident forecasting information, to identify where resources will be most effectively deployed. This may, or may not, supersede similar strategic planning produced on a monthly basis.

This type of planning was described as allowing them to have “the right people, at the right places, at the right time”.



Good Practice Initiatives

4.1 Initiatives

During the case studies a number of initiatives which represent good practice were identified and these, in addition to those included in the Guidelines, are listed below. The list does not include initiatives in other local authority areas which may be also be examples of good (or, indeed, exemplary) practice and it would, therefore, be wrong to infer that initiatives not listed here are not representative of good practice.

If you are interested in any of the initiatives you are invited to make contact with the appropriate person. A full list of contacts for the six case study areas follows the initiatives.



Implementer	Initiative	Description
Aberdeen City		
<p>Aberdeen City Council (in consultation with partners and user groups)</p>	<p>Introduction of facilities for Vulnerable Road Users</p>	<p>This initiative is aimed at reducing conflicts between vulnerable road users and motorised traffic by improving facilities for vulnerable road users such as cyclists and pedestrians.</p> <p>Aberdeen’s Transportation Strategy includes the target of increasing commuter cycling to 8% of all journeys to work by 2011 while continuing to reduce cycle accidents. To this end, cycle accident statistics are reviewed with neighbouring authorities, the Cycle Touring Club, cycle groups from Shell and BP and others to promote and implement a city-wide cycle network.</p> <p>Road crossing opportunities are being improved by the installation of 42 Toucan, Puffin and Zebra crossings, numerous traffic islands and 13 improved pedestrian facilities at signalised junctions.</p> <p>These introductions reduce conflicts between vulnerable road users and motorised traffic.</p> <p>The initiative has resulted in a continued reduction in vulnerable road user casualties (as shown in the Road Safety Plan), while encouraging more sustainable modes of transport.</p>
<p>Aberdeen City Council and other public sector partner organisations, in particular, the North East Scotland Safety Camera Partnership</p>	<p>Traffic Speed Reduction</p>	<p>This initiative has been promoted in conjunction with local authority partners, Police and Health authorities and with input from schools and local communities. Speed limits across the City are being enforced using fixed and mobile cameras with associated advertising and publicity.</p> <p>Traffic calming is introduced to reduce speeding where appropriate with suitable cases for treatment often being identified through the area traffic management review process.</p> <p>A programme of lowering mandatory, advisory and part-time speed limits around schools is currently being rolled out across the City.</p> <p>The initiative has resulted in a continued reduction in road accident casualties and severities, particularly among vulnerable road users.</p>



Implementer	Initiative	Description
Aberdeen City <i>(continued)</i>		
Aberdeen City Council as lead partner	City Centre Pedestrian Priority	<p>Aberdeen City Council as lead partner within the Aberdeen City Centre Partnership which consists of the Council, the local Enterprise Company, the National Public Sector Housing body and the Private Sector in the form of the Chamber of Commerce are promoting an initiative to improve facilities for pedestrians and to resolve the current inadequacies in footway provision.</p> <p>Some 200 years ago Aberdeen City Centre was established on an east-west axis around the main thoroughfare, Union Street. This 1.5km route created the pattern for development. However, over the past 20 years, with the creation of new city centre shopping malls the focus of activity has evolved on a north-south axis.</p> <p>The existing street at the point where pedestrian levels are greatest has narrow footways, much too narrow for the comfortable movements of all users. The number of pedestrian related accidents are the highest concentrations to be found anywhere in the city and the Strategy and Project Plan are based on resolving many of these difficulties while addressing the access needs of all users.</p> <p>Greater levels of pedestrian priority and pedestrianisation are being developed together with improved infrastructure. These will encourage economic activity and dramatically reduce pedestrian/vehicle conflicts.</p>
Aberdeen City Council (in partnership with the School Board, parents and school staff)	Newhills School Pupil Trail	<p>The objective of this pilot scheme is to improve road safety for pupils of Newhills School by creating safer routes to school, managing pupil movements and creating dropping-off areas to encourage walking to school and to provide a safer environment for all the community.</p> <p>Improved facilities were provided for the School Crossing Patrollers on distributor roads in the neighbourhood and colour coded safe walking routes to and from the school entrance were introduced on the network of footpaths round Newhills School. The start of each route is marked by an appropriately coloured symbol on peripheral roads. Pupils are allocated an access route and parents are asked to drop off and collect their children at these points. Disruption to traffic is minimal and this ensures that pupil movements can be managed safely.</p> <p>Traffic congestion has been greatly reduced at the school entrance, providing a safer, healthier environment for Newhills School pupils.</p>



