

Cheshire West and Chester Council

Connect to Jobs

Local Sustainable Transport Fund - Application Form

February 2012



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Cheshire West
and Chester

Contents

Connect to Jobs LSTF Application Form

Appendices

1. Supporting Figures

2. Cycling Scheme Plans

3. Key “Connect to Jobs” Partners and Stakeholders providing Letters of Support

4. Other Organisations expressing interest in supporting delivery of our proposals providing Letters of Support

Local Sustainable Transport Fund - Application Form**Applicant Information****Local transport authority name:** *Cheshire West and Chester Council***Email address:** *LTP@cheshirewestandchester.gov.uk***Postal address:** *Planning and Transport Service
Rivacre Business Centre
Ellesmere Port
CH66 3TL***Website address for published bid:** *www.cheshirewestandchester.gov.uk***SECTION A - Project description and funding profile****A1. Project name:** ***Connect to Jobs*****A2. Headline description:**

This ***Connect to Jobs*** package focuses on the key travel to work corridor between Chester, Merseyside and Deeside where there are significant existing and emerging employment opportunities. We will build on the Chester Cycle Demonstration Town project and capitalise on our strong partnership working, through our Community Budget pilot. We propose a three themed package:

- 1. Addressing local access for longer distance commuter trips;**
- 2. Addressing local trips to work and training; and**
- 3. Marketing, promotion and smarter choices activities**

This excellent value for money package will **support 17,000 local jobs worth £333 million per annum** to the local economy, **save 903 tons of carbon**, support our objectives to address deprivation and health issues, embed sustainable travel and support our growing visitor economy.

A3. Geographical area:

The geographic area for our bid focuses on the north-west part of our Borough (as shown on the map below). It covers the City of Chester and Ellesmere Port Town. This area shares strategic multi modal transport corridors and borders with North Wales and Merseyside. The map clearly shows the extents of the strategic road and rail network through the bid area and across the Welsh border to the west into Flintshire and north into Merseyside.

The motorway, trunk road and rail networks through the bid area accommodate large flows of national, regional and local traffic. Commuter patterns flow in each direction and are influenced by the **nearby conurbations of Merseyside** and Manchester. The strong sub-regional relationship between West Cheshire and **North East Wales** also has a significant impact on **cross-border commuting patterns**.

To add to this, the City of Chester has a **growing visitor economy** and a growing need for sustainable transport links to bring wider economic benefit. To support this, the Council is making significant capital investment in a **wealth of new cultural and leisure offers** that include proposals for a new theatre, sport and leisure facilities and the hosting of events such as the Olympic Torch, The Giants, major equestrian events plus a wealth of other cultural activities that will bring economic benefit to the Borough.

This **Connect to Jobs** package will focus on **improving access to key travel to work corridors** where there are both existing and future job opportunities. 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. This will have the added advantage of benefitting our visitor economy also.

The key travel to work corridors that will be the focus for this bid are:

- (i) The Chester – Ellesmere Port – Wirral – Merseyside corridor (to include the Wirral Merseyrail line); and
- (ii) Links between Chester and Ellesmere Port and the Deeside Enterprise Zone in Flintshire (North East Wales).

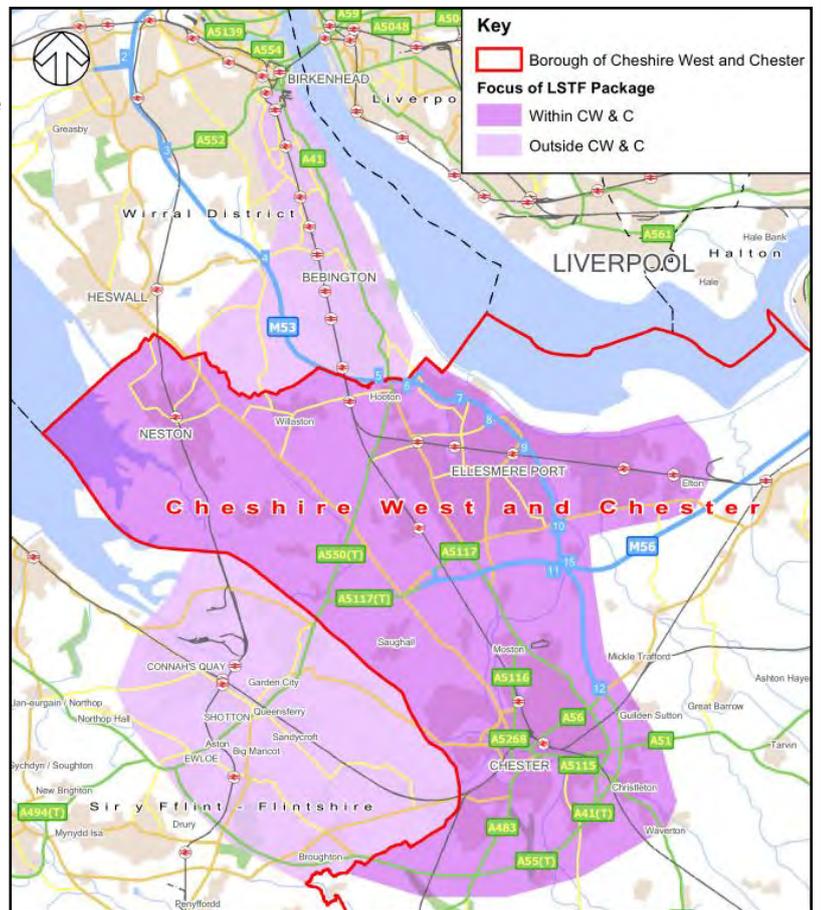


Figure 1: Map showing the bid area with Wales (west) and Merseyside (north)

A4. Type of bid: This is a Small Project bid (Tranche 2)

A5. Total package cost (£m): £13.354m

A6. Total DfT funding contribution sought (£m): £4.578m

A7. Spend profile:

Local Contributions of £8.776m have been secured towards the **Connect to Jobs** Package costing £13.354m. This is made up of £2.685m from Cheshire West and Chester Council, £1.250m from Section 106 developer contributions and £4.841m from other partners and stakeholders. A further breakdown is provided at A8 below.

£K	2011-12	2012-13	2013-14	2014-15	Total
Revenue funding sought	0	677	1,140	965	2,782
Capital funding sought	0	457	985	353	1,796

Local contribution	1,970	2,703	2,011	2,092	8,776
Total	1,970	3,837	4,136	3,410	13,354

A8. Local contribution



We have secured significant financial contributions towards the **Connect to Jobs** package which are summarised in Table 1 and below.

Table 1: Summary of Financial Local Contributions

		Local Contribution (£)
	Programme Management (includes Monitoring & Evaluation)	200,000
Theme 1 - Improve Local Access to Longer Distance Commuter Trips	Ellesmere Port Station Refurbishment/Reopening	222,000
	Wirral Line Long Line PA and Customer Info Systems	300,000
	Connect to Jobs - Bus Service (Cheshire Oaks-EP-Deeside Ind Estate)	550,000
	Stations - Cycle Hire Scheme	14,000
	Chester to Deeside Shuttle - Expansion to Ellesmere Port	290,000
	Chester Station to Chester Zoo Improvements	180,000
	Connect to Jobs - Bus Service (Wirral/A41 Quality corridor)	3,560,000
	Travelcard - develop/deliver integrated bus/rail/taxi ticketing	1,000,000
Theme 2 - Addressing Local trips and Active Modes	Chester City Centre - Ped/Cycle Imps (inc Signage)	570,000
	Ellesmere Port - Ped/Cycle Imps (inc Signage)	1,145,000
	Connectivity from EP to Deeside Industrial Estate (Enterprise Zone)	625,000
Theme 3-Smarter Choices	Smarter Choice Delivery	120,000
TOTAL		8,776,000

Theme 1 (Addressing local access for longer distance commuter trips)

Cheshire West and Chester Council / Merseytravel / Merseyrail (National Station Improvement Programme):

Allocation of National Station Improvement Programme (NSIP) funding to improve Ellesmere Port Station waiting facilities and open building to community use - £15k; £100k, £107k, respectively (**total £222k capital**). Further potential partners identified include Railway Heritage Trust (see Letter of Support).

Cheshire West and Chester Council / Merseyrail: Installation of new Public Announcement and Customer Information Systems at all Wirral line stations (6 of) - £75k and £225k respectively (**total £300k capital**).

Cheshire West and Chester Council / M&S(S106)/ Merseyrail: Improved bus/rail connections with increased frequency at Ellesmere Port Station linking to Cheshire Oaks and Deeside Industrial Estate - £160k, £300k, and up to £90k respectively (**total of up to £550k revenue**) with ongoing revenue support of £130k per annum (post 2015) to continue bus service provision.

