

Cheshire West and Chester Council

Connecting People to Places of Employment, Education and Wellbeing

Our Strategy for Sustainable Access to Economic Growth and Opportunity

March 2016



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**Connecting People to Places of Employment, Education and Wellbeing - Our Strategy for
Sustainable Access to Economic Growth and Opportunity
Sustainable Travel Transition Year Revenue Competition 2016/17 Application Form**

Appendices

Appendix 1

Letters of Support

Arriva North West Bus	MBNA
Arriva UK Trains	Mersey Dee Alliance
Arriva Trains Wales	Merseytravel
Cheshire & Warrington Local Enterprise Partnership (LEP)	Mid Cheshire Development Board
Cheshire Police	Mid Cheshire Rail Users Association
Cheshire Oaks Designer Outlet	North Cheshire Rail Users Group
Chester Cycle Campaign	Parking Services – Cheshire West and Chester Council
Chester Growth Partnership	Planning and Strategic Transport – Cheshire West and Chester Council
Chester Zoo	Public Health – Cheshire West and Chester Council
CH1 Chester Bid	Stagecoach Bus
City Car Club	Sustrans
Countess of Chester Hospital NHS	The Mid Cheshire Line Community Rail Partnership
Cyclists Touring Club (CTC)	Travel Planning Services (TPS)
Encirc UK (trading as Quinn Glass)	Transport Service (Director of Places Strategy) – Cheshire West and Chester Council
Ellesmere Port Development Board	University of Chester
Ellesmere Port Town Centre Improvement – Cheshire West and Chester Council	Urenco
Employment Skills and Learning (job seeker/work zones)	Vauxhall Motors
Flintshire County Council	West Cheshire College
Groundwork Cheshire, Lancashire & Merseyside	Winsford Industrial Estate Business Improvement District (BID)
Highway, Road Safety Team – Cheshire West and Chester Council	

Appendix 2 – Economic Appraisal Summary Note

Appendix 3 – Scheme Impact Proforma



Sustainable Travel Transition Year Revenue Competition 2016/17 Application Form

Applicant Information

Local transport authority name(s): Cheshire West and Chester Council

Bid Manager Name and position: Kristy Littler, Transport Manager – Planning and Strategic Transport

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SECTION A - Project description and funding profile

A1. Project name: Connecting People to Places of Employment, Education and Wellbeing - Our Strategy for Sustainable Access to Economic Growth and Opportunity.

A2. Headline description:

The Connecting People to Places of Employment, Education and Wellbeing-Our Strategy for Sustainable Access to Economic Growth and Opportunity package builds on the existing LSTF programme, focussing on supporting the significant existing and emerging employment opportunities outlined in the Cheshire & Warrington Strategic Economic Plan and the Growth Deal Prospectus. We propose to build on our activities and achievements to date based on key travel to work corridors between Chester, Ellesmere Port, Merseyside and Deeside.

We propose a three themed package:

1. Improve Local Access to Longer Distance Commuter Trips.
2. Addressing Local Trips and Active Modes.
3. Smarter Choices.

A3. Total package cost (£m): £0.673m

A4. Total DfT revenue funding contribution sought (£m):

The revenue package to be funded through the STTY comprises a **£0.425m contribution from the DfT**. This is supplemented by a **£0.248m package of match funding** with a total package cost of **£0.673m (2016/17)**.

A5. Local contribution (£m): £0.248m

Financial contributions towards the package are summarised in **Table 1** – this covers both local authority and third party funding. The match funding is 37% of the total package - with the exception of £20,000 (Access to Cheshire West College) the entire match funding is revenue. All match funding is additional and specifically linked to this bid. Information on the source of the Third Party contributions is provided in **Table 12**. Letters of support confirming financial commitments are shown in **Appendix 1**.

Table 1: Summary of Financial Local Contributions (2016/17) – Local Authority and Third Party

		2016/17 (£) Local Contribution
Theme 1: Improve Local Access to Longer Distance Commuter Trips	Park & Ride Marketing Delivery	£20,000
	Station Travel Planning Short/Medium Interventions	£30,000
Theme 2: Addressing Local Trips and Active Modes	Access to Cheshire West College	£20,000
	Adult Cycle Training	£10,000
Theme 3: Smarter Choices	Business Engagement Delivery	£43,000
	Jobseeker / Work Zones	£10,000
	General Marketing Support	£5,000
	Cycling and Walking Officers	£60,000
	Staffing	£50,000
TOTAL		£248,000

A6. Equality Analysis

All elements of the scheme will be designed and implemented in accordance with the Equalities Act 2010 and in conjunction with Cheshire West and Chester's own equality regulations which are set out in accordance with the Disability Discrimination Act 2005. As part of the detailed design process an Equality Impact Assessment will be carried out to ensure conformity with the Equalities Act.

Has any Equality Analysis been undertaken in line with the Equality Duty?

Yes No The Equality Analysis Form undertaken for the bid can be made available upon request.

A7. Partnership bodies:

We plan to work with a number of key partners in delivering the package. The expected role and responsibilities of our partners has been outlined below, with letters of support providing evidence of their willingness to participate in delivering our proposals, see **Appendix 1**.

Bus and Rail Operators: The Council has excellent relationships with the principal operators in the bid area (i.e. **Stagecoach, Arriva, Avon Buses/Merseyrail and Northern Rail** operated by Serco/Abellio-Arriva). We will deliver measures outlined within our Station Travel Plans developed during 2015/16 enabling transport to unlock potential new growth. We will also be working closely with Stagecoach in delivering priority initiatives in our Park & Ride Marketing and Communication Plan.

West Cheshire College has been a site for PTP as part of the 2015/16 Programme. With plans for staff and students to be relocated from the Chester to the Ellesmere Port campus, delivering travel planning measures as part of the proposed programme will benefit the approximate 500+ staff and 10,000 students moving to the Ellesmere Port site.

The **University of Chester** has been a fundamental partner in previous Programmes and we intend to maintain this relationship. We have engaged in PTP at their Thornton Science Park campus and intend to embed sustainable travel behaviour going forward as the site is set to grow to 1,200 students over the next few years. The wider Science Park will also offer between 22-42 'incubator spaces' for young and developing enterprises.

Chester Growth Partnership, along with key partners **Muse Developments** and **Neptune Developments** are delivering the first phase of the Chester Business Quarter from CWAC's Strategic Planning Committee, creating 3,500 new jobs.

Cheshire and Warrington Local Enterprise Partnership (LEP) is an important partner and we have aligned previous objectives and this Programme around the SEP priorities. The LEP has been a critical partner in preparing this bid ensuring that the proposed package assists the sub-regions economic growth aspirations. As part of our 2015/16 Programme we have undertaken an Economic Evaluation of schemes to assist in informing the schemes included in this bid.

The **Cheshire and Warrington Local Transport Body (CWLTB)** is a publicly-accountable body with a single strategic objective: "To improve transport infrastructure to secure significant connectivity gains in the support of economic growth and prosperity".

Cheshire West and Chester Council Public Health – The Public Health Team integrated within the Council have been an important partner of the 2015/16 Programme, working closely alongside the LSTF team as part of the

Community PTP project, promoting active modes of travel in areas of relatively high health deprivation. We intend to extend this successful scheme to other areas of health deprivation, promoting walking and cycling.

Ellesmere Port Area Delivery Board: The board comprises members of both public bodies and private organisations across the focus of the bid area. Our proposals and objectives reflect those within **Ellesmere Port Vision and Strategic Regeneration Framework** and the Board will play an important part in our package delivery.

Cheshire Oaks: We have undertaken PTP with Cheshire Oaks as part of the 2015/16 Programme and will seek to embed sustainable travel behaviour through delivering measures arising from this work. Other major employers in the Cheshire Oaks region we have relationships with are M&S Cheshire Oaks and Sainsburys, all of which are part of the Cheshire Oaks Transport Stakeholder Group.

Ellesmere Port - Our Place: Our Place has facilitated the introduction of local centres such as the Housing, Health, Employment, Enterprise and Training (HHEET) Centre in Ellesmere Port and Chester to tackle worklessness and social issues; the Council delivers its Work Programme locally at these centres. We have strong relationships with the Work Zones through the delivery of job seeker travel advice drop in sessions as part of the 2015/16 Programme. We intend to build on this and expand the offer to Winsford and Northwich Work Zones.

Cross Border Authorities: Deeside Industrial Estate sits just across the Welsh border in **Flintshire** and is an important employer for residents in our bid area. The industrial estate is a newly created Enterprise Zone that predicts job growth from 9,000 to 14,000 within five years. We created an Active Travel Map and Travelshare Scheme for Deeside Industrial Park as part of the 2015/16 Programme. This collaboration between England and Wales provides a fantastic opportunity to improve access to jobs and open up wider labour markets.

Cross Boundary Authorities: The Wirral and Merseyside. The bid will facilitate easier cross boundary travel to job and training opportunities by bus, rail and bike. We have worked closely with **Merseytravel** e.g. in delivering the **Bike & Go** station bike hire scheme and in producing our **Station Travel Plans**. We will continue to work in partnership to deliver measures aimed at boosting rail patronage and modal shift for travel to/from stations.