Implementer	Initiative	Description
Aberdeen City <i>(continued)</i>		
Grampian Police (Road Policing Section)	Road Policing	On a monthly basis the police use outputs from the Traffic Intelligence Unit to determine priority routes for policing. The T&CG meets daily and reviews the most recent intelligence to determine next day's policing priorities for the whole of the Grampian area; this information is relayed to patrol officers via the force's intranet.
Grampian Police	National Educational Campaigns	Education and publicity are at the core of road policing in Grampian. Their recent drink driving winter campaign was very innovative and received a lot of media coverage. It was held at the helipad in Aberdeen and included all emergency services, the Minister for Transport and a convicted drink driver (see http://news.bbc.co.uk/1/hi/scotland/4072427.stm).
Grampian Police	National Educational Campaigns	Local initiatives are driven by specific issues, such as parking at schools: a recent initiative photographed illegally parked cars at a school in Aberdeen and published the photographs in a local paper. See (www.holdthefrontpage.co.uk/campaigns/001207zag.shtml).
Grampian Police (in partnership with other key stakeholders)	North East Camera Partnership (NESCAMP)	NESCAMP is a partnership of Aberdeenshire Council, Aberdeen City Council, Moray Council, District Courts, The Scottish Executive, and Grampian Police. It was established in 2001 and over the past two years has resulted in a reduction in deaths and speed at its camera locations.
Grampian Police (RCRU)	See Red	'See Red' is organised by RSOs and is targeted at pupils about to undertake the transition between primary and secondary school. It is a workshop about a cycle collision. Actors play the part of police, car drivers, eye witnesses, and pupils play the role of accident investigators. The initiative is relatively expensive at £6K per week. However, funding is normally received from the Education Department, and corporate bodies.
Grampian Police (RCRU)	Problems Talk	Problems talk is presented by uniformed Police Officers to fifth year secondary pupils who are about to embark on their driving careers. It highlights the main causes of fatal and serious injuries on our roads; speeding, seatbelts, drink and drugs driving.

Implementer	Initiative	Description
Aberdeen City (continued)		
Grampian Police (RCRU)	Driving Ambition	<p>A multi-agency initiative for sixth year pupils designed to give them a complete start in motoring. The scheme requires at least one day depending on the class sizes and consists of:</p> <ol style="list-style-type: none"> 1) Police presentation aiming to improve driver awareness; 2) Driving Standards Agency presentation on learning to drive and the driving test itself; 3) Fire & Rescue Service presentation on the consequences of road crashes; 4) Practical demonstration on basic vehicle maintenance; 5) Driving Tuition from Approved Driving Instructors for those participating with either a full or provisional driving licence (£75 per car). <p>Some 29 schools per year participate throughout Grampian. The driving school can be dropped if funding is an issue.</p>
Grampian Police (RCRU)	Observations/Winter Driving presentations	These talks are undertaken by uniformed police officers to everyone from multi-nationals to local businesses, also universities and local community groups.
Grampian Police (RCRU)	Cycle Training	Normally targeted at pupils in primary 6 or 7. RSOs administer the schemes, which normally are undertaken during the school day and consist of eight sessions. The RSO does bicycle checks, distributes literature (SRSC literature & Arrive Alive (DfT)), and presents an introduction talk on cycle safety. Parents take over at this stage (ratio of 1 to 6 children). The RSO will normally participate in session four and undertake an assessment of each child at the end of the course. Around 3,500 Grampian pupils participate in the course each year.
Grampian Police (RCRU)	Various RSO educational campaigns	RSOs make contact with every primary school in Aberdeen and endeavour to visit each school on an annual basis. RSOs present information on a number of national and local initiatives; Be Safe Be Seen (winter campaign), and JRSO scheme.
Grampian Police	Bikesafe	Following successful pilot schemes in 1999 by Strathclyde Police and Grampian Police, Grampian Police, along with all other Scottish (RCRU) Forces has run Bikesafe courses each year for motorcyclists, a particularly vulnerable road-user group.



