

Cheshire West & Chester Council

Let's talk about...

# Transport

Local Transport Plan 3 Review  
Consultation Draft – June 2025



Cheshire West  
and Chester

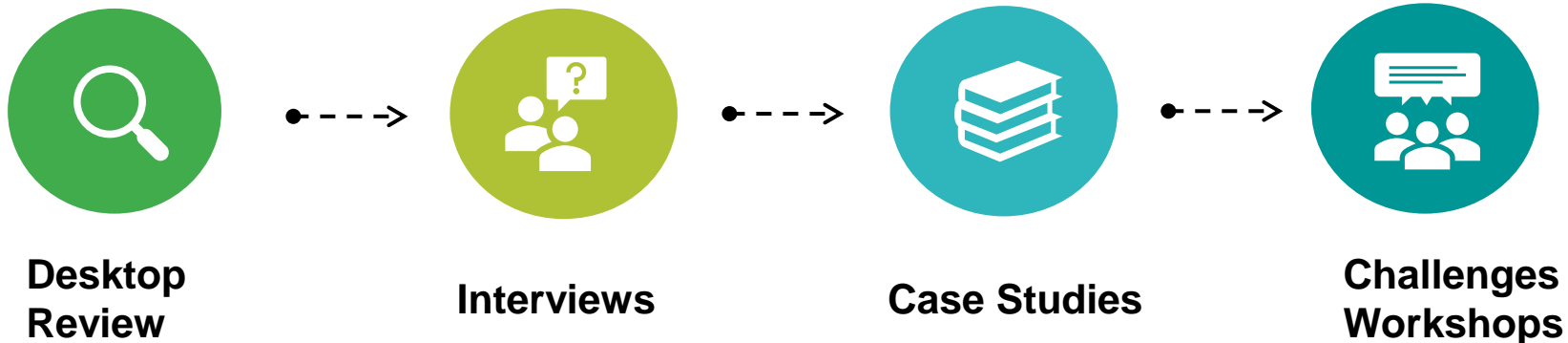
# Introduction

## Purpose and Methodology

The existing, and third, Cheshire West and Chester Local Transport Plan (LTP3) was adopted in 2011, and reviewed in 2017. It sets out the policy and investment approach for highways and transport within the borough, focussing on 6 overarching goals with supporting objectives.

As we embark on the journey of writing LTP4 it is important to reflect on what we can learn from LTP3, what went well, and where we might be able to improve in the process of making and implementing our next plan. Understanding the impact of the LTP3 vision, goals and objectives in addition to the guiding principles, behaviours and culture that went along with it will be vital. It will also enable us to understand if we need to approach challenges or position the LTP differently in order for the LTP to be more successful this time. This report sets out the findings from the LTP3 review.

This review has been conducted by external consultants Mott Macdonald, based on the following methodology:



# Methodology

Research Questions	Desktop Review	Interviews	Case Studies	Challenge Workshop
1. Was LTP3 bold enough?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Was LTP3 deliverable?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. What schemes were delivered?	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Have schemes led to the achievement of goals?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Have action contributed to goals/ objectives?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. What do we need to be doing different compared to LTP3?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

# Where were we when LTP3 was written?

It is acknowledged that policy at the national and international level has now significantly shifted in focus since LTP3 was written (in 2011) and subsequently updated (in 2017). The need to mitigate against climate change and reduce carbon from the transport system has come to the forefront. To address this there has been a significant increase in the uptake of low and zero emission vehicles. Alongside this, the Government has increased requirements for active travel and passenger transport. Further to this, the long term impacts from Covid-19 are still not clear with regard to the way people live, work, socialise and travel.

Notwithstanding the above, it is important to assess the LTP3 against the policy context at the time. For example, Cheshire West and Chester had not declared a climate emergency or poverty emergency at the time LTP3 was written. This section sets out the policy that was in place at the time LTP3 was written.