Cross Boundary Authorities: The Mersey Dee Alliance is a strategic working group bringing together local authorities of Cheshire West and Chester, Chester University, Denbighshire, Flintshire, Glyndwr University, Wirral, Wrexham, and the Welsh Assembly Government and Merseytravel, built from recognition of shared economic, social and environmental interests across the area, providing joint working to ensure a sustainable economic future.

Chester Zoo: The Zoo is situated within the bid area and is one of the major tourism attractions in the UK. Upton Park & Ride is located adjacent to the Zoo and the delivery of the Park & Ride Marketing and Communications Plan will promote the use of this mode for sustainable travel to the attraction.

SECTION B – The Business Case

B1. The Strategic Case

Package Summary

The **Connecting People to Places of Employment, Education and Wellbeing package - Our Strategy for Sustainable Access to Economic Growth and Opportunity** (*referred to as our package from here on in*) focuses on supporting the significant existing and emerging employment and training opportunities, considered essential to help deliver the vision proposed in the Chester and Deeside Economic Axis Growth Deal Prospectus. It **builds and extends on our current and former successful schemes** within the LSTF and Cycle Demonstration Town activities and achievements, focusing on key travel to work corridors between Chester, Ellesmere Port, Merseyside and Deeside. An **Economic Evaluation** of Cheshire West's LSTF Programmes has been undertaken **demonstrating the contribution that smarter choice interventions have made to building the economy**. We have included initiatives in this package which have contributed most to GVA providing VfM and high BCRs (e.g. job seeker support).

Our package is based around a series of effective and proven investments which we believe will provide a more sustainable approach to help people **reach jobs and training opportunities, focussing largely on walking and cycling**. We have partnerships established with major **Further Education** providers and have schemes designed to reach **those not currently in employment or training through Work Zone engagement**. By tackling congestion through increasing sustainable travel we will also **remove barriers to growth**. We recognise the impact that single occupancy car travel has on **carbon emissions and air quality** with three AQMAs in our borough and our measures seek to reduce these trips. The package has been designed following national guidance; Door to Door Strategy, the Cycling Revolution paper and other cycling/walking strategies.

Our three themed package will **support the local economy through improving access to jobs and training, boost economic growth and cut carbon emissions**, whilst supporting our objectives to address **deprivation and health issues**, by embedding sustainable travel initiatives **focused on walking and cycling**. We have a **long term vision to**

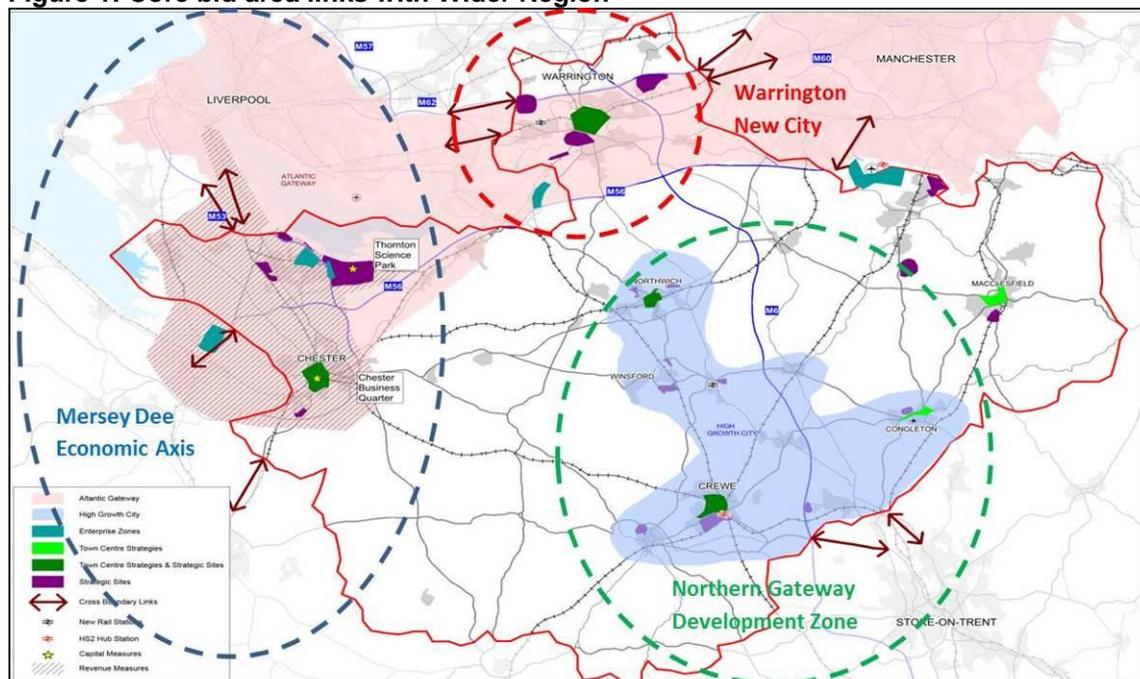
deliver transformational projects and programmes for business investment, employment and quality of life, both within the borough and in surrounding areas. We have ambitions to deliver key infrastructure through the Access Fund and our Sustainable Travel Transition Year package will pave the way for facilitating these growth aspirations.

Geographical Area

This bid supports the ambitious future economic development outlined in the Cheshire West and Chester Growth Deal Prospectus and the opportunities identified by Transport for the North (TfN). Cheshire and Warrington provides a unique opportunity to TfN and Northern Connectivity. The area has a major economy with a large cohort of world-leading firms, with an annual Gross Value Added (GVA) of over £25bn making it one of the best performing economies in England, and the strongest in the North of England with approximately 81% of residents working in the area. Cheshire and Warrington is home to a nationally significant science sector; enabling its growth will support our ambitions to deliver a £50bn economy in the next 25 years and support the government’s Northern Powerhouse vision and growth of the sector at national level.

Chester is a primary economic driver within West Cheshire. It has an excellent reputation for its professional business service clustering and skilled labour markets. It is a sub-regional shopping and leisure destination and an international tourism destination. Our ambition is to capitalise on these strengths through a long term programme of major infrastructure investments and housebuilding to support wider economic growth. Cheshire West has a well-balanced, private sector-led economy, with a high density of private sector jobs relative to its population, one of the highest outside of London. The area boasts a large private sector business base, containing a well-defined mix of international firms, established medium-sized firms, and a dynamic and growing small business base. This includes a significant visitor economy, worth over £2.7bn a year, and supports over 30,000 jobs in the area.

Figure 1: Core bid area links with Wider Region



The geographic area for our bid focuses on the north-west part of our Borough that forms part of the Mersey Gateway (previously named Atlantic Gateway international trade corridor), recognised as England’s second most important opportunity for economic growth (as shown in **Figure 1**). This priority area also outlined in the SEP covers the City of Chester, Deeside Industrial Estate, Ellesmere Port in its entirety, and the strategic major growth sites at Thornton Science Park located within the North Cheshire Science Corridor and Chester Business Quarter, offering potential for both new homes and job creation. However, these areas need unlocking by investment in transport infrastructure and smarter choice interventions in order to reach their full economic potential.

The Borough has a population of approximately 328,000, covers 91,664 hectares and shares strategic multi modal transport corridors and borders with North Wales and Merseyside. The map clearly shows the extent of how the axis area connects to the main strategic transport corridors and the key Northern Powerhouse area. The strong sub-regional relationship between West Cheshire and North East Wales has a significant impact on cross-border commuting patterns as demonstrated in the Chester Transport Strategy.

From our borough 16% of trips to Merseyside and 5% to Manchester are made by train, whilst 18% of trips from NE Wales are made by bus. 65% of local residents work in the Borough and there are high levels of cross boundary commuting for example 35% of in inbound trips originate in North east Wales and a further 26% come from Wirral and

Merseyside. 15% of trips come from Cheshire East and 6% from Greater Manchester. For outbound trips 23% commute to Merseyside, 20% to North east Wales, 17% to Cheshire East, 14% to Manchester, 9% to Halton and 6% to Warrington. Patterns reflect the national trend for travelling further to those that have increased mobility through car ownership or good public transport links to take advantage of the dynamics of the labour market.

This package will support 17,000 new local jobs, increase GVA to £1.6 billion, deliver at least 365 hectares of employment land and 22,000 new homes. The aim is to deliver sustainable economic growth, overcome geographic boundaries and maximise collaboration opportunities to grow the economies within our sphere of influence, both cross border with North Wales, North Staffordshire and within the Northern Powerhouse. There is a need for an effective transport hierarchy for business, industry and freight.

Figure 2: Ellesmere Port Enterprise Zone



The Ellesmere Port Enterprise Zone (**Figure 2**) incorporates a crescent that crosses the northern part of the sub-region linking together nationally and internationally significant research facilities, includes a number of sites in Ellesmere Port. The newly announced proposal (December 2015) will significantly boost the number of science and innovation businesses in Cheshire and Warrington, create new jobs, and lever in approximately £100m to be reinvested in essential infrastructure.