Implementer	Initiative	Description
Aberdeenshire		
Aberdeenshire Council	Interactive Signing	Aberdeenshire Council has introduced interactive signing at junctions and other hazards. These have been used to highlight hazards and as a speed reduction tool.
Aberdeenshire Council	Innovative motorcycle signing	In partnership with Grampian Police, the Council has introduced signs on routes that are popular with motorcyclists and where there has been a history of accidents involving motorcyclists.
Aberdeenshire Council	20mph limits	Aberdeenshire Council is currently implementing 20mph zones in existing residential areas and are introducing 20mph zones as part of all new housing developments.
Aberdeenshire Council	Traffic Calming	A number of traffic calming schemes has been introduced within Aberdeenshire. Sites have been assessed for treatment using a points system.
Glasgow City		
Glasgow City Council AIP Unit	Mass Action Campaign	This campaign was funded by the AIP budget and it targeted priority junctions by providing improved signs and lines. They undertook this type of project because they wanted to try out a new approach that was not focused on acute sites but would provide benefit across Glasgow. They implemented en-mass and monitored en-mass to reflect an overall benefit of reduced numbers of casualties.
Glasgow City Council AIP Unit	Road Safety Audits	Approximately 30% of AIP Unit's time is spent carrying out Road Safety Audits. They have a formal requirement to carry them out. The Police are consulted at Stage 3.
Strathclyde Police (Glasgow)	Occupational Road Risk	This is an internal GCC initiative. All work-related car driver accidents are reported to RSOs. The accidents are recorded and allocated points according to an allocation system. The number of points reflects the subsequent road safety training an employee receives. They produce a city driver leaflet which is sent to every Council driver to keep them abreast of driving issues, legal issues, etc.
Glasgow City Council RSU	Children's Traffic Club in Scotland	CTCS is a major part of the RSOs' work. Two RSOs work towards achieving 100% coverage by targeting areas of low uptake with advertising. They give talks to parents of children in nurseries. The Health Board participates – health visitors can now register children for the CTCS.
Glasgow City Council RSU	Safe T-Rex	RSOs worked in conjunction with Education Services to produce a resource for youngest school children – a story-book "Safe T-Rex" designed to be read by teachers to children.
Glasgow City Council RSU	Mrs Mac Pack	Targets the elderly. In a recent campaign they researched what type of person older people respond to. The result was that they produced a "Mrs Mac Pack" – this is given to children to take back to their grandparents and read together.

Implementer	Initiative	Description
Inverclyde		
Inverclyde Community Safety Partnership	Pass Plus	Inverclyde Community Road Safety Partnership provides £5000 for this initiative (50% of the funding). The scheme provides extra driver training immediately after the mandatory driving test. It is advertised by CD-ROMs, posters, Inverclyde website, driving schools, police website and by internal police advertising. Available for anyone who has recently passed their test, aged 17-25 years. Publicity leaflet is also given to any 17-25 year old involved in an accident.
Strathclyde Police (Inverclyde)	Fleet vehicle checks	Regular checks carried out on vehicles and drivers in partnership with VOSA (Vehicle Operators Services Authority). The bus companies are happy to take part. The bus companies often ask for assistance with issues such as vandalism. They are also now carrying out checks on taxis.
Inverclyde Council Schools Working Group	Safer Routes to School (SRTS)	Developed and implemented measures to ensure every primary school had a minimum standard of road safety. Measures were developed in conjunction with head teachers, but children and parents were not involved due to staffing limitations.
Inverclyde Council RSOs	CTCS Loan Box Scheme	RSOs have developed a Loan Box whereby nurseries can borrow a box of road safety related games, toys and books for a limited period.
Scottish Borders		
Lothian and Borders Police (Scottish Borders)	Operation Octane	This is about safety on rural roads. Police ensured patrols were located on certain routes according to accident data and forecasting. RSOs backed the campaign with the production of posters and leaflets distributed to public places and companies and by radio, TV and newspaper advertising. Media is very good at getting involved in road safety campaigns in the area – largely down to the typology of the area – news stories are not as big as they are in urban areas, therefore, there is more interest in topics such as road safety.
Lothian and Borders Police RSOs (Scottish Borders)	55+ Course	For retirement groups, WI and other similar groups. These courses highlight the changes in the law drivers need to be aware of, personal changes with age (eyesight, co-ordination, judgement) and create an awareness of their limitations. RSOs are looking to increase uptake due to the increasing elderly population, by improved advertising.
Lothian and Borders Police (Scottish Borders)	Drink Driving Offenders' Survey	The police undertook a survey over a period of six months with drink-driving offenders to find out how aware they are of the legal alcohol limit, what this equates to in volume of different types of alcohol, the perception of the likelihood of being caught and the penalties offences entail.