	Policy	Description
National - Transport	Department for Transport (DfT) Single Departmental Plan	This sets out details about how the government is investing to make journeys better, simpler, faster and more reliable to support jobs, enable business growth and bring the country closer together.
	National Planning Policy Framework (2012)	This sets out the government's planning policies for England and how these are expected to be applied.
Regional - Transport	Northern Transport Strategy	This sets out the transport priorities necessary to deliver the ambitions of the Northern Powerhouse.
Local - Transport	Chester Transport Strategy (2014) and Winsford Transport Strategy (2015)	The Chester and Winsford Transport Strategies were developed in response to the One City Plan, to provide guidance on transport investment and to prioritise public transport schemes.
	Northwich Transport Strategy (2018)	This sets out the main priorities and actions to deliver a series of transport improvements in Northwich over the next 15 years.
	Cheshire West Local Plan	The development plan is made up of the Local Plan (Part One) Strategic Policies, the Local Plan (Part Two) Land Allocations and Detailed Policies and any made Neighbourhood Plans.
Economy	Plan for Growth, Department for Business, Innovation and Skills	The Plan for Growth is a programme of structural reforms to remove barriers to growth for businesses and equip the UK to compete in the global race.
	Cheshire and Warrington Local Enterprise Partnership (LEP) Strategic Economic Plan (SEP)	The SEP is the CWLEP's ambitious strategy to support future growth and economic development over the next decade.
	Chester One City Plan	This fifteen year plan aims to reinvigorate Chester, to become Britain's most vibrant historic city, by guiding future economic regeneration of the city centre through a programme of public and private investment
	Mersey Dee Alliance (MDA) Business Plan	The MDA aims to enhance the profile and identify of the North Wales / West Cheshire / Wirral border region and maintain and promote the region's competitiveness and shared economic, social and environmental interests
Active Travel	Cycling and Walking Investment Strategy	A strategy which sets out our suggested plans, proposals and targets to make cycling more popular and encourage more people to take up cycling as their first choice particularly for shorter trips.
Rail	Growth Track 360	Outlines a set of proposed infrastructure upgrades and service specification changes aspired around Chester, with greater service frequencies between Chester and Holyhead, Wrexham, Manchester and Liverpool, among other destinations.
	West and Wales Strategic Rail Prospectus	Sets out long-term vision for improvements to the rail network across North Wales and North West England in the strategic rail hubs of Crewe, Warrington, Manchester Airport and Chester.

# LTP3 - Vision

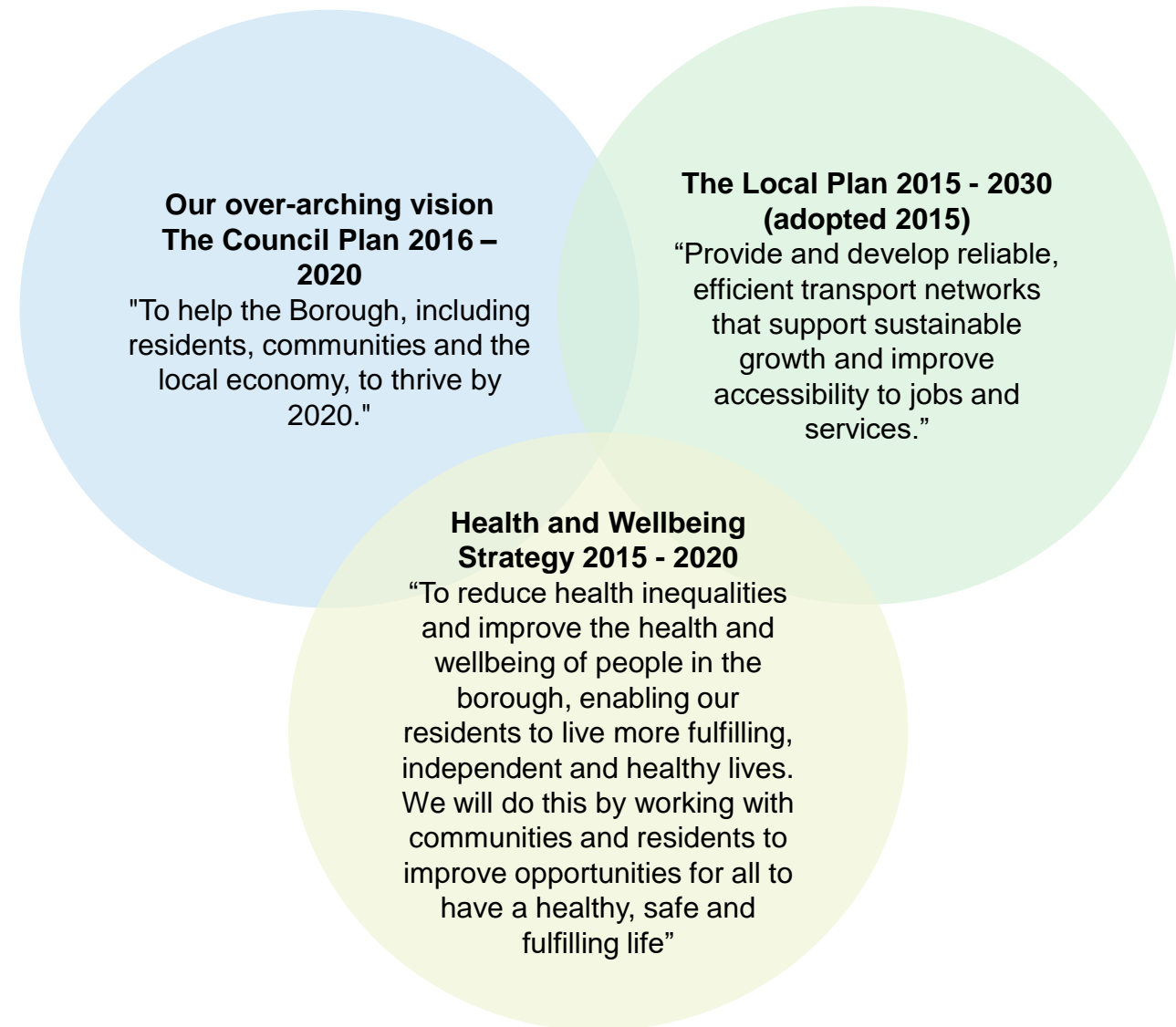
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LTP3 did not have one overarching vision but was considered a route map to enable the delivery of the Council Plan and the Health and Wellbeing Strategy by 2020, and over the longer term guide the Local Plan to 2030. The vision for each of these documents is set out to the right.