The Local Plan for Cheshire West identifies major housing and employment growth within the bid area. The strategic employment sites at Rossfield Park, New Bridge Road, Port Bridgewater, Cabot Carbon, Former BP site and Hooton Park are central to the plans for economic growth in Ellesmere Port, as well as other key employment and housing sites within the City of Chester, specifically housing sites at Saighton, Wrexham Road and employment at Deeside Enterprise Zone as part of the greater sub-region. Chester Transport Strategy details the significant capital investment the Council is making in a wealth of proposed new cultural and leisure offers including; new theatre, sport and leisure facilities. Sustainable transport provision is key to unlocking the potential for growth at these sites. The key travel to work corridors that will be the focus for this bid are:

- (i) The Chester – Ellesmere Port – Wirral – Merseyside corridor
- (ii) Links between Chester and Ellesmere Port and the Deeside Enterprise Zone in Flintshire, North East Wales

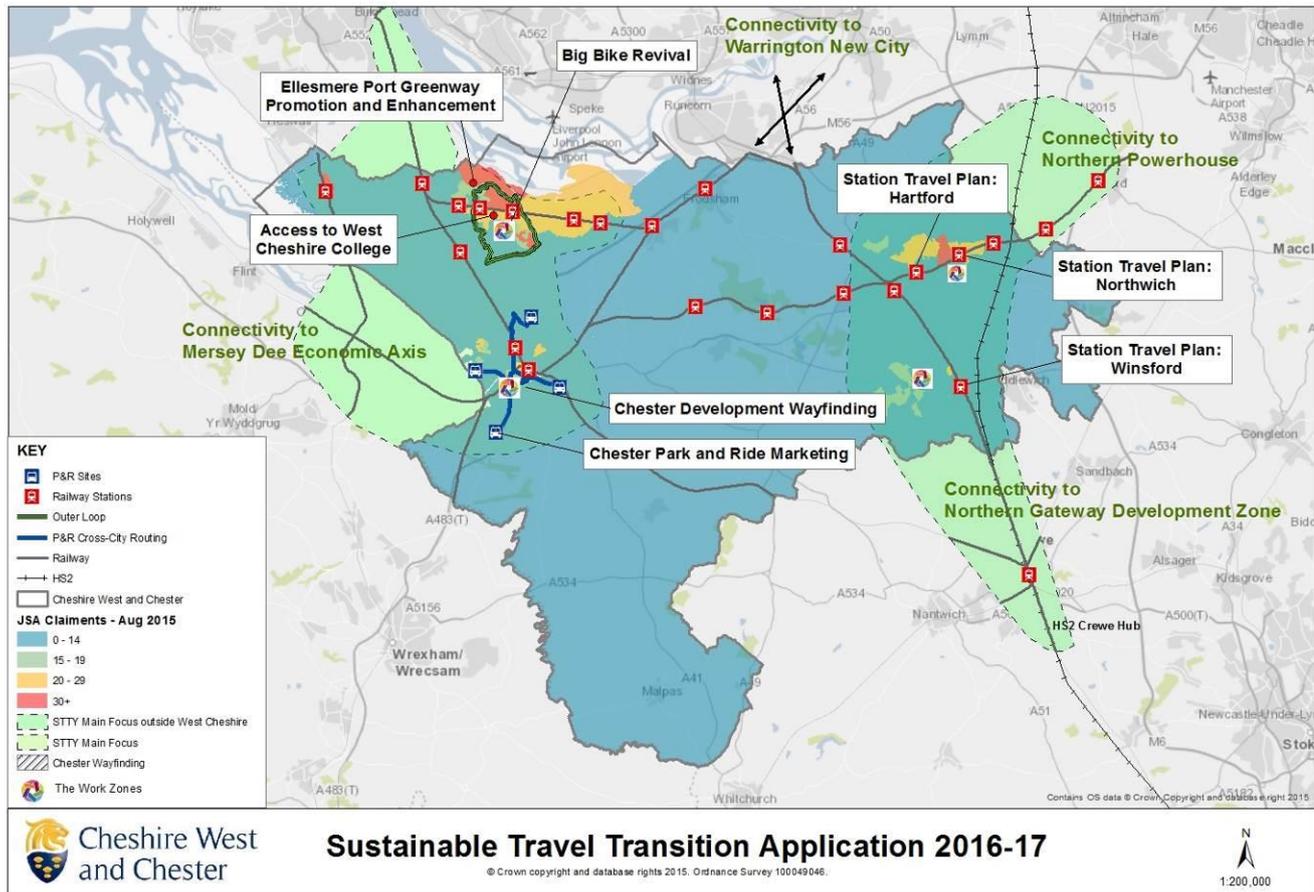
The package itself will focus on building and extending our current LSTF programme activities and achievements by improving access to key travel to work corridors, where there are both existing and future job opportunities e.g. incorporating the Northern Gateway Development Zone (NGDZ). By making best use of existing rail, bus and cycle networks and improving access to these through a package of modest but effective interventions, this will encourage a reduction in car dependency and a more sustainable approach to how people reach work and training opportunities.

The proposed revenue package of wider smarter choices, behavioural change and promotional activities for our package will deliver connectivity to key strategic growth sites by sustainable modes, and in doing so, provide links for all people to access jobs and training opportunities. Building on the experience, lessons learnt and success of LSTF funding, and the development of the bid has been co-ordinated across the sub region to maximise opportunities for joint working and collaboration.

Our proposed package has also undergone a prioritisation exercise whereby individual schemes have been prioritised based on contribution towards the Sustainable Travel Transition Year objectives, combined with evidence from monitoring and evaluation of the current LSTF programme (see **Table 2**). In addition, we have also taken into

consideration proposals and schemes that have the ability to support the future Access Fund proposals, which will look to broaden our work into a wider Geographical area – for example the package includes Station Travel Plan proposals in Northwich and Winsford, which are likely to be a focus for the Access Fund bid, linking to the LEP’s strategic growth zones and connectivity gateways. Our package will provide us with a basis for continuing this work and expanding it into different geographies over a phased timeline. Our three themes mirror the themes from our previous bid to ensure consistency across programmes and build on the work undertaken to date. The proposed interventions are realistic, effective and deliverable within the 12 month delivery window. **Figure 3** illustrates the geographic scope of our STTY package.

Figure 3: Summary Map of Proposed Package



THEME 1: Improve Local Access to Longer Distance Commuter Trips

Park & Ride Marketing Delivery: Delivery of short to medium term, high priority revenue initiatives identified in the Park and Ride Marketing and Communication Plan. The initiative utilises effective marketing channels, messages and measures aimed at promotion of modal shift through an increase in Park and Ride patronage (£40,000).

Station Travel Planning Short/Medium Interventions: Deliver short to medium term, high priority revenue, largely walking/cycling based measures identified within the Travel Plans for Chester, Bache and Hooton Stations previously developed through LSTF funding. This includes enhanced signage/wayfinding, cycling parking, and walking maps, as well as promotion of the station use through the itravelsmart App. Additionally, develop three new Travel Plans for Winsford, Hartford and Northwich stations to identify measures designed to increase sustainable travel to/from the station (£90,000).

THEME 2: Addressing Local Trips and Active Modes

Ellesmere Port Greenway Promotion and Enhancements: Targeted promotion and enhancement of Ellesmere Port Greenway Outer Loop based on routes identified through LSTF. The package includes three distinct components: Ellesmere Port Waterways route promotions, Ellesmere Port Greenway promotions and Ellesmere Port Greenway Marketing budget (£40,000).

Access to West Cheshire College: Encourage behavioural change, as well as environmental improvements with focus to increase walking and cycling to the Academy, West Cheshire College and the Town Centre through promotional materials, events and awareness raising campaigns, supported by ongoing consultation on the feasibility and design works delivered through LSTF (£30,000).

Chester Development Wayfinding: Inclusion of revenue initiatives at major interchange points including Chester Railway Station and New Chester Bus Interchange to key points such as the emerging Chester Business Quarter as

part of the wider Chester Wayfinding scheme to support economic growth through improvements to the walking and cycling network at sites identified through existing and emerging corporate strategies (£10,000).