Abellio/Northern Rail: National programme of development and promotion of cycle hire facilities being led by Northern Rail supported by Merseyrail – to include schemes at Ellesmere Port and Chester Stations (**total £350k capital and revenue nationally and £14k locally**).

Cheshire West and Chester Council: Expand the existing Chester to Deeside Shuttle service (fixed route) to additional residential areas of Chester and Ellesmere Port to Deeside (**total £220k revenue and £70k capital**).

Chester Zoo: Will underwrite provision of new bus service between Chester Station and the Zoo – utilising spare Park and Ride bus capacity and other measures to promote smarter choices (**up to £180k revenue**).

Cheshire West and Chester Council/Merseytravel and Bus Operators: Wirral Bus Quality Partnership and Infrastructure Improvements - £560k and £3m respectively (**total £3.56m capital and revenue**).

Cheshire West and Chester Council/Bus Operators: Travelcard development and delivery – to extend existing bus smartcards to integrate with rail and taxis - £800k and £200k, respectively (**£1m total capital and revenue**).

Merseytravel / Merseyrail: Expansion of Hooton Station Car Park. Study commissioned by Merseyrail to identify costs for capacity improvements (**In kind Consultants' study costs**).

Theme 2 (Addressing local trips to access employment and training)

Cheshire West and Chester Council/Sustrans Big Lottery Funding: Deliver prioritised pedestrian and cycle routes/gaps in Chester City Centre - £270k and £300k respectively (**total £570k capital**).

Cheshire West and Chester Council/S106 various: Deliver prioritised pedestrian and cycle routes/gaps in Ellesmere Port - £270k and £875 respectively (**total £1.145m capital**).

Flintshire Council and Sustrans: Deliver cycle route between Neston and Deeside to include connection to Ellesmere Port (**total £625k capital**).

Peel Holdings: Improved walking / cycling route to Ellesmere Port Station (**will deliver the scheme and achieve cost savings**).

Theme 3 (Smarter Choices)

Cheshire West and Chester Council: Deliver Independent Travel Training (ITT) to assist with travel to employment and training opportunities (**£120k revenue**).

A9. Partnership bodies

We plan to work with a number of key partners in delivering the **Connect to Jobs** package as identified below:

Bus and Rail Operators: The Council has already built an excellent relationship with principal bus / rail operators in the bid (ie **First Bus, Arriva, Avon Buses, GHA / Merseyrail and Northern Rail owned by Abellio**). The availability of LSTF has enabled extremely constructive and exciting proposals to be developed through pooling of resources towards LSTF objectives in the area. We are, therefore, planning to hit the ground running in 2012 with delivery of a range of measures that will form some of the key building blocks for our bid. These include delivery of Quality Bus Corridors, Integrated Bus and Rail services at Ellesmere Port Station including its transformation into a hub for social enterprise and community use. LSTF funding is required to provide additional revenue pump priming needed.



Land Owners: Peel Holdings Ltd is the major land owner. Land owned in the bid area extends from the Mersey estuary along the Manchester Ship Canal. Peel has tremendous aspirations for growth in Ellesmere Port including proposals for developments that include 7,000 new homes at Ellesmere Port Waterfront plus a new "Energy from Waste" plant proposing 1,000 new jobs at Ince nearby. Peel are, therefore, a key stakeholder and partner in LSTF proposals that will also assist in bringing forward sustainable development and growth.



Cheshire and Warrington Local Enterprise Partnership (LEP) will be an important partner to work with ensuring the **Connect to Jobs** package assists the wider sub-regions economic growth aspirations. The LEP has provided a Letter of Support, see Appendix 3.

Ellesmere Port Area Delivery Board: The recently established Board comprises members of both public bodies and private organisations across the bid area. Its membership includes business leaders who have an important stake in the regeneration and growth of Ellesmere Port and developers (such as Peel Holdings). The "**Ellesmere Port Vision and Strategic Regeneration Framework**" document produced by the Board was endorsed by Council Executive on 8 February 2012. Our LSTF proposals and objectives are outlined within this Vision and Strategy and will play an important part in its delivery.

Ellesmere Port - Our Place: The Our Place initiative crosses the full range of services being successfully delivered at neighbourhood level by a multitude of agencies including the third sector. 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 (on behalf of Job Centre Plus). The HHEET Centre has started to see the transition of a small number of long term unemployed people back into real jobs and was recently visited by Ian Duncan Smith, Minister for Work and Pensions, in his preparatory work for the Welfare Reform Bill. Our LSTF proposals will help us to accelerate this process by assisting those on the Work Programme (ie, long term unemployed more than 9 months) with public transport costs in the first 6 months of employment alongside other initiatives specifically targeted at this social group. Job Centre Plus has identified the cost of public transport as one of the main barriers to employment (See Letter of Support).



Cross Border Authorities: The bid area borders closely with Wales where the provision of transport is funded by the **Welsh Assembly Government**, through **TAITH** and **Flintshire Council** in the bid area, to deliver transport priorities for Wales. 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 the existing number of 9,000 to 14,000 within five years. LSTF has, therefore, provided the Council with a fantastic opportunity to work with Flintshire Council between Wales and England to improve access to jobs and open up wider labour markets.



Cross Boundary Authorities: The bid area focuses on improving transport links between Chester – Ellesmere Port and Wirral – Merseyside. Our bid facilitate easier cross boundary travel to job and training opportunities by bus, rail and bike. **Merseytravel** are the Agent for the **Merseyrail** franchise which operates a frequent rail service through our bid area. We have worked closely with **Merseytravel** (and its metropolitan district of **Wirral Borough Council**) to develop our cross boundary schemes aimed at modal shift through park and ride capacity increase proposals for Hooton Station, bus/rail interchange improvements and smart ticketing developments.



Chester Zoo: The Zoo is situated within the bid area and is one of the major tourism attractions in the UK. During busy peak periods the A41, a main route into Chester and Ellesmere Port, can become more congested with Zoo traffic. Chester Zoo is working closely with the Council supporting bus service improvements to address the congestion and to facilitate its future expansion plans that will create an additional 300 jobs. The LSTF provides opportunities to work with the Zoo on the promotion of active and sustainable travel measures.



Community Budget Partnership: The successful “Altogether Better” bid will be one of the Government’s four Community Budget Pilots. Our bid identifies 19 projects to be delivered from 2013. Examples of projects include the development of a strategy to tackle worklessness; the appointment of “Troubled Family” Co-ordinators to break the inter-generational cycle of deprivation and improve life chances; development of “Sustainable Communities” including a “Carbon Management Programme” by 24 pan-Cheshire partners. Our LSTF proposals will play an important part in delivery of these projects.

Sustainable Blacon (a sub group of Blacon Community Trust Ltd): LSTF provides an excellent opportunity to work in partnership with Sustainable Blacon, a third sector not for profit organisation, to assist in delivery of its objective to promote Blacon as a model sustainable urban community for the benefit of its 5,200 households and 18,000 residents. Some parts of Blacon are within the top 5% Indices of Multiple Deprivation (IMD) in the country, affecting a population of approximately 1,436 people. Our activities through LSTF will enable further social enterprises to be delivered and improve access to employment and training opportunities.



SECTION B – The local challenge

B1. The local context

Economic Growth and Regeneration

Introduction - Cheshire West and Chester has high levels of economic activity and the area has performed strongly over the last decade. **Gross Value Added (GVA) remains above the national average.** There are particular **strengths in the manufacturing and service sector.** We firmly believe Cheshire West and Chester has a **strong economic base with great potential to grow and develop.**

The bid area - Chester is at the heart of the sub-region and sits in the centre of the Deeside Hub providing strong economic links with North East Wales and Ellesmere Port. It is an important **centre for the service industry** including a strong representation of the **financial, leisure and retail sectors.** To the south of the city centre, **Chester Business Park** remains a strategically important employment site for the local sub-region. Employers such as **Marks and Spencer Financial Services and Bank of America** have a major presence on this site. There is also an important focus on the education sector with the **University of Chester** continuing to expand. Within the city is the **Countess of Chester** hospital which is an important employer of around 3,500 people.

Ellesmere Port has an **industrial heritage** being dominated by the **petrochemical industry** at Stanlow and is the home of **Vauxhall Motors**, the largest single employer in the town. **Manufacturing represents 30% of jobs** in Ellesmere Port but employment levels in this sector have fallen significantly over the last decade. The local economic strategy has acted to diversify the economic base and, as a result, there is a strong and growing retail and leisure sector in the town centred around **Cheshire Oaks** and the Coliseum development adjacent to the M53. A new green flagship M&S store, the largest outside London, will soon open in the Cheshire Oaks area providing 350 new jobs to local people. West Cheshire College has opened its new campus in the town centre and this is used by an estimated 10,000 students each week. A new Academy school is being built adjacent to this site.