The lack of vision for LTP3 can be considered a key lesson learnt for LTP4.

*“Lack of joined up strategy and priorities”*

Insight from 7 question interviews



# LTP3 - Goals

LTP3 goals are based on five goals identified by the Department for Transport (DfT) in 2008. The DfT asked local authorities to consider the relative importance of these goals for their local areas and build their new transport strategies around these themes:

1. To support national economic competitiveness and growth by delivering reliable and efficient transport networks
2. To reduce transport's emissions of carbon dioxide and other greenhouse gases with the desired outcome of tackling climate change.
3. To contribute to better safety, security and health and longer life expectancy by reducing the risk of death, injury or illness arising from transport, and by promoting travel modes that are beneficial to health
4. To promote greater equality of opportunity for all citizens, with the desired outcome of achieving a fairer society
5. To improve quality of life for transport users and non-transport users and promote a healthy natural environment.

In addition to the five national transport goals, highway maintenance was seen as a top priority for the Council and therefore added as an additional goal.

LTP3 had 6 goals with supporting objectives. Further detail on the supporting objectives can be found in the next section.

1

Provide and develop reliable and efficient transport networks that support sustainable **economic growth** in West Cheshire and the surrounding area

2

Reduce **carbon emissions** from transport and take steps to adapt our transport networks to the effects of **climate change**

3

Manage a **well-maintained** transport network

4

Contribute to **safer and secure** transport in West Cheshire and to promote types of transport which are **beneficial to health**

5

Improve **accessibility to jobs and key services** which help support greater equality of opportunity

6

Ensure that transport helps improve **quality of life** and enhances the **local environment** in West Cheshire.

# Views From The Room

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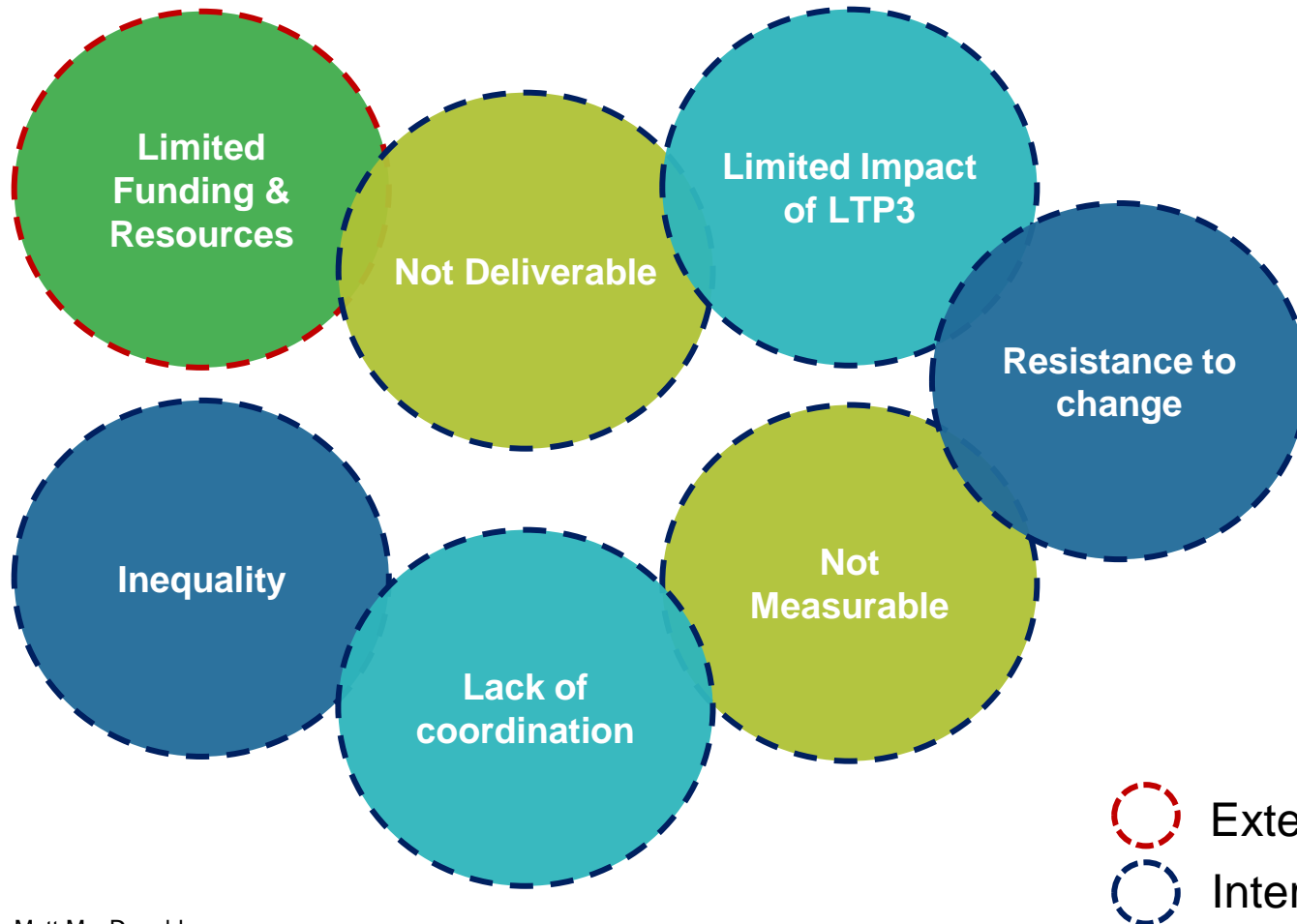
What words come to your mind when you reflect on LTP3?