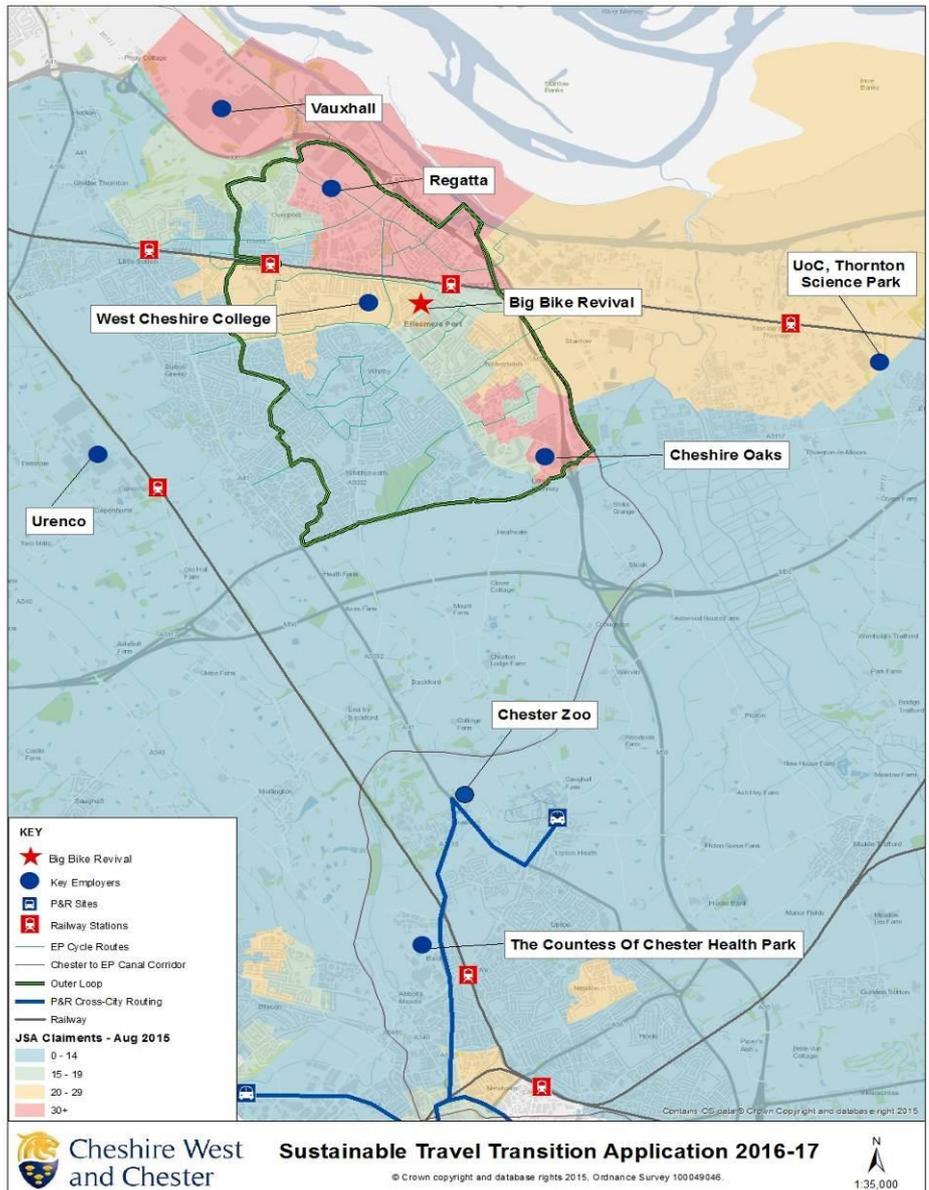
Big Bike Revival: DfT endorsed programme to provide the public with an opportunity to access a bike, learn how to keep it serviceable and become confident to make cycle journeys that replace trips using motorised vehicles. Funding will deliver a Community Cycling Club with a dedicated member of staff at Ellesmere Port Town Centre to be run by CTC (£50,000).

Adult Cycle Training: Maintaining the successful free adult cycling training programme delivered through external provider Cycle Experience. The scheme would provide approximately 500 individuals who live, work or study in the borough with the opportunity to improve cycling skills for safer behaviour, providing individuals with the confidence to ride on local roads or on cycling routes in the area. This will also be widely promoted in the Work Zones to allow unemployed individuals access to training with the aim of overcoming transport as a potential barrier to employment and training (£20,000).

THEME 3: Smarter Choices

Business Engagement Delivery: Funding to deliver the behavioural change and delivery elements of CWaC’s proposals with a focus on Ellesmere Port (see **Figure 4**). This will include workplace grants, installation of cycle parking spaces, informal personalised travel planning, delivery of Travel Planning measures developed as part of LSTF and events in partnership with the Cheshire Police to facilitate bike security chipping and promote cycling and walking safety. The business engagement activity will also include the promotion of car sharing and sustainable transport schemes e.g. City Car Club in Chester to reduce single occupancy car travel in the bid area (£88,000).

Figure 4: Ellesmere Port – Interventions and Businesses



Jobseeker Support / Work Zones: Providing journey planning advice through Work Zone staff in Ellesmere Port, Chester, Northwich and Winsford. Additionally, subsidised bus tickets for 6 months for unemployed individuals who receive an offer for employment or training and could not otherwise access this opportunity. This will benefit 100 Work Programme Clients and 200 long term unemployed individuals through bus tickets to interviews. Evidence from evaluation of the current LSTF programme suggests that these interventions have been highly effective (£35,000).

General Marketing Support (www.itravelSMART.co.uk / itravelSMART App.): CWaC's marketing team to continue to provide management and support for the LSTF legacy website and National Award winning itravelSMART application. This includes marketing and development to promote use across the borough in partnership with supporting organisations to ensure legacy post funding (£15,000).

Cycling and Walking Officers: Embedded positions within the broader programme works, assisting behavioural change with emphasis on increasing numbers of cyclists and walking through delivery of Business Engagement activities (£120,000).

Travel Planning Officer (consultancy 0.2 FTE): Post to enforce Travel Plans prepared through the LSTF programmes including ongoing monitoring in accordance with the newly launched Travel Planning Guidance for the borough (£20,000).

Staffing: Programme management to oversee the delivery of the STTY schemes including required financial and monitoring tasks, ensuring programme delivery on time and on budget (£90,000).

Monitoring and Evaluation: Completion of monitoring and evaluation requirements for the programme to provide evidence on the 'success' or 'benefits' aligned with the programme objectives. This includes undertaking counts to collect baseline data, and monitoring ongoing trends where data has been collected previously. This will also allow evidence to be collected to inform our Access Fund proposals (£15,000).

Table 2 outlines the measures, a brief description and the objectives they seek to address.

Table 2: Measures sought from STTY 2016-17

Theme	Package Measure	Overall Impact	Total Cost (£)	Ranking*
1 - Improve Local Access to Longer Distance Commuter Trips	Park & Ride Marketing Delivery	Increasing the patronage of the P&R service. Reducing car travel into Chester City Centre.	£40,000	2
	Station Travel Planning Short/Medium Interventions	Increasing rail patronage and sustainable travel to/from stations e.g. walking/cycling.	£90,000	1
2 – Addressing Local Trips and Active Travel	Ellesmere Port Greenway Promotion and Enhancements	Increasing walking/cycling for commuting to key employers using waterways.	£10,000	1
		Increasing walking/cycling for commuting to key employers using Greenway.	£10,000	
		Increasing walking/cycling for health across Ellesmere Port through promotion of entire Greenway network.	£20,000	
	Access to Cheshire West College	Assisting in achieving the College's Travel Planning targets and reducing single occupancy travel to the site.	£30,000	2
	Chester Development Wayfinding	Increase sustainable travel to/from stations for commuting.	£10,000	3
	Big Bike Revival	Increase the numbers of cyclists aiming to achieve the Borough Cycle Strategy targets and reduce KSI figures through training. Aligns with outcomes of Health & Wellbeing Strategy.	£50,000	1
Adult Cycle Training	Increase the numbers of cyclists aiming to achieve the Borough Cycle Strategy targets and reduce KSI figures through training. Aligns with outcomes of Health & Wellbeing Strategy.	£20,000	1	
3 – Smarter Choices	Business Engagement Delivery	Modal shift away from single occupancy car use achieving business Travel Plan targets.	£91,000	1

Theme	Package Measure	Overall Impact	Total Cost (£)	Ranking*
	Jobseeker / Work Zones	Reducing unemployment increasing access to jobs, training and skills.	£42,000	1
	General Marketing Support	Borough wide promotion of sustainable travel impacting on overall car usage and sustainable journeys e.g. bus/rail patronage	£15,000	1
	Cycling and Walking Officers	Increasing cycling to achieve Borough targets, promoting safety reducing KSI figures and improving health through promoting walking.	£120,000	1
	Travel Planning Officer	Achieve Travel Plan targets for reducing car use and increasing sustainable travel. Capture monies for investing in smarter travel via developer funding.	£20,000	1
	Staffing	Successful delivery of the full STTY Programme.	£90,000	1
	Monitoring and Evaluation	Ongoing evidence for the economic impact of investing in sustainable travel initiatives.	£15,000	1
Total Package			£673,000	

How the Package meets the Objectives of the STTY

The proposed package, set out in section B1, has been carefully designed to maximise potential for economic and environmental benefits. Smarter choices and promotional activities have been designed to address specific challenges and opportunities in the area. **Table 4** provides an overview of how the package measures align with the objectives of the fund.

Table 4: Package alignment with the core and wider objectives of the STTY

Core objective	Package alignment
Support the local economy and facilitate economic development	The package has a strong economic focus with a clear objective of enhancing access to core employment generators in the area. Capitalising on the existing partnership based approach the package of measures seeks to build upon existing success to strengthen employment catchments and improve economic opportunities for all. The package is estimated to support the creation of 17,000 jobs, helping to facilitate an increase of GVA to £1.6 billion.
Reduce carbon emissions	Cheshire West has higher carbon emissions per capita than its neighbours Cheshire East and Warrington and is higher than the average for the Sub Region. Transport plays a significant contribution to emissions therefore promoting sustainable travel has the potential to reduce this.
Wider Objectives	
Help deliver wider social and economic benefits for the community;	Although comparatively affluent, the Borough has a number of areas of significant deprivation . Tailored travel advice through PTP complemented by sustainable transport promotional campaigns will help link people to existing and emerging employment opportunities and training. The package will help to address social issues including unemployment, low skills and qualifications, and health problems through encouraging walking and cycling.
Improve safety	Modal shift will help to address overall levels of injury accidents through reduced traffic levels. Cyclists will benefit from improvements to Ellesmere Port Greenway . Enhanced levels of segregation will improve safety for cyclists and ensure that the routes are highly accessible to a cross section of users. Adult cycle training and walking/cycling Officer engagement will promote safer travel behaviour.
Bring about improvements to air quality and wider environmental benefits	Three Air Quality Management Areas have been designated within the Borough and both are within the area covered by this bid. Awareness raising and promotion of sustainable travel will support more sustainable travel choices and reductions in single occupancy car trips with the associated reductions in emissions. Reductions in traffic and congestion can also support improved amenity.
Actively promote increased levels of physical activity and associated health benefits.	A large proportion of trips in the Borough are distances that are suitable for replacement with walking/cycling trips. Our Borough Cycle Strategy ¹ aims to increasing cycle trips by 355,300 and in doing so improve health. Our Business Engagement activities will promote active travel as all or part of journeys aligning with the Borough Health and Wellbeing Strategy 2014-2019 . We will continue close partnership working with the Public Health Team through their engagement with the Walking/Cycling Officers .