The Council’s Local Economic Assessment has identified that the **bid area is not at the centre of its own economic geography** and this significantly influences local and sub-regional commuter patterns and distances covered due to **high concentrations of jobs in North East Wales** (such as those at **British Aerospace and Deeside**) and in **Merseyside** (with further Enterprise Zone expansions also planned). The Aerospace factory at Broughton currently employs 6,000 staff and is continuing to expand with plans to create 650 new jobs. It is also seeking to concentrate

its main suppliers adjacent to the site. 9,000 people currently work at the **Deeside Industrial Estate** and the creation of the new **Northern Gateway Enterprise Zone** is expected to provide a further 5,000 jobs. To the North, significant numbers of jobs will be created in **Merseyside's new Enterprise Zone, Mersey Waters, part of the Atlantic Gateway Vision**. The view that the area is not at the centre of its own economic geography is supported by the fact that **residents can, on average, earn more by out-commuting than by working within the bid area**. Travel patterns are shown on Figure 6.

Conversely, despite a relatively low wage economy, the scale of employment opportunities in **Chester draws in a large number of commuters** largely from Ellesmere Port, Wirral, Flintshire and Wrexham. In part, this is a result of high house prices in Chester compared to more affordable prices in the neighbouring areas. This contributes to **complex commuting patterns, particularly by car, and this causes pressures on the local transport networks**.

The **tourism and leisure sector is an important part of the local economy**. It accounts for approximately 10% of the workforce and is **worth an estimated £1.4 billion**. Over 8.5 million people visit the **historic city of Chester** every year while an estimated 7 million trips are made to the **Cheshire Oaks Retail Outlet** in Ellesmere Port. **Chester Zoo** is already one of the major tourist attractions in the UK and further expansion and growth is planned. The **majority of trips are made by car adding to localised congestion particular during school holiday periods**.

The Council are working closely with the Cheshire and Warrington Local Enterprise Partnership (LEP) on its Strategic Development of the **"Chester Business District"** which is to be a multi-use developed of business, retail, leisure and housing, in a sustainable location near to Chester Railway Station. This is a key strategic site within the Council's Local Development Framework, estimated to generate 3,500 jobs over 10 years.

Note that **there are no major transport schemes coming forward in West Cheshire at the moment**. However, the Welsh National Transport Plan is undertaking detailed design work to re-double the rail link between Wrexham and Chester to boost capacity. Plans to address congestion on the A494 / A55 have also been supported by the Welsh Assembly Government. A package of transport measures is now being developed to support the recently designated Enterprise Zone at Deeside. All will have a significant impact on cross-boundary trips in the bid area.

Table 2: Future Employment Growth

	New Jobs
Bank of America based at Chester Business Park	1,000
Central Business Quarter adjacent to Chester Railway Station	3,500
A new Waitrose store and hotel development in central Chester	400
A new Marks & Spencer superstore at Cheshire Oaks	350
Regatta clothing distribution centre in Ellesmere Port	200
Technology Park Newbridge Road, Ellesmere Port	3,000
Ince Energy from Waste Plant	1,000
British Aerospace, Broughton	650
Northern Gateway Enterprise Zone, Deeside	5,000
Camel Lairds, Birkenhead Docks	2,000
Total Jobs Supported by the <i>Connect to Jobs</i> Package	17,100

Future housing and job opportunities - The Council has ambitions to **significantly increase the amount of new housing in the Borough**. The emerging Core Strategy preferred strategy is based around a growth scenario of between 1,000 and 1,300 new dwellings being provided each year. Current assumptions suggest that 25% of these new homes could be built in Chester and a further 20% in Ellesmere Port. **There is currently planning permission granted for 3,038 new dwellings within the bid area**.

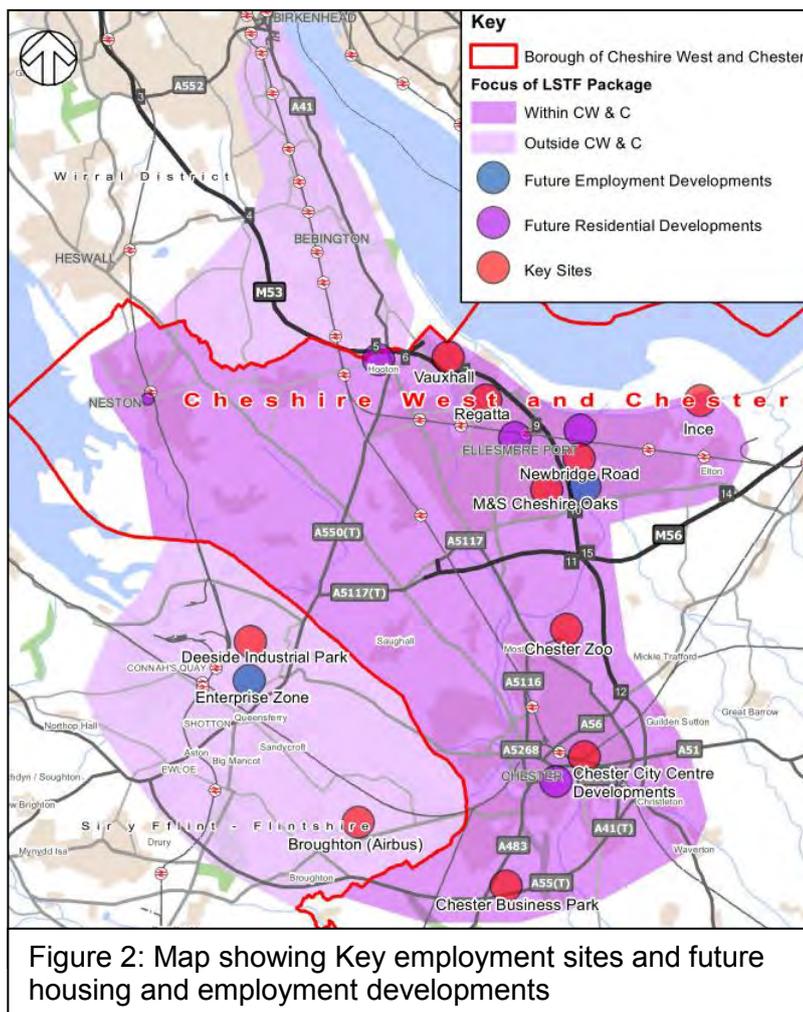


Figure 2: Map showing Key employment sites and future housing and employment developments

In the current economic climate the area is vulnerable to changes taking place in the wider economy. Chester was recently identified as being vulnerable to the effects of the economic downturn due to the concentration of financial service activities in the City. Nevertheless, it is anticipated that conditions will improve and there are **a number of important developments that are planned to come forward over the lifetime of this bid which will increase employment opportunities within our target area**. These are summarised in Table 2, above:

This does not include longer term job creation at Mersey Waters, part of the Atlantic Gateway Vision, of 20,000 new jobs by 2050.

Transport issues that highlight why the *Connect to Jobs* package is needed:

- There are complex travel to work patterns within the bid area;
- A significant majority of commuter journeys are made by car;
- Need to support economic growth without creating additional traffic problems; and
- Need to provide sustainable transport to access new and existing job opportunities.

It will be vital to support new development and both existing and future job opportunities without creating additional problems on the local transport network.

Reducing carbon emissions and environmental issues

Cheshire West and Chester has **higher carbon emissions per capita than its neighbours** Cheshire East or Warrington and is higher than the average for the Sub Region due to the significant emissions from large industrial installations situated in the Borough. The Local Climate Change Impact Profile for West Cheshire predicts that a changing climate is likely to affect future flooding, water supply, agriculture, biodiversity, tourism and leisure in the Borough. The map below shows the local impact of emissions on the Borough, and the high concentrations in the Ellesmere Port and Chester areas.

AQMA - Two Air Quality Management Areas have been designated within the Borough and both are within the area of this bid. The first is on Whitby Road, the main approach road to Ellesmere Port railway station and the town centre. The second is in Chester at the Boughton Gyratory, one of the principal access routes to the city centre.

Supporting a modal shift towards more sustainable forms of transport feature within the action plans for addressing problems at both these sites. Nevertheless, **NO2 concentrations in Chester remain a cause for concern** and there is a probability that the current AQMA will be extended further along the corridor approaching the city centre.

Both the LTP and emerging Core Strategy recognise the importance of reducing greenhouse gas emissions and set out proposals to support and encourage the use of sustainable (low carbon) types of transport. We are also keen to **build on the legacy of the Chester Cycle Demonstration Town project** and extend similar programmes of activity to Ellesmere Port.