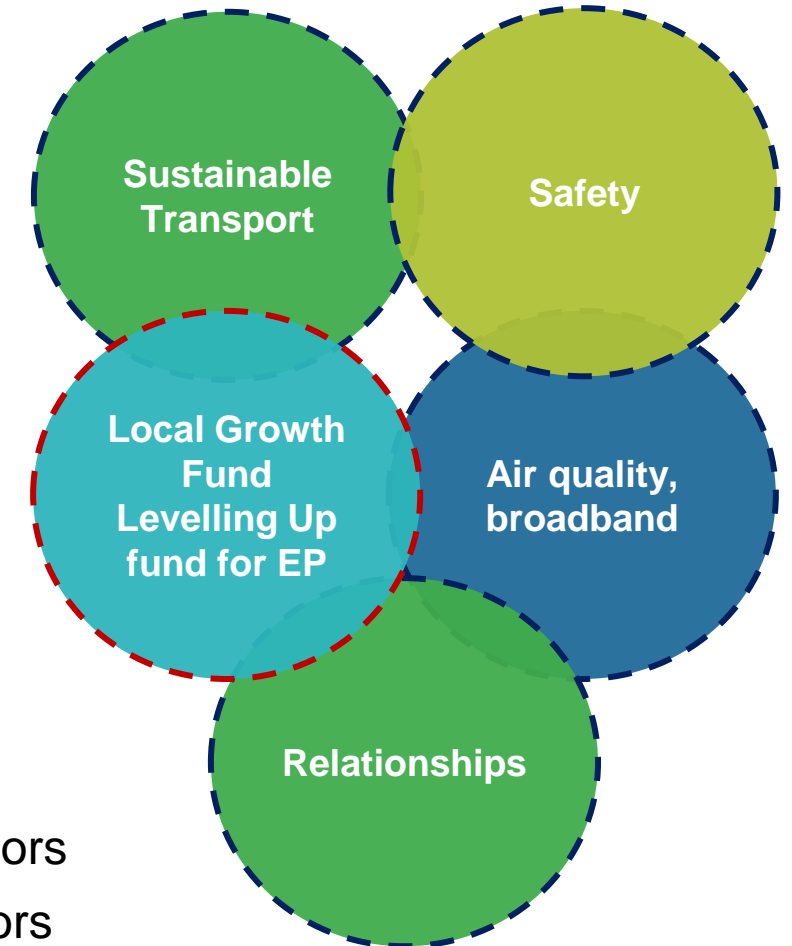
# Summary of Findings

What are the LTP3 successes and failures we can learn from?

## Failures



## Successes



# Successes

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## What are successes we can learn from?

**Funding of certain projects:**  
Successful in securing funding for Local Growth Fund that allowed for small scale project improvements; Levelling Up fund for EP

**Safety:** Implementation of 20mph zones have largely been a success that has led to road safety improvements. Additionally junction improvements in A51, road safety training programmes and initiatives have been delivered

**Air Quality:** Progress in developing Air Quality Management Plans (AQMA's revoked)

**Sustainable Transport:** Some progress seen in sustainable modes in terms of new bus stations/facilitates, bus service trial in rural areas; rail service and station improvements; new cycle routes, EV charging infrastructure

Moving forward CW&C must continue to form strategic relationships and build on progresses made in the implementation of sustainable transport and digital infrastructure

**Relationships:** Formed strategic relationships with those that influence transport systems.

- Good history of working with Warrington Council, Cheshire East Council
- Been successful in working with other organisations- Sustrans project
- Mersey Dee Alliance with Liverpool, TfW, North Wales authorities

**Broadband:** Successful implementation of broadband in many areas

# Summary of Findings

## Lessons Learnt

### What are areas we can learn from?

*The step diagrams throughout the report illustrate the learnings, successes and barriers and the associated recommendations identified at different points of the LTP3 review. The step diagrams in this Executive Summary are an amalgamation of all the findings and detail the key failures & successes and 10 key recommendations to take forward in LTP4.*

**Limited Funding & Resources:** Complete reliance on government for funding and the uncertainty that surrounds that along with challenges of securing funding given CW&C's geographic location and reputation with DfT pose a significant barrier. These are compounded by the time and cost intensive funding application process and lack of resources thereof