¹ Increase the number of people cycling at least once a week and the number of people at least five times a week by 25% by 2020.

Rationale for Investment

The package targets a key area of opportunity linking residential areas to existing and emerging employment opportunities in Ellesmere Port and Chester. The package is designed to build upon the success of the LSTF through the established themes of: Achieving more sustainable longer distance commuter trips; addressing local trips to work and training; and marketing, promotion and smarter choices activities. Our **Economic Evaluation of LSTF** presented to the LEP has demonstrated the economic benefit of investing in smarter choice activities and we have prioritised the most 'successful' schemes in this package.

The geographical coverage and measures identified are aligned with the Strategic Economic Plan (SEP) that seeks to respond to the Government's challenge to maximise economic growth through a local approach to solutions and maximising opportunity. It also seeks to address wider national agendas relating to maintaining and enhancing transport infrastructure, housing provision and enhancing skills. The growth agenda set out in the SEP looks to build upon the specific strengths of the sub region which are identified as being:

- Open for business, with sites and premises available for commercial, industrial, and residential development;
- An attractive location where people want to live and put down roots;
- One of the best performing economies in England and the strongest in the North of England with GVA per head above the England average; and
- A diversified, balanced and increasingly knowledge orientated economy.

Whilst positive there is an acknowledgement that there are a number of challenges facing the area that are holding back its economic potential. Transport is one such challenge, in particular the internal transport network. In creating the conditions for sustainable growth transport is therefore highlighted as a priority including as part of investment in the key 'big ticket interventions' which are cross cutting investment opportunities. At a SEP theme level transport is also identified as having a key role in improving access to strategic employment and housing areas and sites across the area to unlock sustainable growth. The aspirations outlined in the SEP are long term and strategic in nature seeking to embed the themes and actions up to 2021 and beyond thereby providing long term support for improvement in these areas. In addition to the SEP, proposals are also closely aligned with key objectives set out in a number of our framework strategies and policy documents including:

Sustainable Community Strategy 2010–2026 – A vision of a prosperous and attractive Borough including a priority to develop a thriving, strong and sustainable world class economy for the future, supported by highly skilled motivated people and a sustainable transport system.

Altogether Better, Council Plan 2011-15 – Recognises that transport is central to delivering economic growth and a sustainable future. There is a focus on ensuring that transport links opportunities to areas of need, reducing carbon emissions from local transport and encouraging healthier and more active lifestyles.

Cheshire West and Chester Council LTP3 (2011–2026) - The bid is closely aligned with the objectives that we have set out in our current LTP published in 2011. The principal objectives that this bid support are:

- Reduce traffic congestion and enhance the capacity of the Borough's local and strategic transport networks;
- Develop transport schemes and measures that help support economic viability;
- Support the delivery of new developments and housing while limiting the impact of additional traffic;
- Improve connectivity between West Cheshire and the surrounding area;
- Improve and encourage the use of sustainable (low carbon) transport;
- Encourage healthier lifestyles by promoting more active forms of transport such as cycling and walking;
- Reduce transport related air quality problems
- Increase accessibility to employment and training opportunities; and
- Improve physical accessibility and remove barriers to mobility.

In addition, **The Northern Gateway Development Zone** aims to capitalise on Crewe's current and future connectivity through HS2, delivering high speed connectivity to the Northern Powerhouse, supported by productivity critical improvements in terms of access to/from the HS2 hub by all modes. The NGDZ will deliver more than 100,000 new homes and 120,000 new jobs by 2040. Occupying the ground between the Northern Powerhouse and the Midlands Engine, the Northern Gateway spans Cheshire and North Staffordshire, including the city of Stoke-on-Trent, Crewe and the A500 corridor. The Northern Gateway Partnership consists of two Local Enterprise Partnerships and seven Local Authorities including Cheshire West.

Cheshire and Warrington Sustainability Commission – The Council and its partners are driving the carbon reduction agenda by setting up a Commission of Inquiry with the goal of a carbon neutral Borough. Moving towards a more sustainable approach to transport is one of the themes that will be reviewed. If this bid is successful, our proposals will provide useful evidence to inform the work and recommendations of the Commission.

20 mph speed limits – The introduction of wide-spread 20 mph speed limits across the borough in residential areas, where appropriate and focusing around schools is a new concept for the Council. The introduction of such limits is considered to be widely known with local residents and public perception of this initiative is likely to be thought of value for money. It is expected there will be a significant amount of collision savings following its implementation. Those areas that do have a collision history and outside schools will be prioritised for implementation first. This policy aligns well with our package, increasing the propensity for walking and cycling.

Other policy documents which our proposals are closely aligned with include:

- Cheshire West and Chester Local Development Framework (Local Plan);
- Vision 2050 – A sustainable future for Cheshire West and Chester;
- Merseyside Local Transport Plan; and
- North East Wales Area Based Transport Study.

Contribution to the Local Economy

Transport and accessibility are fundamental to the growth aspirations of the local area. Enhancing connectivity, both internal and external, will be vital to maximise potential for businesses and residents. The proposals will raise awareness of sustainable access to key economic sites and ensure they are accessible. Building on LSTF the proposals will also support access to important developments that are planned to come forward (see **Table 5**).

Table 5: Future Employment Growth

	New Jobs
A new mixed-use development at Rossfield Park, Ellesmere Port	150
Cabot Carbon distribution centre, Ellesmere Port	850
Camel Lairds, Birkenhead Docks	2,000
Chester Business Quarter adjacent to Chester Railway Station	3,500
Former BP Stanlow Site (Major Recycling / Waste to Energy Hub Investment)	300
Hooton Park (Industry and Distribution)	500
Ince Energy from Waste Plant	1,000
Northern Gateway Enterprise Zone, Deeside	5,000
Port Bridgewater (multimodal port hub)	1,400
Technology Park Newbridge Road, Ellesmere Port	2,000
Thornton Science Park, Ellesmere Port - Incubator units within the University for SME	125
Thornton Science Park, Ellesmere Port - University and Private Sector	4,500
Total future jobs supported by the Package	21,325

The package would address the following areas of economic opportunity:

- Need to provide and support sustainable transport to access new and existing job opportunities and training both within Cheshire West and with surrounding areas;
- Need to support economic growth without creating additional problems; and
- Respond to complex travel to work patterns and high levels of travel to work by car.

The package is estimated to support the creation of 17,000 jobs, helping to facilitate an increase in GVA to £1.6 billion.

The proposals are also a vital tool in helping to address deprivation and promoting equality through providing access to employment and training. Although comparatively affluent, the Borough has a number of areas of significant deprivation and there is a danger that these are masked by an overall impression of wealth and prosperity. A number of wards in Ellesmere Port, and Blacon and Lache in Chester, fall within the top 5% most deprived wards in England. The population affected is summarised in **Table 6** and the map below demonstrates areas in the Borough with high levels of deprivation.

Table 6: Number of People living in IMD Ranked Wards in Chester and Ellesmere Port

IMD Rank	Ellesmere Port	Chester
1-5%	2,707	2,925
6-10%	2,787	3,167
11-15%	6,808	2,934
16-20%	8,850	4,489
21-25%	5,288	1,437

These areas suffer from a combination of problems such as significant differences in life expectancy (e.g. a 13 year disparity between the most deprived and prosperous wards in the Borough). This translates as high unemployment, low skills and qualifications, low incomes, high levels of crime, higher incidence of road traffic collisions, poor housing and health outcomes. We know that the travel horizons for people living in deprived areas tend to be much lower than those living in more affluent areas.

The average household income in Ellesmere Port is 9% below that for the rest of the Borough and 5% below Great Britain. Ellesmere Port contains some of the highest levels of deprivation in Cheshire with 12 lower level Super Output Areas being in the highest 20% in England on the Index of Multiple Deprivation 2007. The wards of Westminster and Central Ellesmere Port have the highest levels of unemployment in the Borough at 9% of working age. Broadening travel horizons through travel choices has a clear role in promoting access to employment and training opportunities. Although at 18.6% the proportion of households without a car is lower than the regional (28%) and national averages (25.6%) this still represents a significant number of residents that are reliant on other modes. In Chester City the figure is even higher at 46.1%.