Implementer	Initiative	Description
Scottish Borders (<i>continued</i>)		
Community Safety Partnership (Scottish Borders)	Soft Drink Driving Campaign	The Police and RSOs brought the results of the Drink Driving Offenders' Survey to the attention of the Community Safety Partnership (CSP). The CSP developed a Soft Drink Driving Campaign. The CSP created a sub-working group bringing together road safety practitioners, the community and key agencies. They were conscious that to be effective it had to be a local message because it was felt that national campaigns were not effective. Interventions included: Publicity using a local celebrity; media launch demonstrating the effect of alcohol on driving; Posters; RSO Unit branding – "Soft Drink and Drive"; highlighting the consequences – you are more likely to get caught because of the campaign and if you have your licence taken away the limited transport infrastructure in the area means that you will find it difficult to get around.
Scottish Borders Council Lothian and Borders Police	Lothian and Borders Safety Camera Partnership	Scottish Borders Council and Lothian and Borders Police are two of the five organisations that make up the Safety Camera Partnership. The Partnership is a non-profit, non-tax revenue funded organisation. Everything they do is funded by the penalties people pay for driving over the speed limit and failing to comply with red lights. In the Scottish Borders there are currently 30 fixed camera sites and 25 mobile cameras which are used on specified sections of routes.
Stirling		
Stirling Council/ Central Scotland Roads Accident Investigation Unit (CSRAIU)	Fulfil Councils' obligations in respect of the Road Traffic Act, 1988, s.39 (3).	CSRAIU studies accidents arising out of the use of the roads within Stirling Council's area. Amongst other things, accident black sites are prioritised. Resources are expended on developing and implementing solutions to improve road safety at these sites, and on providing advice and guidance based on experience and research.
Central Scotland Police RSOs (Stirling)	CTCS talk to trainee nursery nurses	The RSOs give a talk about the CTCS to trainee nursery nurses at the local college. This aims to encourage nursery nurses to encourage a greater uptake of the CTCS resources by nursery-age children.
Central Scotland Police RSOs (Stirling)	Primary school road safety training	Every primary school child receives training from the RSOs each year from P1 to P7. This is led by the curriculum. They also provide education about the move from P7 to S1, and provide assistance in road safety training around buses, new crossings, etc. Each school receives a letter from the RSOs with a suggested date for the training and head teachers are asked to confirm or suggest an alternative date.



Implementer	Initiative	Description
Stirling (continued)		
Central Scotland Police RSOs (Stirling)	Cycle training	The RSOs train individuals to carry out cycle training in schools. In Falkirk the Active Schools Co-ordinator is taking over this role.
Central Scotland Police RSOs Fire Brigade (Stirling)	Crucial Crew	An off-site education day for P7 children (offered to schools once every 3 years). It is a practical day which aims to present safety problems (including road safety) to children and to help them solve the problems appropriately.
Police RSOs (Stirling)	A84/85 route	<p>Carried out a very successful campaign on the A84/85 route between Stirling and Crianlarich. During the later 1990s there were a series of fatal accidents occurring in the summer and involving motorcyclists. The campaign was based on a plan which focused on education and enforcement.</p> <p>Generic and specific leaflets were distributed to motorists along the route, and the RSOs and Police carried out a roadshow in Tyndrum with displays, videos and discussion. During the peak tourist periods, the RSOs took the roadshow to all towns on the route to provide advice and information to motorists. The local press and radio were also kept well informed. The initiative linked into the Bikesafe initiative but, over and above it, there were a number of joint education and enforcement days with Tayside, Northern and Strathclyde Police held in Tyndrum.</p> <p>Unmarked and marked motorcycles and patrol cars were deployed along the route in various combinations and at varying times to enforce all aspects of vehicle and road safety.</p> <p>As the initiative progresses, emphasis has shifted more toward high-visibility enforcement whereby the community can engage with officers and, thus, officers become part of the enforcement group.</p>



4.2 Contacts

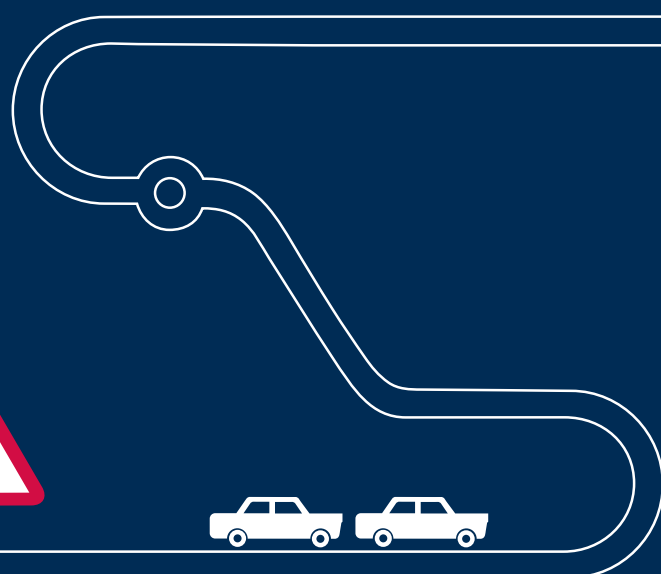
A list of contacts is set out below. Each person listed has indicated their willingness to speak to you about any of the initiatives they have responsibility for in their area.