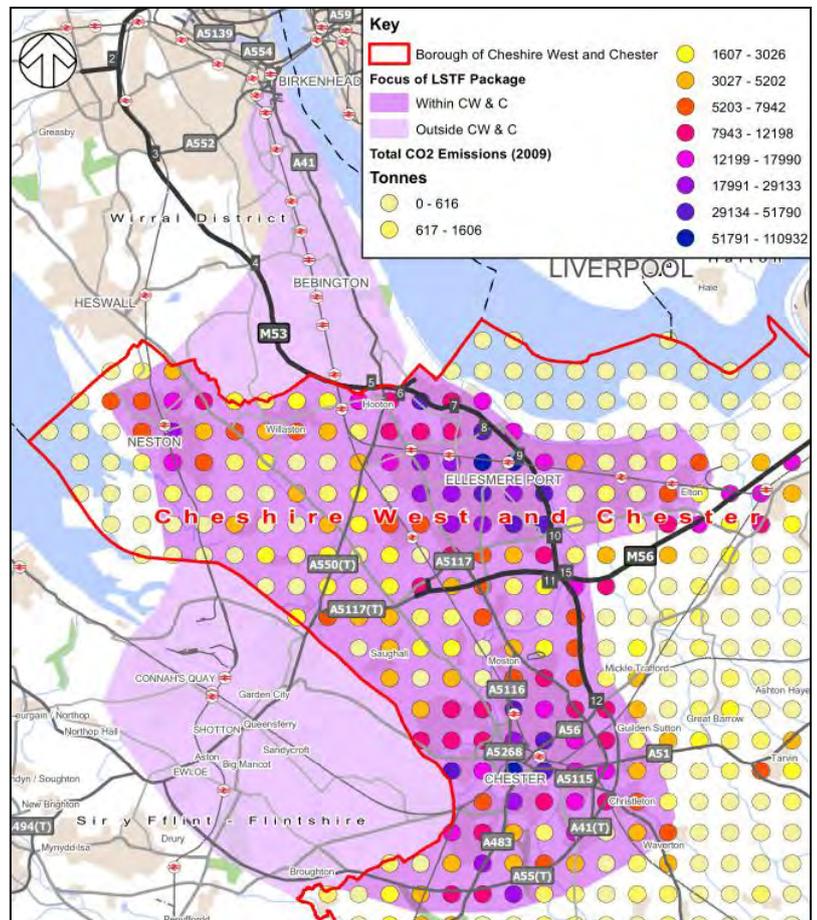


Figure 3: Map showing Carbon Emissions in the bid area

However, against a background of high car ownership and use, we recognise that encouraging a change in travel behaviour will be very challenging. **Our approach will be limited in its ability to bring about genuine change without additional investment focussed on developing the smarter choices agenda** (noting the successes secured by the Sustainable Travel Demonstration Towns) including a more pro-active approach to workplace travel plans and personalised journey planning alongside targeted hearts and minds campaigns focussed on securing more sustainable commuter travel.

Transport issues that highlight why the *Connect to Jobs* package is needed:

- Higher than average carbon emissions;
- Two Air Quality Management Areas within the bid area;
- High car ownership; and
- Encouraging changes in travel behaviour will be challenging.

Deprivation and social issues

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 3 below. These areas tend to suffer from a combination of complex problems such as reduced life outcomes and significant differences in life expectancy (eg 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. Consequently, **in key wards in Ellesmere Port, more than 85% of children are living in child poverty.** 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.

Table 3: 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

The LTP recognises that there has been a **steady decline in physical activity**, especially in levels of walking and cycling, and this has an impact on our overall health. It is often the case that **relatively short journeys, previously undertaken on foot or by cycle are now substituted for trips by car.**

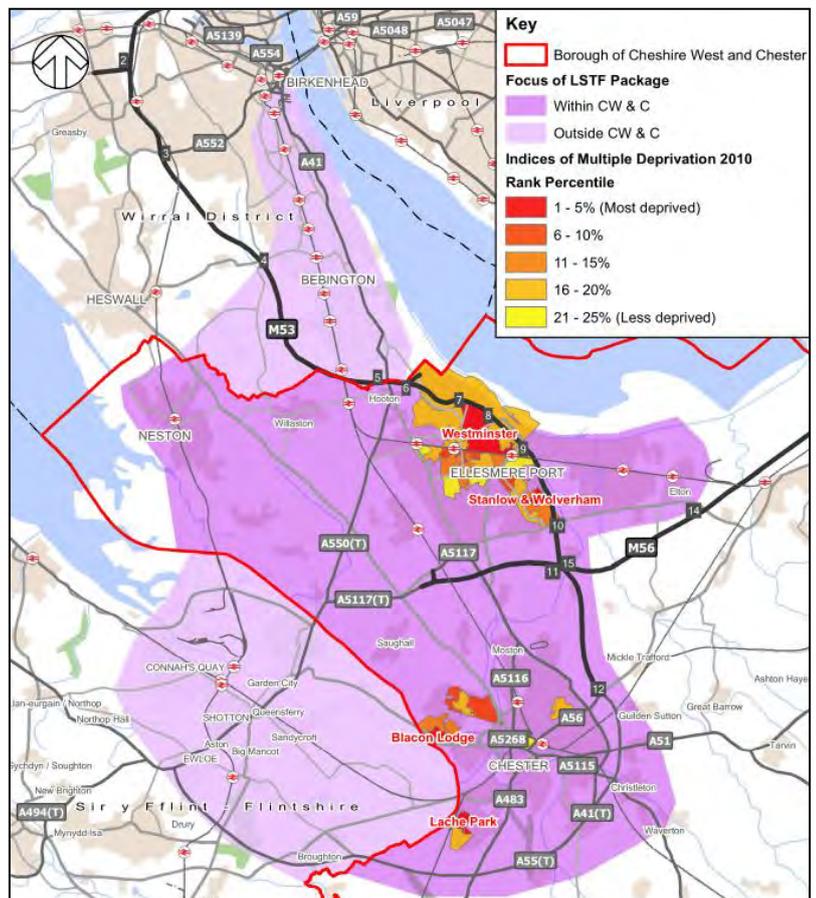


Figure 4: Map showing IMD areas in the Borough

In response, the Council has begun introduction of a 20 mph policy that can be implemented in residential areas subject to community support to make walking and cycling safer. In addition, the Council has already taken steps to promote the health benefits of cycling as part of the Chester Cycling Demonstration Town project. **Lessons learnt from delivering the project in Chester City can now be rolled out to benefit residents of Ellesmere Port through this bid.**

Transport issues that highlight why the *Connect to Jobs* package is needed:

- Need to raise travel horizons, address levels of deprivation and promote equality of opportunity to access job and training opportunities;
- Need to monitor higher incidence of pedestrian and traffic collisions and target safety awareness;
- Need to improve health by promoting more active forms of transport; and
- Need to manage emissions from transport, particularly in the AQMA areas.

B2. Evidence

Economic Growth and Regeneration

Transport issues that highlight why the **Connect to Jobs** package is needed:

- There are complex travel to work patterns within the bid area;
- A significant majority of commuter journeys are made by car;
- Need to support economic growth without creating additional traffic problems; and
- Need to provide sustainable transport to access new and existing job opportunities.

Travel to work – Our local data and census information reveals that **travel to work by car continues to increase in the bid area and remains above the average for England and Wales** (see Table 4). Over the same period **levels of public transport, cycling and walking use have significantly decreased**. The impact of this is growing pressure on our road networks to accommodate increasing levels of car borne trips.

Table 4: Means of Travel to Work

Mode	West Cheshire		England and Wales	
	2001*	2008 **	2001	2008 ***
Car and van	72%	78%	62%	70%
Bus	4%	2%	7%	7%
Train	1%	2%	7%	8%
Motorcycle	1%	-	1%	-
Bicycle	3%	3%	3%	-
Foot	9%	13%	10%	11%
Other	>1%	-	>1 %	4% ****
Work from home	9%	-	9%	-

* Data taken from Census

** Data taken from 2008 Cheshire Community Survey

*** Data taken from DfT Transport Trends 2009 edition.

**** Other category includes cycle and motorcycle

Traffic growth and congestion – Current forecast suggest that there has been a slight decline in traffic levels as a result of the economic down-turn. Local trips have fallen by 1% since 2007 and journeys on the strategic network have fallen by nearly 2%. Levels are now starting to rise again and will be influenced by new developments and emerging job opportunities. **Overall traffic is expected to grow in the bid area by some 13% over the lifetime of the current LTP.**

Noting the complexity of local travel patterns, congestion and network stress will continue to be a problem. Current problems areas are summarised and shown in the map below.