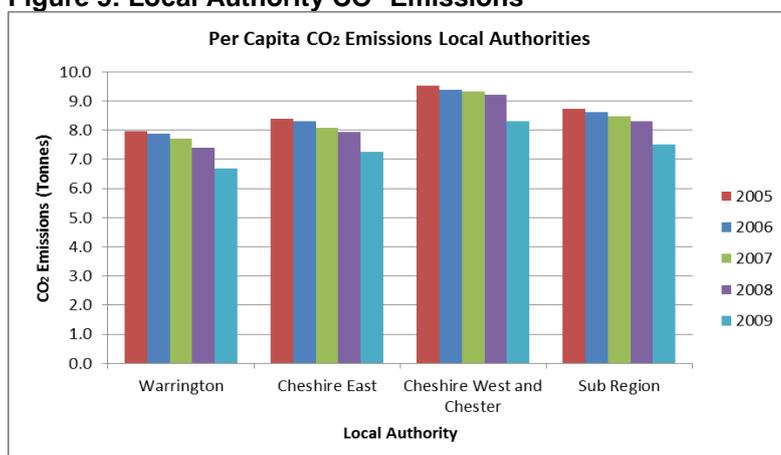
In addition to supporting employment there is clear evidence of the wider economic benefits of promoting sustainable travel. Active transportation, including transportation by bicycle, is a way of incorporating physical activity into everyday life and can thus contribute to public health gains by increasing the level of physical activity in the population. If one third of car journeys under five miles were transferred to foot or cycle it would save as many lives as all other heart disease prevention measures put together. Economic analysis of cycling interventions also suggests that average benefit per additional cyclist is £590 per year, and that small increases in cycling numbers can justify investment in new cycling infrastructure principally due to the health benefits which accrue.

The package contributes to tackling the following deprivation and social issues:

- Although relatively affluent the Borough has a number of areas where there are significant deprivation issues;
- Need to raise travel horizons, address level of deprivation and promote equality of opportunity to access job and training opportunities;
- Need to improve health by promoting more active forms of transport.

Impact on Transport

Figure 5: Local Authority CO² Emissions



Although a slight decline was experienced in traffic levels following the economic downturn levels are now starting to rise again. The emerging developments and growth opportunities outlined above will further increase demand for travel on the network. Overall traffic is expected to grow in the bid area by around 13% over the lifetime of the current LTP. Whilst there has also been a decline in per capita emissions in West Cheshire, **Figure 5** demonstrates that per capita emissions remain higher per head than for its neighbouring authorities within the sub region with transport a significant contributor to CO₂ emissions.

In summary, a number of transport challenges have been identified that the package will seek to address:

- Complex travel patterns and areas of high congestion and network stress
- Over-reliance on the use of the car including for longer distance commuter trips – the percentage of Cheshire West and Chester employed residents who travelled to work as a driver or passenger of a car or van was 73.9% compared to a national average of 63%;
- Opportunity to invest and sustain smarter choices programme to “nudge” people towards more sustainable modes of transport to reach work and training; and
- Address poor perception of alternatives for commuter trips - percentage of employed Cheshire West residents who travelled to work by public transport was 5.7% compared to a regional figure of 11.7% and national figure of 16.4%.

The package provides a real opportunity to build upon the legacy and lessons learnt from Chester Cycle Demonstration Town and the LSTF programmes to embed a culture of sustainable travel. Primarily the focus is on access to employment. A targeted approach is to be taken to the provision of travel advice to ensure that opportunities are linked to infrastructure while promotional activity will widen awareness of sustainable travel options.

The package contributes to tackling the following transport issues:

- **Increased demand for travel as new economic opportunities are brought forward.**
- **High car ownership and perceived over reliance on travel by car**
- **Need to encourage and promote existing and new sustainable travel options**
- **Higher than average carbon emissions in particular in the Air Quality Management Areas (AQMA).**

B2. The Economic Case – Value for Money

A cost-benefit analysis has been undertaken to assess the Value for money (VfM) of the proposals. A summary of the scheme over a five year appraisal period is shown in **Table 7**, which reports a **Present Value of Benefits of £2.5m**. For the purpose of the appraisal a 5 year assessment has been carried out which shows that the package is forecast to deliver a ‘very high’ level of VfM, with a Benefit to Cost Ratio (BCR) of **4.25:1**. The methodology used for the appraisal is outlined in full in **Appendix 2**. The Scheme Impact Proforma is included in **Appendix 3**.

Table 7: Present Value Benefits

Benefit	
Physical Fitness	£1,690
Absenteeism	£196
Decongestion	£369
Environmental (inc accidents)	£153
Indirect Tax	-£148
Jobseekers impacts	£239
Present Value of Benefits (PVB)	£2,500

All values in £000s – in 2010 prices

Demand Assumptions

The key demand inputs to the package are the number of users likely to benefit from the proposed measures. As the package is primarily revenue focused, the key demand impacts which inform the appraisal are through the estimation of new users that will be benefited from the improvements, in terms of increases in the use of active modes and a reduction in highway journeys by car. These include:

- A transfer to cycling;
- A transfer to walking;
- A transfer to public transport (including access walk); and
- A reduction in highway trips through car sharing.

Present Value of Benefits

The Value for Money assessment has quantified a range of benefits relevant to the package. These have been derived in line with WebTAG guidance in A5.1 Active modes, and include the following:

- **Physical Fitness Benefits (Health – HEAT):** These estimate the improvements in health due to long term increases in physical activity. Benefits are calculated from the prevention of deaths per person due to people taking up

moderate exercise, including cycling and walking.

- **Absenteeism Benefits:** Improved health following increased physical activity as a result of the scheme will translate into reduced absence from work. WebTAG A5.1 was used to calculate the value of this from the package.
- **Decongestion Benefits:** increased use of sustainable modes will result in a transfer of trips from car, resulting in decongestion and environmental benefits. Unit rates in WebTAG A5.4 were applied to the forecast reduction in car km as a result of the package.
- **Environmental Benefits:** Using the same methodology as decongestion benefits, environmental benefits for; noise, local air quality, and greenhouse gases were estimated.
- **Accident Reduction Benefits:** A reduction in highway trips is likely to result in a reduction in highway collisions -unit rates provided in WebTAG A5.4 were applied to the reduction in car km from the highway network.
- **Jobseekers Benefit:** A part of the package provides access into employment for a number of jobseekers though providing travel cards for interview and first period of employment. A benefits saving, increased tax and net benefit to the economy was applied to a proportion of jobseekers which are expected to return back to employment as a direct result of the scheme.

It has not been possible to quantify all benefits associated with the scheme. As such there are a number of additional items which if quantifiable could demonstrate higher value for money than the level of benefits presented within the Economic Case. Further details on the non-quantified benefits are discussed within the Economic Appraisal Report.

Present Value of Costs

A breakdown of the scheme costs for the delivering the package is presented within the Financial Case. Within these cost estimates it is assumed an amount to cover risk and optimism bias has been provided and covers a 15% optimism bias. The scheme does not assume any additional ongoing renewals or operating costs. This is because the scheme is revenue focused rather than infrastructure focused.

Within the appraisal the following assumptions were made for the treatment of costs:

- Capital costs profiled 100% within financial year 2016/17;
- Real price increases of 1% would be applied to any costs beyond this financial year.
- Optimism bias of 15% included within the cost estimate;
- Costs were reduced to a consistent price base of 2010 prices using the GDP deflator (provided within the WebTAG databook); and - The Tax correction factor of 1.19 (WebTAG) was applied to all scheme costs.

Value for Money Assessment

A breakdown of the benefits of the scheme demonstrates that the largest proportion of the scheme benefits are from Physical Fitness (68% of the total), followed by Decongestion (15% of the total). **Table 8** presents a summary of the forecast monetised costs and benefits of the scheme, which report a Net Present Value (NPV) of £1.91m and a Benefit to Cost Ratio (BCR) of **4.25:1**.

Table 8: Benefit Cost Ratio

Noise	£6
Local Air Quality	£1
Greenhouse Gases	£44
Accidents	£99
Physical Fitness	£1,690
Infrastructure	£3
Absenteeism	£196
Decongestion	£369
Revenue (Jobseekers)	£239
Wider Public Finance (Indirect Tax)	-£148
Present Value of Benefits (PVB)	£2,500
Broad Transport Budget	£589
Present Value of Costs (PVC)	£589
Net Present Value (NPV)	£1,911
Benefit to Cost Ratio (BCR)	4.25

All values in £000s – in 2010 prices

B3. The Financial Case – Project Costs

Table 9: Funding profile (Nominal terms)

	2016-17
DfT funding sought	£425,000
Match funding contribution	£248,000
TOTAL	£673,000

In addition to the overall package funding, the following tables provide a breakdown of the three key areas of funding which are: DfT Funding Requirements (**Table 10**), Local Authority contributions (**Table 11**) and third party contributions (**Table 12**). The match funding is **37%** of the total package - with the exception of £20,000 (Access to Cheshire West College) the entire match funding is revenue. All match funding is additional and specifically linked to this bid. The Letters of Support in **Appendix 1** confirm the match funding identified in **Table 11** and **Table 12**.