Area	Role	Contact	E-mail address/Telephone number
Aberdeenshire	Aberdeenshire Council Transportation & Infrastructure Service	Mr Andy Duff Woodhill House Westburn Road Aberdeen AB16 5GB	andy.duff@aberdeenshire.gov.uk 01224 665285
	Road Policing	Inspector Ian Kirkwood Grampian Police Nelson Street Aberdeen AB24 5EQ	lan.Kirkwood@grampian.pnn.police.uk 01224 386743
	Road Safety Officer	Mr Leslie Harrold Road Casualty Reduction Unit Grampian Police Nelson Street Aberdeen AB24 5EQ	leslie.harrold@grampian.pnn.police.uk 01224 386732
Aberdeen City	Environment & Infrastructure Services	Mr Ewen Kay Environment & Infrastructure Services St Nicholas House Broad Street Aberdeen AB10 1EZ	ewenk@roads.aberdeen.net.uk 01224 522911
	Road Policing	Inspector Ian Kirkwood Grampian Police Nelson Street Aberdeen AB24 5EQ	lan.Kirkwood@grampian.pnn.police.uk 01224 386743
	Road Safety Officer	Mr Leslie Harrold Road Casualty Reduction Unit Grampian Police Nelson Street Aberdeen AB24 5EQ	leslie.harrold@grampian.pnn.police.uk 01224 386732

Area	Role	Contact	E-mail address/Telephone number
Glasgow	AIP Unit	Mr Harry Laird Land Services Glasgow City Council Richmond Exchange 20 Cadogan St Glasgow G2 7AD	harry.laird@land.glasgow.gov.uk 0141 287 9367
	Police Traffic Management	Chief Inspector Paul Fleming Strathclyde Police Road Policing Complex 433 Helen Street Glasgow G51 3HH	paul.fleming@strathclyde.pnn.police.uk 0141 532 6464
	Road Safety Unit	Mr Bill Smith Land Services Glasgow City Council Richmond Exchange 20 Cadogan St Glasgow G2 7AD	bill.smith@land.glasgow.gov.uk 0141 287 9043
Inverclyde	Design Team	Mr Angus Bruce Inverclyde Council 71 East Hamilton Street Greenock PA15 2UA	angus.bruce@inverclyde.gov.uk 01475 714817
	Road Policing	Inspector James Igoe Road Policing Department Strathclyde Police 160 Rue End Street Greenock PA15 1HX	jim.igoe@strathclyde.pnn.police.uk 01475 492623
	Road Safety Officer	Ms Margaret Dixon Inverclyde Council 71 East Hamilton Street Greenock PA15 2UA	01475 714800



Area	Role	Contact	E-mail address/Telephone number
Scottish Borders	Road User and Fleet Department	Mr David Sharp Technical Services Scottish Borders Council HQ Newtown St Boswells TD6 0SA	dsharp@scotborders.gov.uk 01835 825116
	Traffic Branch	Chief Insp Kenny Buchanan Lothian and Borders Police Police Headquarters Fettes Avenue Edinburgh EH4 1RB	kenneth.buchanan@lbp.pnn.police.uk 0131 311 3418
	Road Safety Manager	Mr Paul Richardson Lothian and Borders Police Police Headquarters Fettes Avenue Edinburgh EH4 1RB	paul.richardson@lbp.pnn.police.uk 0131 316 6382
Stirling	Central Scotland Roads Accident Investigation Unit (CSRAIU)	Mr Andrew Fraser c/o Stirling Council Technical Services Huts Stirling Council Viewforth Stirling FK8 2ET	frasera@stirling.gov.uk 01786 442727
	Road Policing Unit	Sergeant James Allan Road Policing Unit Central Police Headquarters Randolphfield Stirling FK8 2HD	jim.allan@centralscotland.police.uk 01786 456505
	Road Safety Officer	Ms Elaine Smith Road Policing Unit Central Police Headquarters Randolphfield Stirling FK8 2HD	elaine.smith@centralscotland.police.uk 01786 456533



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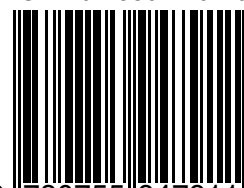
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