Chester:

- Inner ring road and on key radial routes including the A51, A55, A41, A548, A5116, A56 (Hoole Road) and A5104 (Hough Green);
- A483 / A55 junction in the vicinity of Chester Business Park; and
- There are seasonal problems particularly in the run up to Christmas, during Race meetings and on approaches to the Zoo (at Moston) during the summer.

Ellesmere Port:

- M53, particularly between junctions 5 and 11;
- A41, particularly in Little Sutton and Great Sutton; and
- On approaches to Cheshire Oaks (A5117 / M53) especially during Christmas and summer holiday periods.

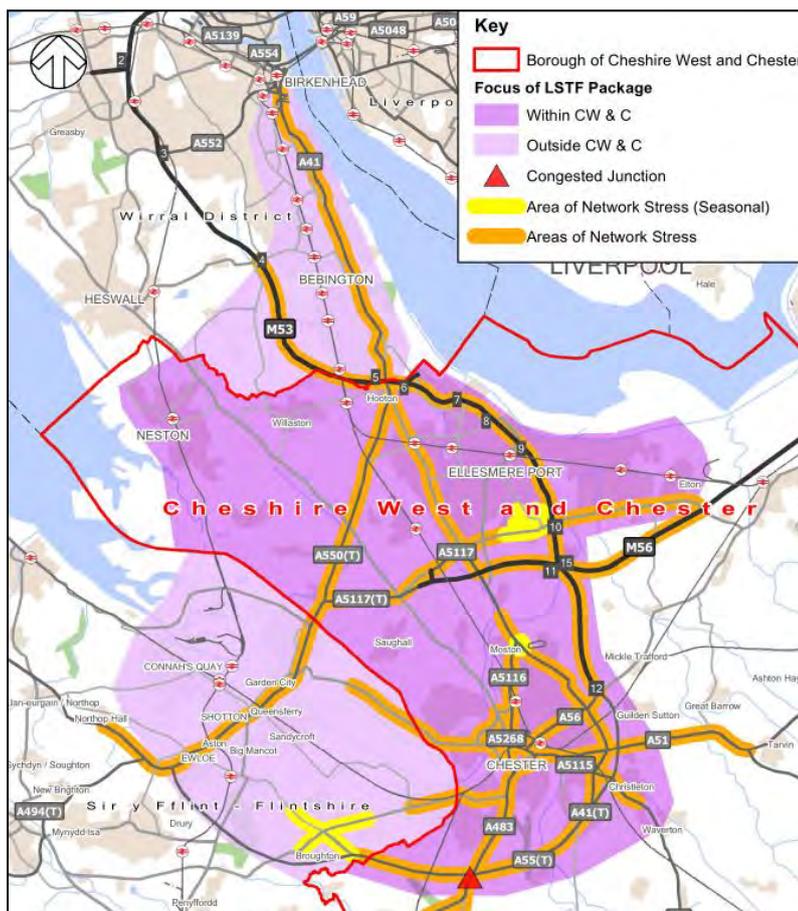


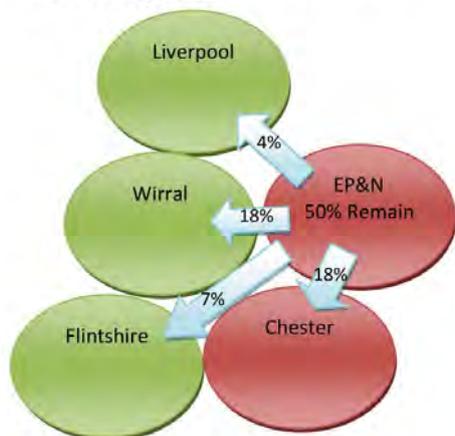
Figure 5: Map showing areas of congestion and network stress

On the strategic network and cross boundary routes the links that currently have congestion problems are the A55, A550, A 5117 and A494.

Sub-regional travel patterns - Some 65% of local residents work within the bid area itself. Just over 35% of inbound commuter trips originate in North East Wales with a further 26% from Merseyside (21% coming from the Wirral).

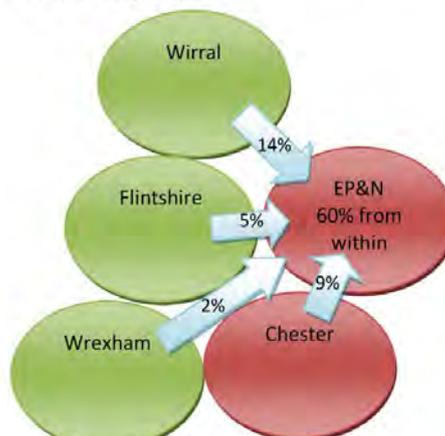
Examining outbound commuter patterns shows a more varied pattern. Some 23% of trips are to Merseyside, 20% to North East Wales. A further breakdown of the bid area (for Chester and Ellesmere Port separately) is provided below.

Workplace of Ellesmere Port and Neston Residents, 2008



Source: APS (Strategic Economic Assessment)

Residence of Ellesmere Port and Neston Workers, 2008



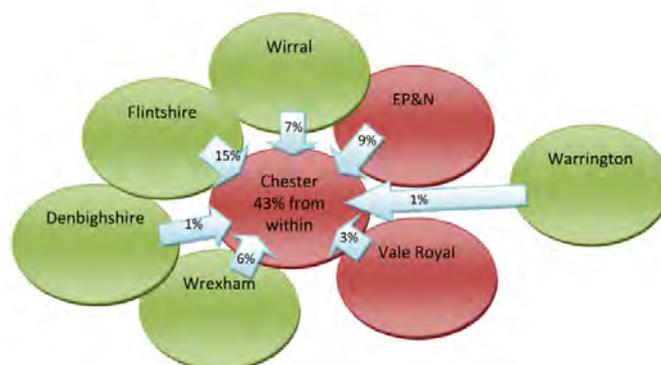
Source: APS (Strategic Economic Assessment)

Workplace of Chester Residents, 2008



Source: APS (Strategic Economic Assessment)

Residence of Chester Workers, 2008



Source: APS (Strategic Economic Assessment)

Figure 6: Travel to Work Patterns

In part, these patterns reflect the national trend for travelling further to reach employment opportunities and the increased mobility offered by growing levels of car ownership. Equally, they also provide a reflection of the dynamics and constant changes of employment and economic opportunities in the sub-region and neighbouring areas influencing commuter travel.

The Council's Local Economic Assessment highlights that there is **economic pressure for residents to seek higher value employment outside the Borough**. Average earnings are higher in Merseyside and Flintshire.

There is a very high dependence on the car for commuter trips. **91% of inbound and 92% of outbound trips are made by car. Commuter trips by bus and rail are low.** The exception is for trips to Merseyside where 16% of commuters use the train and to Manchester where the figure is 5%.

The **Merseyrail network is a particularly important asset within the bid area**. There are 4 trains an hour between Chester and Liverpool and 2 trains an hour from Ellesmere Port which converge at Hooton to provide 6 trains per hour and more during the peak. The Council is keen to maximise the use of this network by commuters and recognises that more can be done to **improve sustainable access and interchange using local stations** and, **where appropriate, increase car parking capacity as well**. This is particularly appropriate at Hooton Station which is currently operating

as rail Park and Ride site and, with the Council as landowner, can be easily expanded if funding were made available. Hooton Station serves commuters (primarily) to Liverpool and Chester during the week and shoppers at weekends. During the weekday the car park of 440 spaces is at full capacity with continued growth in rail patronage forecast. Chester Station car park is also operating at full capacity but there are already funded proposals in the pipeline to increase capacity (subject to planning permission being granted). Ellesmere Port Station has surplus car park capacity available and could be better utilised for commuting to Liverpool and Chester.

Other rail services through the area include the Wrexham – Bidston line. This does not offer an acceptable level of reliability or services for residents of Neston. A short drive to the Merseyrail network is Hooton station which provides a much improved service for residents of Neston and surrounding areas. Capacity improvements are proposed at Hooton station through the **Connect to Jobs** package. The Council has aspirations for improvement to Wrexham - Bidston line, Ellesmere Port to Helsby service and Chester to Liverpool services (via Halton Curve) which the Council will continue to develop outside of LSTF as longer term sustainable transport improvements.

Bus use for inbound trips is also particularly high from both North East Wales into Chester. 10% of trips from Flintshire and 8% of trips from Wrexham are made by bus. The A41 between Chester and the Wirral is also an important and well used bus corridor. Again, if resources were available, it is considered that **more could be done to be more pro-active in how these existing services can be marketed** as a means to boost patronage particularly to link to where both existing a new jobs are to be found. This will be an important element of the **Connect to Jobs** package.