**Not Deliverable:** Committed to do a lot of actions that were also not deliverable

Identify partnerships, make use of location between major cities to work with authorities to access other sources of funding to ensure the success of LTP4 is not solely dependant on national funding. In the absence of funding, have a clear understanding of where priorities lie

**Not Measurable:** Actions were vague, not ambitious and not measurable

**Limited Impact of LTP3:** Majority of the LTP3 objectives have not been achieved. Out of the few that have been, it is not a direct result of LTP3

While there may be a number of issues to be addressed, LTP4 should prioritise and focus on those that are pressing for CW&C, particularly the declared climate and poverty challenges

LTP4 should have a clear delivery programme that assigns specific quantitative targets to each objective and/or action so that its progress can be monitored and tracked. This needs to be supported by a programme for monitoring and reporting.

To ensure accountability and engagement throughout the lifetime, LTP4 should assign an 'owner' that will be responsible for delivering an action.

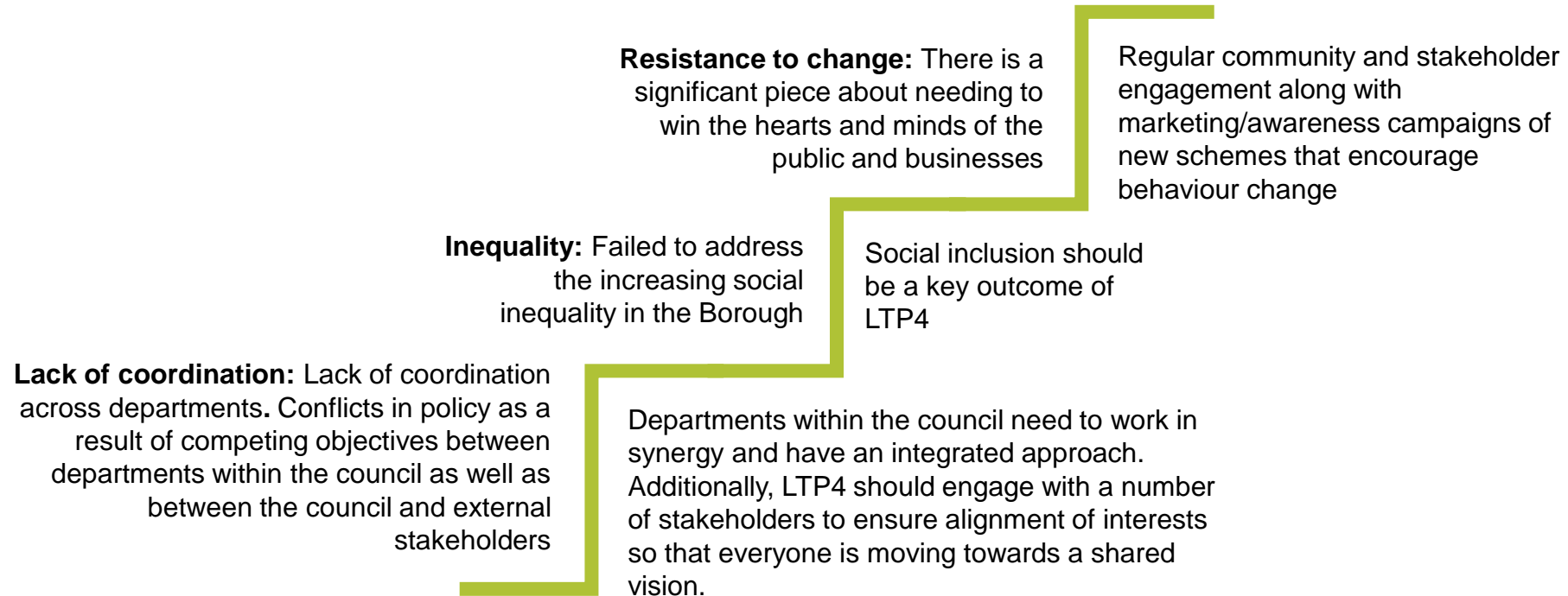
## What needs to change?