Table 10: DfT Funding Requirement

Programme Activity	2016-17
Park & Ride Marketing Delivery	£20,000
Station Travel Planning Short/Medium Interventions	£60,000
Ellesmere Port Greenway Promotion and Enhancements (<i>including Ellesmere Port Waterways route promotions, Ellesmere Port Greenway promotions and Ellesmere Port Greenway Marketing budget</i>)	£40,000
Access to Cheshire West College	£10,000
Chester Development Wayfinding	£10,000
Big Bike Revival	£50,000
Adult Cycle Training	£10,000
Business Engagement Delivery	£48,000
Jobseeker / Work Zones	£32,000
General Marketing Support	£10,000
Cycling and Walking Officers	£60,000
Travel Planning Officer	£20,000
Staffing	£40,000
Monitoring and Evaluation	£15,000
TOTAL	£425,000

Table 11: Local Authority (Cheshire West and Chester Council) Contribution

Local Authority Contribution - Project Description	2016-17
Park & Ride Marketing Delivery	£20,000
Access to Cheshire West College	£20,000
Adult Cycle Training	£10,000
Jobseeker / Work Zones	£6,000
Staffing – Programme Management	£50,000
Total	£106,000

Table 12: Third Party Contributions

Third Party Contribution - Project Description	Source	2016-17
Station Travel Planning Short/Medium Interventions	University of Chester/Community Rail Partnership (Arrival UK Trains)	£30,000
Business Engagement Delivery	Match – Businesses (50% match funding from grants to businesses)	£43,000
General Marketing Support	App Sales	£5,000
Jobseeker / Work Zones	Passenger fares for non-subsidised element of travel	£4,000
Cycling and Walking Officers	Sustrans/PHT	£60,000
Total		£142,000

B4. Management Case – Delivery

We have already started to deliver some measures which we intend to build on. These include locally funded projects to improve sustainable access across the Chester and Ellesmere Port area. We are therefore in an excellent position

to continue our successful partnership approach, built around the current LSTF activities and achievements. We are confident that the schemes we propose can be delivered within the timescales we have set out below:

Table 13: Project Plan

Theme			2016-17			
			Q1 Apr-Jun	Q2 Jul-Sep	Q3 Oct-Dec	Q4 Jan-Mar
Achieving for more sustainable longer distance commuter trips						
Theme 1	Park & Ride Marketing Delivery	Delivery				
	Station Travel Planning Short/Medium Interventions	Consultation				
		Delivery				
Addressing Local Trips to Work and Training						
Theme 2	Ellesmere Port Waterways route promotions	Mobilisation				
		Delivery				
	Ellesmere Port Greenway promotions	Mobilisation				
		Delivery				
	Ellesmere Port Greenway Marketing budget	Design				
		Delivery				
	Access to Cheshire West College	Delivery				
	Chester Development Wayfinding	Delivery				
	Big Bike Revival	Mobilisation				
		Delivery				
Adult Cycle Training	Delivery					
Smarter Choices						
Theme 3	Business Engagement Delivery	Delivery				
	Jobseeker / Work Zones	Delivery				
	General Marketing Support	Delivery				
	Cycling and Walking Officers	Recruitment				
		Delivery				
	Travel Planning Officer	Recruitment				
		Delivery				
	Staffing	Delivery				
	Monitoring and Evaluation	Delivery				

B5. Management Case – Statutory Powers and Consents

- Please list separately each power / consents etc obtained, details of date acquired, challenge period (if applicable) and date of expiry of powers and conditions attached to them. Any key dates should be referenced in your project plan. There are currently no statutory powers or consents in place in relation to the bid.
- Please list separately any outstanding statutory powers / consents etc, including the timetable for obtaining them. The revenue components of the bid will not require any statutory consents or approvals.

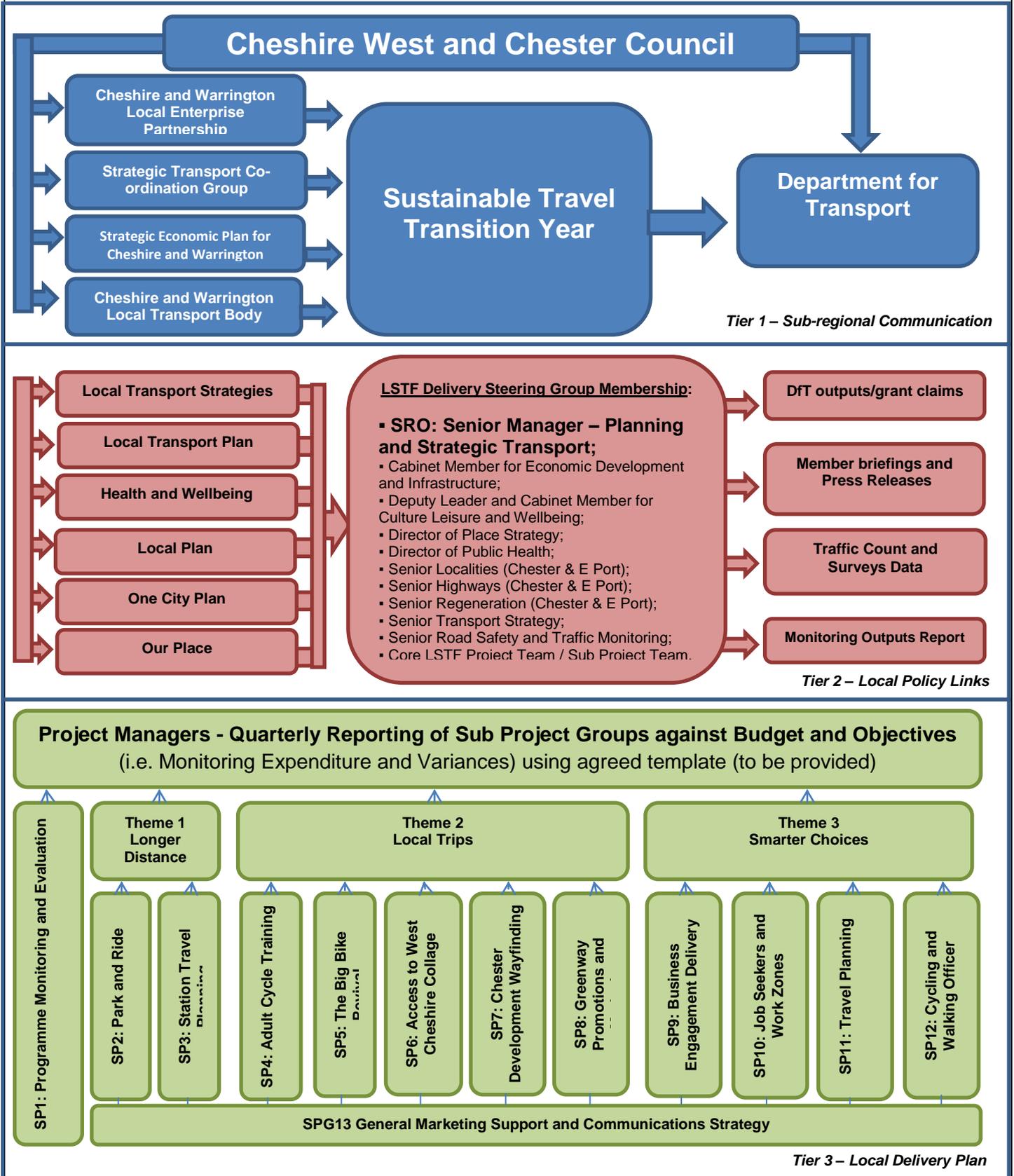
B6. Management Case – Governance

Package implementation will be managed using a similar to deliver the previous LSTF Programmes. A joint Member/Officer Steering Group has already been established in order to support the development of this bid. Key work-streams within this bid have been directed by the Member-lead Policy Development Board. A number of task and finish groups were established to direct, inform and challenge our proposals to ensure they dovetail within the wider agenda of the Council and its strategic partners.

The Senior Responsible Owner (SRO) for the delivery of the project will be Alison Knight who is Director of Places Strategy. The SRO will report to the Member Steering Group (a local authority led group). Managers and officers responsible for the delivery of the various components of this bid will report ultimately to this Steering Group. Processes are already in place to facilitate the delivery of all the elements of the bid. The SRO will appoint Project Managers for each of the elements as appropriate, to manage either in-house or partner delivery, and to maintain contact with our stakeholders, engaging with local communities, and ensuring that all shared implementation is taking place on time and within agreed costs.

At an officer level, project development, delivery and monitoring will be managed as part of our wider LTP programme management arrangements to support effective delivery and to ensure that work is meeting our wider LTP and corporate objectives. At a Member level, the overall delivery of the programme will be monitored by the Community and Environment Policy Development Board.

Figure 6: Package Governance



B7. Management Case - Risk Management

The bid has been subjected to an assessment using the Council's Performance and Risk Assessment template. The principal risks that have been highlighted and will be monitored as part of this project are set out below.