With this in mind, there is optimism that with the right mechanisms, a targeted approach supported by our bid can encourage an increased proportion of longer distance commuters to consider more sustainable travel options.

Specific challenges to be addressed by the *Connect to Jobs* package are:

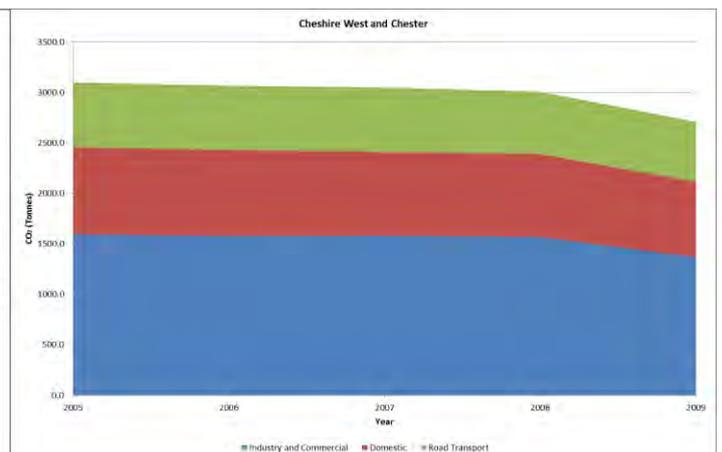
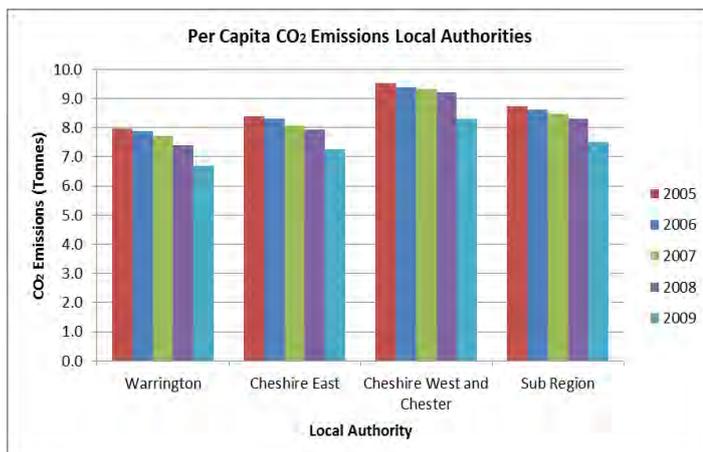
- **Over-reliance on the use of the car for longer distance commuter trips for both inbound and outbound journeys adding to increased congestion and delays on the sub-regional road network;**
- **A do nothing approach is likely to encourage increased levels of car borne commuting to existing and new job opportunities unless steps are taken to promote more sustainable alternatives;**
- **Considerable scope to promote and encourage greater use of existing sustainable transport links to new and existing employment sites. This includes taking full advantage of capacity and frequency improvements to the Merseyrail network, the A41 bus quality partnership and other local bus routes; and**
- **Opportunities for modest investments that will help improve sustainable access and connectivity to employment locations.**

Carbon emissions and environmental issues

Transport issues that highlight why the *Connect to Jobs* package is needed:

- **Higher than average carbon emissions;**
- **High car ownership; and**
- **Encouraging changes in travel behaviour will be challenging.**

Carbon - The information on carbon has been produced in partnership with the University of Chester “Report to Cheshire and Warrington Carbon Reduction and Sustainability Commission – Building a Picture of the Sub Region’s Carbon Footprint, 2012”

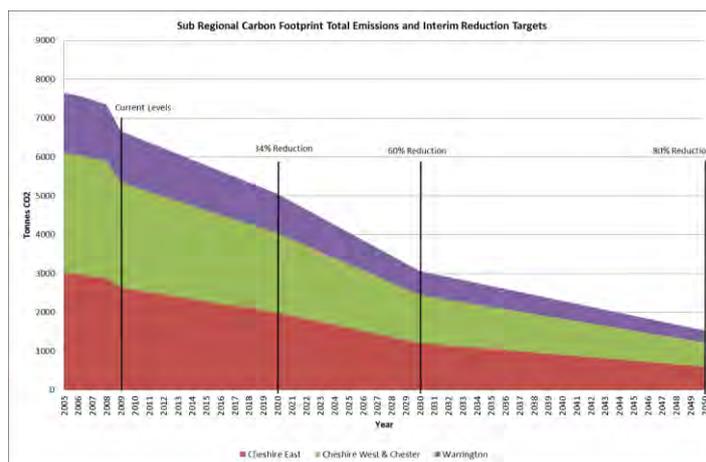


Graph 1: Per Capita Emissions for the Local Authorities in the Sub Region:

Graph 2: Cheshire West and Chester Carbon Footprint Summary

Graph 1 above illustrates per capita emissions during the period of 2005-2009. It shows clearly how emissions are higher per head of population in West Cheshire than its' two neighbouring authorities and is higher than the regional average. To summarise, all local authorities within the Sub Region have seen a gradual decline in CO₂ emissions since 2005. However, all three authorities have seen a much larger decrease in emissions between 2008 and 2009. This is mirrored in the data for the Sub Region

Graph 2 above shows emissions by type. Emissions in Cheshire West and Chester remained relatively constant between 2005 and 2008. Emissions from the Industry and Commercial sector fell slightly between 2005 and 2006, and then increased between 2006 and 2007 by 1-2%. Emissions from the Domestic and Road Transport sectors also fluctuated slightly with a maximum reduction of 3% and 4% respectively. However, between 2008 and 2009 there were greater reductions in emissions across all sectors, again the Industry and Commercial sector had the greatest reduction (13%) closely followed by the Domestic sector (9%) while the Road Transport sector decreased by 4%.



Graph 3: Interim Reduction Targets

Graph 3 shows Interim Reduction Targets. One of the key objectives of the Cheshire and Warrington Carbon Reduction and Sustainability Commission is to support coordinated action and activities across the Sub Region so that Cheshire and Warrington can play a full role in helping the Government achieve the legally binding commitment to reduce carbon emissions 34% by 2020, 60% by 2030 and then 80% by 2050, based on 1990 emission levels. The Commission will identify the factors over which local authorities and partners can have influence. An action plan will then be produced to deliver the Commission's objectives. This **Connect to Jobs** package will play an important part in delivery of transport related carbon reduction targets as this will be an area that local authorities can have some influence over through promotion of sustainable transport alternatives to the car.

Car ownership - Noting that the census data is nearly ten years out of date, car ownership information has been collected on a regular basis by local Community and Quality of Life Surveys. The most recent survey was undertaken in 2008. This revealed (See Table 5) that 90% of households now own one or more vehicles, with 50% owning two or more cars while only 10% of households have no car. Car ownership in West Cheshire is above the national average.

Table 5: Car Ownership, 2007/8

	No car	One car	2+ cars
West Cheshire*	10%	40%	50%
England and Wales**	24%	45%	31%

* Data taken from 2008 Community Survey

** Data for 2007 taken from DfT Transport Trends (2009 edition).

There has been a significant increase in the number of households possessing two or more vehicles which has increased from a fifth to a half of all households over the last thirty years. This trend is expected to continue. The number of households without a car has fallen from a third to a tenth over the same period.

Bus patronage - While bus patronage has increased in recent years this is largely the result of increased numbers of older passengers taking advantage of concessionary fares. Travel to work data continues to show that commuter trips by bus continue to decline.

Specific challenges to be addressed by the *Connect to Jobs* package are:

- **Over-reliance on the use of the car for local commuter trips leading to increased congestion and delays on our local road network;**
- **Need to invest and sustain smarter choices programmes (Particularly workplace travel plans and personalised journey planning) to help “nudge” people towards more sustainable modes of transport to reach work and training;**
- **Ambition to build on legacy and lessons learnt from Cycle Demonstration Town project and develop new work based project for the Ellesmere Port area; and**
- **Address poor perception about quality and reliability of alternatives to the car for commuter trips.**

LTP consultation revealed strong community support for steps to be taken to promote smarter choices as a means to reduce traffic congestion and carbon emissions. While the Council still requires new developments to prepare travel plans there is scope for a far more pro-active approach to encouraging take up, active participation and monitoring. Furthermore, our experience in developing travel plans and from the Cycle Demonstration Town has found that there needs to be a concerted effort to convince existing car users to consider using alternative forms of transport. This often

requires overcoming poor perceptions and a lack of knowledge about the quality and reliability of the alternatives available. Personalised journey planning will be of particular importance in this context. Evidence from the Sustainable Travel Towns has shown that, with modest investment, a targeted approach to promoting smarter choices has resulted in reductions in car use for shorter trips and an increased number of trips being made by foot, cycle and bus.