# Summary of Findings

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## Lessons Learnt

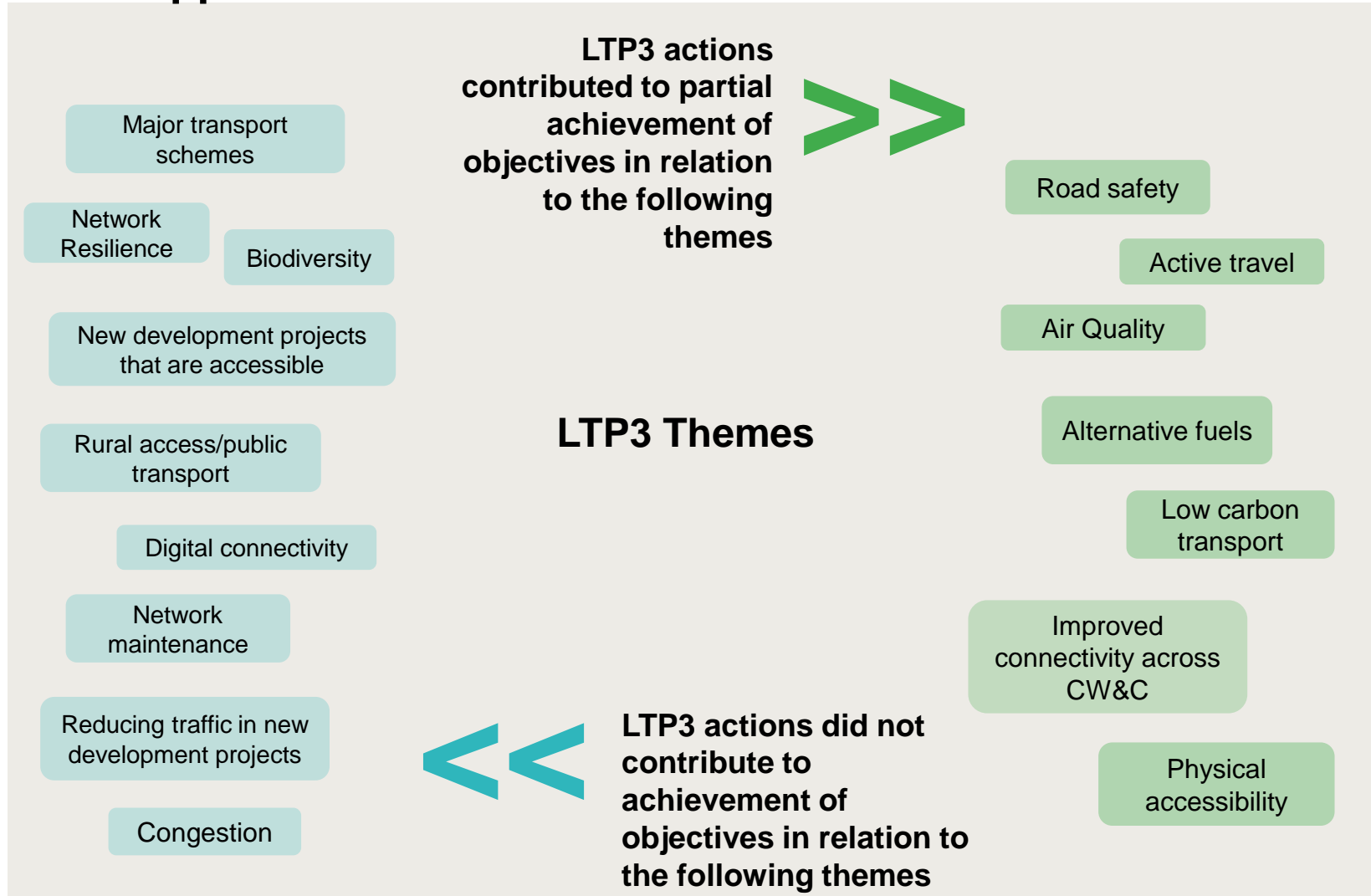
### What are areas we can learn from?



What needs to change?

# Assessment of LTP3 Objectives and Actions

See Appendix 1 for details



Out of **23** LTP3 objectives

**17** Negligible progress

**3** Substantial progress

**3** No evidence of progress available

*Reflection: The majority of objectives that have made progress happened without active knowledge of LTP3, however actions separate to LTP3 that have been undertaken happen to align with LTP3 objectives.*

# Summary of Recommendations

Following the lessons learnt from the successes and failures identified in Interviews, Desktop Review and barriers from Challenge Workshop, below are 10 recommendations to be taken forward in LTP4

1

**Climate response** is seen as high-profile policy objective but when delivering projects on the ground it can often be seen as a 'nice to have'. LTP4 should ensure it is a 'must have'.

2

Need for policy to account for both CW&C's **diverse geographic make-up** as well as **wealth disparity**. Rural accessibility and social inclusion is of particular relevance to CW&C.

3

LTP4 should adopt a **bold approach in selling** and implementing the vision so it informs the programme of interventions and priorities throughout the 5 year period.

4

While there may be a number of issues to be addressed, LTP4 should **prioritise** and focus on those that are pressing for CW&C

5

Regular **community and stakeholder engagement** along with marketing/awareness campaigns of new schemes that encourage behaviour change

6

LTP4 should have a **clear delivery programme** that assigns specific quantitative targets to each objective and/or action so that its progress can be monitored and tracked

7

Departments within the council need to work in synergy and have an integrated approach. Additionally, LTP4 should engage with a number of stakeholders to ensure alignment of interests so that everyone is moving towards a **shared vision**.

8

To ensure accountability and **engagement** throughout the lifetime of LTP4, LTP4 should assign an 'owner' that will be responsible for delivering an action.

9

Identify **partnerships**, make use of location between major cities to work with authorities to access **other sources of funding** to ensure the success of LTP4 is not solely dependant on national funding. In the absence of funding, have a clear understanding of where priorities lie.