Table 14: Risk Management

Risk	Description	Level of risk	Mitigation controls
Funding	Failure to secure matched	Likelihood = 2	Partner funding largely identified from existing

Risk	Description	Level of risk	Mitigation controls
	funding from partners / developers and / or Council's own budgets resulting in delays to delivery or reduced programme of activity.	Impact = 4 Risk rating = 8 (Medium)	committed sources. Use of formal agreements including S106 and associated developer contributions. Use of memorandum of understanding between Council and delivery partners. Joint member / officer steering group support Council's own budget setting process in order to ensure own match funding is allocated from LTP and revenue budgets.
Partnerships	Potential for partners to withdraw from activities resulting in reduced impact of programme.	Likelihood = 1 Impact = 3 Risk rating = 3 (Low)	Effective liaison and dialogue with partners used to identify and agree on shared objectives and commitment to work together. Long standing approach to collaborative working including Strategic Partnership Area Boards and pilot for Community Budgets. Use of memorandum of understanding.
Delivery	Failure to deliver programme on time or to budget resulting in delays to implementation.	Likelihood = 1 Impact = 4 Risk rating = 4 (Low)	Monitoring by Steering Group and LTP Delivery Group. Use of performance management framework to monitor and review delivery to ensure schemes progress within agreed budgets, financial controls and timetable.
Staff resources	Failure to promptly establish a smarter choices team resulting in delays to the initiation of this aspect of the programme.	Likelihood = 2 Impact = 4 Risk rating = 4 (Low)	Approvals for utilisation of continued consultant support to be secured in advance of funding confirmation. Work closely with partners from Sustrans and CTC in order to recruit and manage the range of skills required for the projects.
Uptake	Failure to secure buy in and take up of aspects of proposed programme by key clients groups resulting in failure to meet output milestones.	Likelihood = 2 Impact = 4 Risk rating = 8 (Medium)	Programme developed around strong evidence and community support. Regular assessment of output milestones by Steering Group to assess outputs and outcomes. Ongoing dialogue and liaison with partners, stakeholders and key client groups.

The Council will continue to monitor and assess risks associated with the delivery of this programme utilising the experienced gained within the Council through delivering previous LSTF programmes.

B8. Management Case - Stakeholder Management

This bid has been built around extensive dialogue with stakeholders who have provided input into the refinement of the scheme components. Discussions with stakeholders have been integral in shaping the definition of the package so that there are strong links between the proposals and local strategic aspirations.

As a priority area within the SEP the programme has been clearly aligned with the aspirations of stakeholders involved in its development and has the full support of the LEP. Ongoing partnership with stakeholders will also be essential in continuing to deliver and maintain sustainable travel choices as future employment opportunities are unlocked as evidenced by the ongoing commitment to sustainable travel supported by the third party contributions. The delivery of the current LSTF programme in Cheshire West and Chester, demonstrates a clear ability to manage multiple stakeholders. The current phase of LSTF received 35 letters of support. In addition through this work we have established good working relationships between Officers and key strategic bodies and stakeholders that we would seek to continue to maintain and develop through this bid.

A key principle of the bid is supporting regeneration and development at strategic sites. To maximise opportunities in this area ongoing discussions have been held with developers and regeneration practitioners to ensure that the revenue measures support the transformational development that is taking place or planned in the area. **Table 15** provides an overview of the role of key stakeholders and their association with the proposals outlined previously. Associated letters of support are contained in **Appendix 1**.

Table 15: Summary of Stakeholders

Stakeholder	Influence/interest	Letter of support
Local Enterprise Partnership (Cheshire and Warrington)	Proposals have been aligned to support the strategic aspirations of the Local Enterprise Partnership (LEP) through alignment with the objectives of the Strategic Economic Plan (SEP).	YES
Cheshire West and Chester Planning & Strategic Transport	Key delivery mechanism for the STTY programme aligned with Council strategies: Local Transport Plan, Cycle Strategy & Road Safety (KSI reduction) programme.	YES

Cheshire West and Chester Public Health	The programme will be integrated within the wider public health programme for our borough, to provide complimentary interventions, achieving economic and health outcomes.	YES
Higher and Further Education Establishments	Intensive support through business engagement and travel planning activities with the University of Chester and West Cheshire Collage campuses.	YES
Thornton Science Park	Working with SME's and University of Chester on promotion of sustainable travel measures	YES
Cycling Interest Groups	Sustrans, Chester Cycling Campaign and Cycle Touring Club (CTC) - The Big Bike Revival will provide access to local champions to promote cycling interventions with local private sector companies.	YES
Local Businesses	Businesses targeted for travel advice and promotion of sustainable travel.	YES
Cross Boundary Authorities	Working with cross boundary organisations to facilitate easier cross boundary travel to job and training opportunities by bus, rail and bike.	YES
Bus and rail operators	CW&C will continue to build upon existing public transport providers in the delivery and promotion of sustainable travel measures and will work with relevant station facility owners for the stations receiving travel plans.	YES

a) Can the scheme be considered as controversial in any way?

Yes No

If yes, please provide a brief summary (in no more than 100 words) - **N/A**

b) Have there been any external campaigns either supporting or opposing the scheme?

Yes No

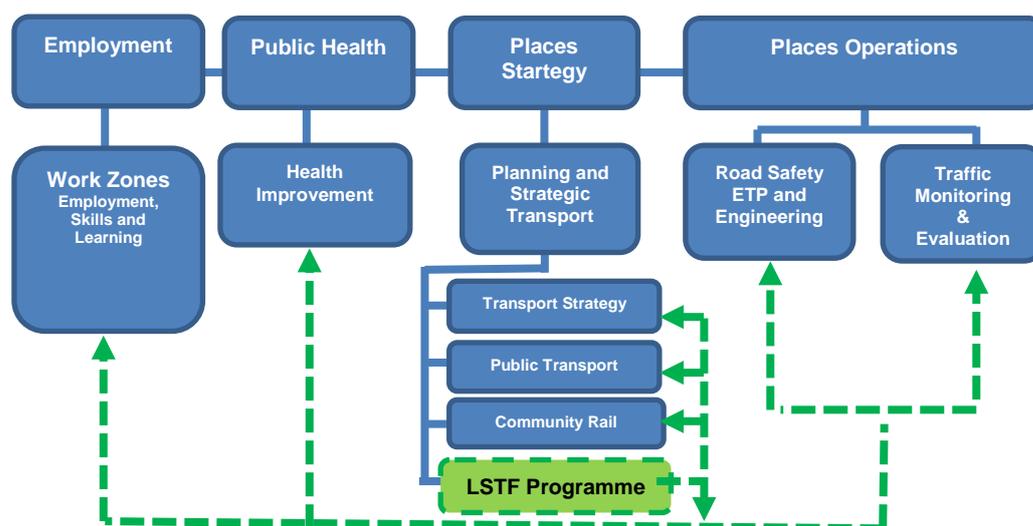
If yes, please provide a brief summary (in no more than 100 words) - **N/A**

B9. The Commercial Case

The Council is in a position to mobilise and begin to deliver the package in May 2016.

We plan to build on the extensive skills, knowledge and experience within the existing CWAC teams, as illustrated in **Figure 7** through the incorporation of LSTF Programme staff such as Cycle / Walking Officers and a Travel Plan Officer. This team is critical in delivering the Smarter Choices and behavioural change elements of this bid. The required procurement strategies complying with; the Councils own Commissioning and Procurement Strategy, Public Contracts Regulations, UK legislation and European Union guidance are in place to engage the market, ensure viability and scheme delivery i.e. on time and to budget.

Figure 7: Organisation Structure



Warrington Borough Council in conjunction with Cheshire West and Chester Council recently awarded a new **Transportation and Public Realm Consultancy Services Framework Contract** in 2014 for a period of 3 years with possible extensions. The successful consultants appointed include ATKINS, AECOM, Halcrow, Mott McDonald and WSP who will provide multi-disciplinary professional and technical advice, design, guidance, negotiation & assistance on construction and other Transportation and Public Realm issues. In order to supplement staff levels, the Council will call upon resources from this contract, by direct appointment or mini competition awarded within one week.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

Monitoring and evaluation are integral components of any investment programme – a robust framework has been established as part of the existing LSTF programme and we would look to build on and enhance this. As part of this package, monitoring and evaluation would be undertaken to help understand how the schemes have responded to the key strands of economic growth and cutting carbon and the wider objectives of the fund, SEP and the Growth Deal Prospectus. The approach taken would be developed in line with the Department's Local Sustainable Transport Fund Monitoring and Evaluation Framework. **Monitoring and evaluation of the current LSTF programme and wider Warrington and Cheshire LEP wide economic evaluation of LSTF projects have ensured a robust monitoring regime to ensure all the benefits of the implemented programmes are captured. There has been a particular focus on capturing economic benefits within the evaluation, including access to employment.** The following tasks would be undertaken:

- At the beginning of the programme our economic evaluation team would advise on the data required for collection to successfully monitor the transition programme.
- Advise on how any wider monitoring data gaps identified in LSTF evaluation can be addressed.
- The current evaluation would be extended to include 2015/16 data in Autumn 2016 once collected.
- Using the data we have already obtained and baseline and monitoring inputs collected as part of this process, we would undertake a qualitative and economic assessment of project performance for feedback and inclusion to support the future Local Access Fund bid.

SECTION D – Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for Connecting People to Places of Employment, Education and Wellbeing - Our Strategy for Sustainable Access to Economic Growth and Opportunity I hereby submit this request for approval to DfT on behalf of Cheshire West and Chester Council and confirm that I have the necessary authority to do so.

I confirm that Cheshire West and Chester Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: **Fiona Hore**

Signed:

Fiona Hore

Position: **Senior Manager – Planning and Strategic Transport**

D2. Section 151 Officer Declaration

As Section 151 Officer for Cheshire West and Chester Council declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that of Cheshire West and Chester Council.

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution;
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties;
- accepts responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme;
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2015/16;
- confirms that the authority has the necessary governance / assurance arrangements in place and the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place.

Name: **Debbie Hall**
Senior Manager - Financial Management

Signed:

Debbie Hall

**This is only required from the lead authority in joint bids*



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