Deprivation and social Issues

Transport issues that highlight why the *Connect to Jobs* package is needed:

- **Need to raise travel horizons, address levels of deprivation and promote equality of opportunity to access job and training opportunities;**
- **Need to monitor higher incidence of pedestrian and traffic collisions and target safety awareness;**
- **Need to improve health by promoting more active forms of transport; and**
- **Need to manage emissions from transport, particularly in the AQMA areas.**

Evidence from the LTP Accessibility Strategy highlights that the most deprived areas within the bid area possess lower than average car ownership and a higher than average number of commuter journeys made by bus. However, the Ellesmere Port Strategic Vision and Regeneration Strategy revealed that there are relatively poor public transport, cycle and pedestrian linkages between residential areas and jobs and services within the town.

Travel horizons also tend to be low. Our 2008 Community Survey shows that those living in more deprived areas of Chester and Ellesmere Port were more likely to work within 1 mile of their home. Employees in these areas were also less likely to travel further to reach employment. 19% travel 10 miles or further to reach work compared to a Borough average of 30%.

These broader issues are being tackled through the “Our Place” neighbourhood management programme which is a Local Integrated Service initiative, a multi partner project being delivered across 10 neighbourhoods in Ellesmere Port. This has forged strong partnership with Job Centre Plus for delivery of our employment programme at local centres where we can provide travel advice and assistance for clients to help them reach jobs and training opportunities. There is considerable scope to build on this partnership approach to develop and introduce affordable transport solutions, to include personalised journey planning and wheels to work schemes to break through the real and perceived barriers to employment or training.

A high incidence of pedestrian and traffic collisions occur in some residential areas of the bid area, particularly evidenced in the wards within the top 5% IMD and within walking or cycling distance of nearby education establishments. Our approach to Cycle Demonstration Town programme has delivered safer cycling infrastructure and targeted road safety training for safer walking and cycling.

Our LTP highlighted that there is strong evidence that moderate physical activity can help prevent or reduce a number of conditions including obesity, coronary heart disease, stroke, type 2 diabetes, some types of cancer and osteoporosis. Workplace travel planning and active travel challenges (which were an important part of our Cycle Demonstration Town programme) are ways in which we hope to promote greater levels of physical activity and workforce fitness. This will be particularly relevant in some areas of Ellesmere Port where life expectancy is significantly below the average for the rest of the Borough.

Specific challenges to be addressed by the *Connect to Jobs* package are:

- **Provide advice and assistance to assist people in disadvantaged areas to broaden travel horizons in order to reach employment and training opportunities;**
- **Provide targeted road safety training to reduce the high incidence of pedestrian and traffic collisions in some wards;**
- **Promote more active forms of transport for the journey to work to encourage more physical activity;**
- **Provide alternative sustainable transport in AQMA areas.**

B3. Objectives

We have set ourselves a Vision that:

By 2026 West Cheshire will be even more prosperous and attractive; a really great place to live, work, learn and visit. The Borough will play a full role in the region and beyond, fulfilling our challenging responsibilities and enabling our residents to benefit from the opportunities in the twenty first century.

The Council's Local Transport Plan (LTP) sets out how we plan to work towards meeting the Vision. It has been prepared to meet the following objectives.

Cheshire West and Chester LTP priority objectives

- To provide and develop reliable and efficient transport networks which support sustainable economic growth in West Cheshire and the surrounding area;
- To reduce carbon emissions from transport and take steps to adapt our transport networks to the effects of climate change; and
- To manage a well maintained transport network.

Supporting objectives

- To contribute to safer and secure transport in West Cheshire and to promote types of transport which are beneficial to health;
- To improve accessibility to jobs and key services which help support greater equality of opportunity; and
- To ensure that transport helps improve quality of life and enhances the local environment in West Cheshire.

This LSTF bid clearly supports and builds upon the approach set out in our LTP. In particular, our proposed package will enable us to meet our aspirations to:

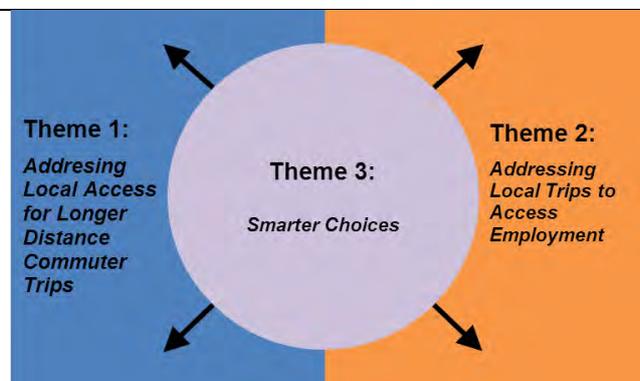
- Support economic growth by reducing congestion, improving links to existing and emerging employment sites and promoting the use of sustainable transport for cross-boundary commuter trips between West Cheshire, Merseyside and North East Wales;
- Improve accessibility with a focus on working in areas of deprivation to help people to remove travel barriers and reach employment and training opportunities; and
- Reduce transport related carbon emissions by improving and encouraging behavioural change to increase the use of sustainable low carbon forms of travel to work.

The bid also supports the aspirations that we have set out in *Altogether Better*, our Corporate Plan for the period 2011 to 2015. Our priorities include making the area *Altogether a better place to work* by helping to support a dynamic local economy offering real opportunities. The plan recognises that appropriate transport is central to delivering economic growth and a sustainable future and encouraging and facilitating low carbon forms of transport is central to this approach.

SECTION C – The package bid

C1. Package description

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. This has been developed around three over-arching themes which are set out and shown on Figure 7 below. The overall approach is also shown in the diagram to the right:



THEME 1: Addressing Longer Distance Commuter Trips

Connect to Jobs Bus Service (Ellesmere Port – Cheshire Oaks – Deeside Industrial Estate - Mold) – The bid proposes an increase in the frequency of this existing high quality bus service. The increase in frequency and timetable improvement will introduce a useable bus/rail connection every half hour to meet all Merseyrail services at Ellesmere Port Station to/from Liverpool (which can then be promoted by all partners). This new bus/rail interchange will provide important links to key employment and training opportunities for residents of Cheshire, Wirral and Merseyside whilst also serving the growing Deeside Industrial Estate. The improved bus service will also complement the proposals (to be funded by CW&C and partners) to refurbish Ellesmere Port Station and introduce a community based social enterprise comprising meeting rooms, café area and office space. The improved bus service will also serve the new M&S flagship store, the largest outside London, due to open August 2012 and providing 350 new jobs for local people. The bus service revenue subsidy will come from S106 funds which have already been secured and ring-fenced for bus services for an extended period of 10 years. LSTF (£303k bid) will enable 2 additional high specification (low carbon) vehicles to be added in to the timetable.

Stations Cycle Hire Scheme (Plusbike) – The bid proposes to introduce cycle hire facilities at Chester and Ellesmere Port Stations. Northern Rail (Abellio) are leading this innovative project to develop cycle hire facilities at 50

stations (based on Holland's highly successful model) investing £350k into the development and promotion of the scheme nationally. Merseyrail is also submitting a bid to the DfT's new Rail/Cycle development fund to implement a number of Plusbike schemes across its rail network. LSTF (£64k bid) will enable inclusion of two schemes to be delivered at Ellesmere Port and Chester. The scheme is aimed at passengers for completing the final leg of the work journey at minimal cost to them or their employer (eg £3 per day) or to pursue the many leisure activities in the nearby vicinity (eg the National Waterways Museum and towpaths). Forecasts provided by Abellio show revenue yield after Year 4 for long term sustainability of this scheme in the longer term.

Chester (and Ellesmere Port) to Deeside Shuttle – The bid proposes to double the operational capacity of this existing demand responsive Shuttle service (currently operating at full capacity). The existing service operates between Blacon and Lache (both in the top 5% IMD near to Chester) and Deeside Industrial Estate. The expanded scheme will extend to operate between Ellesmere Port wards and Deeside Industrial Estate, providing an important link serving residential areas in the top 5% IMD of Ellesmere Port. The augmented service will be fully accessible to those with disabilities or living in out of reach locations. This initiative seeks to develop joint working with the third sector and social enterprise and to support delivery of the Borough's Employment Programme (in association with Job Centre Plus). Independent Travel Training is to be an important inclusive element to reduce barriers to accessing employment and training. LSTF (£474k bid) will enable two vehicles to be purchased and operated for these purposes (with CW&C match funding).