10

Right level of investment in **maintaining assets** required moving forward

# Appendix 1

## Assessment of LTP3 Objectives and Actions

# Objective and Action RAG Rating

To understand what was delivered and achieved from LTP3 an assessment against the LTP3 objectives and actions has been undertaken. The scoring criteria is set out in the tables to the right.

The assessment of progress against objectives intends to understand whether the anticipated outcomes of the LTP3 have been achieved.

LTP3 had over 150 actions. The assessment of progress against actions intends to understand to what extent, actions have been delivered.

The scoring will help to understand whether delivered actions have led to the achievement of objectives, or whether actions have been delivered but had limited impact on intended outcomes. Similarly, a discrepancy in scoring could indicate objectives have been achieved but not as a result of LTP3 actions.

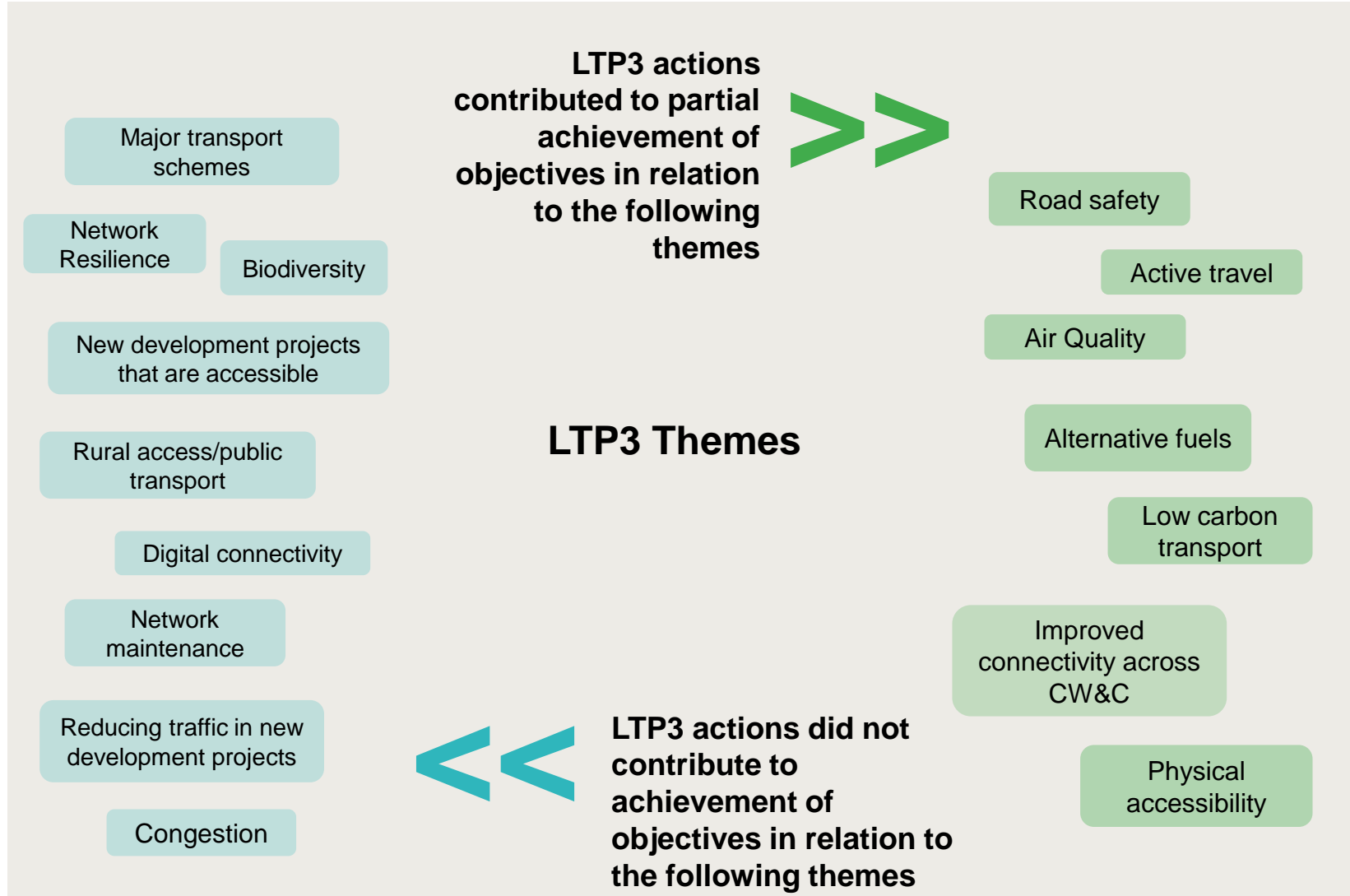
It should be noted here that if an objective has not been achieved, it may be that the actions prevented the objective from deteriorating further. The assessment is therefore to provide an indication of progress and not a definitive conclusion that some actions have failed to deliver.

Information used to carry the assessment was gathered from a combination of sources including interviews carried out with CW&C council members, information and data publicly available online as well as colleagues with local knowledge and/or have been involved with projects in CW&C.

Progress on objectives - Have the anticipated outcomes and impacts been achieved?	Score
Not achieved - worse (unanticipated impacts / displacement effects)	-1
Not achieved - no change	0
Partially achieved - Some small scale improvements observed / mixed outcomes	1
Achieved - as expected	2
Achieved - better than expected	3
Data gap	

Progress on actions - What has been the progress on the specific actions identified?	Score
Little to no progress	0
Progress made but not substantial	1
Substantial progress made but fell short of completion	2
Delivered	3
Data gap	

# Summary of Findings



Out of **23** LTP3 objectives

**17** Negligible progress

**3** Substantial progress

**3** No evidence of progress available

*Reflection: The majority of objectives that have made progress happened without active knowledge of LTP3, however actions separate to LTP3 that have been undertaken happen to align with LTP3 objectives.*

# Objective and Action RAG Rating

Goal	Supporting Objectives	Progress on Objective	Progress on Action	Progress Assessment
1. Provide and develop reliable and efficient transport networks that support sustainable economic growth in West Cheshire and the surrounding area	1.1 Reduce traffic congestion problems on our roads	0	1	1
	1.2 Develop transport schemes that help to support the economy	0	0	0
	1.3 Support the delivery of new development and housing while reducing the impact of additional traffic	-1	0	0
	1.4 Improve links between West Cheshire and surrounding areas particularly to Cheshire East, North East Wales and Warrington along with Merseyside, Greater Manchester and to local airports	1	1	1
2. Reduce carbon emissions from transport and take steps to adapt our transport networks to the effects of climate change	2.1 Improve and encourage the use of sustainable (low carbon) transport;	1	1	1
	2.2 Promote the use of new technology and alternative fuels to reduce carbon emissions from transport	1	1	1
	2.3 Ensure that new development takes place in accessible locations which minimise the need for travel	1	0	0
	2.4 Ensure that local transport networks are resistant and adaptable to the impacts of climate change, including adverse weather conditions	0	1	0

Progress on objectives	Score
Not achieved- worse	-1
Not achieved- no change	0
Partially achieved	1
Achieved- as expected	2
Achieved- better than expected	3
Data gap	

Progress on actions	Score
Little to no progress	0
Progress made but not substantial	1
Substantial progress made but fell short of completion	2
Delivered	3
Data gap	

\* Data gap to be addressed in the next iteration

# Objective and Action RAG Rating

Goal	Supporting Objectives	Progress on Objective	Progress on Action	Progress Assessment
3. Manage a well maintained transport network	3.1 Improve the condition of the highway network	0	0	0
	3.2 Reduce the maintenance backlog in the Borough	-1	0	0
	3.3 Maintain the highway network in a safe and serviceable condition for the use of vehicles, cyclists, pedestrians, equestrians and all other road users	0	0	0
	3.4 Ensure that the highway is kept in an acceptable condition environmentally	0	0	0
4. Contribute to safer and secure transport in West Cheshire and to promote types of transport which are beneficial to health.	4.1 Reduce the number of people killed or seriously injured on our roads	2	3	6
	4.2 Encourage healthier lifestyles by promoting more active forms of transport such as cycling and walking	1	1	1
	4.3 Reduce transport related air quality problems in the Borough	2	3	6
	4.4 Ensure that new transport schemes improve public safety and help reduce fear of crime			-
	4.5 Plan for and respond to incidents which may have a significant impact on the transport network	0	0	0

Progress on objectives	Score
Not achieved- worse	-1
Not achieved- no change	0
Partially achieved	1
Achieved- as expected	2
Achieved- better than expected	3
Data gap*	

Progress on actions	Score
Little to no progress	0
Progress made but not substantial	1
Substantial progress made but fell short of completion	2
Delivered	3
Data gap*	

\* Data gap to be addressed in the next iteration

# Objective and Action RAG Rating

Goal	Supporting Objectives	Progress on Objective	Progress on Action	Progress Assessment
5. Improve accessibility to jobs and key services which help support greater equality of opportunity	5.1 Ensure that new developments and local services are built in accessible locations	0	0	0
	5.2 Work to improve transport links to employment and training opportunities to key services from rural areas, and to health services	-1	1	0
	5.3 Improve physical accessibility by removing barriers to mobility especially for disabled and older people	1	1	1
6. Ensure that transport helps improve quality of life and enhances the local environment in West Cheshire	6.1 Ensure that new transport schemes complement local character and enhance the built and natural environment and biodiversity	0	0	0
	6.2 Promote access to leisure activities by improving pedestrian, cycle, greenway and Public Rights of Way networks		1	-
	6.3 Work to reduce noise levels that arise from transport		0	-

Progress on objectives	Score
Not achieved- worse	-1
Not achieved- no change	0
Partially achieved	1
Achieved- as expected	2
Achieved- better than expected	3
Data gap	

Progress on actions	Score
Little to no progress	0
Progress made but not substantial	1
Substantial progress made but fell short of completion	2
Delivered	3
Data gap	

\* Data gap to be addressed in the next iteration