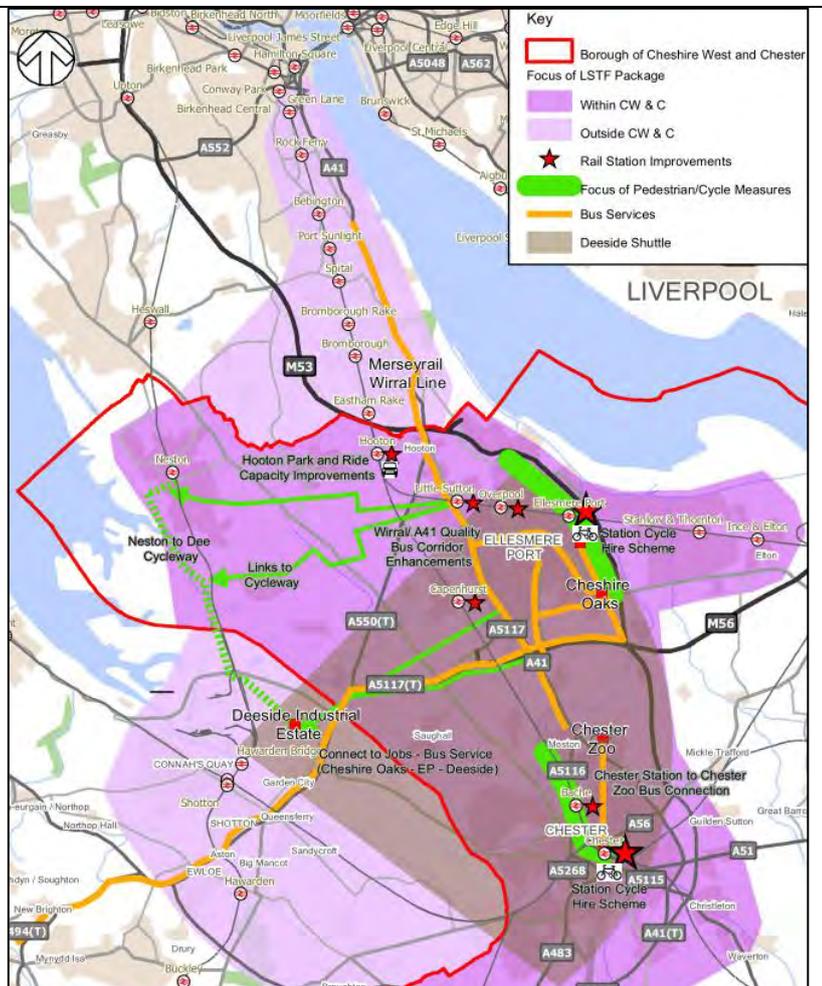


Figure 7: Map showing **Connect to Jobs** Package Schemes

Hooton Station Park and Ride Capacity Improvements – The bid proposes two phases of capacity increases for Hooton Station car park (currently 440 spaces at full capacity) to attract even more commuters to the line. Hooton is a key interchange on the Wirral line and draws car drivers from North Wales and the local area to park and ride on Merseyrail services (six trains per hour and more at peak times) to Liverpool and (four trains per hour) to Chester. The alternative routes are the congested A41 or M53. The **Connect to Jobs** package (£12k and £252k bid) will enable increases in capacity of 160 spaces to be introduced in two phases to meet the projected demand for rail commuting.

Travelcard Development and Delivery – The bid proposes further developments for Travelcards currently being rolled out on all buses in West Cheshire. West Cheshire continues to lead the field in development of ITSO compliant (this being the required new national technical standard) prepaid smartcard technology and currently 50% of all buses in the West Cheshire area are fitted with smartcard readers. Continued investment by CW&C (£800k over 4 years) will deliver 100% compliance by 2014. The **Connect to Jobs** package (£250k bid) will enable development and delivery of smartcard technology to rail tickets (on the Wirral line) and to taxis in the bid area. Travelcards can also be up loaded with subsidised fare payments to assist those on the Work Programme with their travelling costs for the first few months of employment.

THEME 2: Addressing Local Trips to Access Employment and Training

Theme 2 interventions (and Theme 3 Smarter measures) have been developed following analysis of the Chester Cycling City and Towns Programme which are recommended in the End of Programme Report published on the DfT website. In Theme 2, best practice from lessons learnt will be applied to deliver a series of improvements to potential key commuter corridors for walking and cycling routes where gaps in the pedestrian and cycling networks have been identified as barriers to sustainable access to employment and training. Schemes address a range of barriers such as lack of on carriageway facilities, lack of signing or way-finding, cycle parking, road safety or personal security measures on key commuter corridors. LSTF (£750k bid) will fund the following improvements in Chester City Centre and Ellesmere Port Town Centre. See Appendix 2 for the Chester Cycle proposals.

Chester City Centre – Pedestrian and Cycle Improvements at:

a) Chester Rail Station Access Improvements – Hoole Bridge (on the A56) is on the main route into the City centre and provides access to Chester Railway Station from the east of the City via the M53. The bridge is avoided by most cyclists and pedestrians due to its narrow carriageway, high parapets obscuring vision, high traffic density and tendency for vehicles on carriageway to be driven aggressively. Consequently, cyclists often choose to use the narrow pavements putting themselves and other users at risk of collision or accident. LSTF will fund pedestrian / cycle safety improvements to improve access to Chester Rail Station and to jobs in the City within one kilometer. Station access improvements are also proposed from the direction of Brook Street nearby to open up a second route between the City Centre and Chester Rail Station.

b) Bache Station and Countess of Chester Hospital - Bache Station is situated approximately 2 miles north of the city centre on the Liverpool Road (A5116). Bache Station provides an ideal access point for reaching the northern part of the city centre (for cyclists), for accessing the Countess of Chester Hospital (situated directly opposite the station) on foot and for accessing the Greenway route (an off road pedestrian and cycle route with links across the City Centre). However, there is currently no provision for cyclists on the busy two mile section of road that leads to the city centre (via the Fountains Roundabout) and to its many employment opportunities. The section also forms part of the route to the city centre from Blacon (within the top 5% IMD) within 3 miles of the city centre and so within cycling reach. LSTF will fund an advisory cycle lane providing a safer cycling route on Liverpool Road. In addition, further measures will be identified working in partnership with the Countess of Chester Hospital, and the University of Chester nearby, to identify and resolve further barriers to cycling or walking and build on the successful delivery of the Cycle Demonstration project. The Countess of Chester Hospital has expressed keen interest in working with the Council on their employee travel plans to encourage increased use of sustainable transport.

Ellesmere Port – Pedestrian and Cycle Improvements

The following measures will improve links between existing and proposed housing areas and employment and training opportunities within the town of Ellesmere Port. The measures are particularly focused at addressing the severance impact of the M53 and enhancing connections between the residential areas to the west of the M53 and the employment areas to the east, see Appendix 2.

a) Pioneer Point Subway and North Road connections – This scheme will formalise the route under the M53 and introduce lighting and signing to create a safe and attractive route for those working in the areas served. The route provides connections to businesses in this area, plus Vauxhall. Post completion of the **Connect to Jobs** scheme the Council will look to work with Peel in relation to using disused rail line for onward longer term growth in this area.

b) Connections through Lime Street Tip. New walking and cycling links through this former waste site. £75k is secured through S106 funding. £50k part **Connect to Jobs** package funding contribution.

c) Meadow Lane – enhance the connection under the M53. This is primarily a lighting scheme to improve safety and the general walking and cycling environment.

d) Lees Lane – establishing a connection under the M53 and over the canal, using and updating existing infrastructure.

e) Greyhound track – establishing a connection between Thornton Rd and Newbridge Rd (a growing business and employment area).

f) Jakes yard – improving walking and cycling access route to / from Ellesmere Port Station and improve safety. **Connect to Jobs** package (£50k) part fund contribution.

g) Stanney Lane – off road connection between Whitby Park and “The Cross” (New School Academy / West Cheshire College). This will complete the connection between Ellesmere Port town centre and Cheshire Oaks (two key employment areas) with residential areas in the surrounding area. The **Connect to Jobs** package part funding.

The above works will also build on the “green cycle loop” that is being delivered by the regeneration plans identified in the Ellesmere Port Vision and Strategic Regeneration Framework that will also improve access to green spaces and recreation. The LSTF scheme proposals will tackle connectivity and severance between the residential areas to the west of the M53 and the employment areas to the east of the M53. The Stanney Lane scheme will improve connections between the Civic Centre and Cheshire Oaks (employment and leisure), whilst serving the residential areas either side of this route and to the north.

Neston to Deeside Cycle Route (and connections to Ellesmere Port) – Flintshire Council has secured £375k funding to provide an off road cycle route from Deeside Industrial Estate to the English boundary. Sustrans has secured £250k capital funding from the DfT for this scheme to complete the remaining connection on the English side of the border to Neston (total local contribution is now £625k). This will provide access to job opportunities for residents of Neston (and Ellesmere Port through the existing signed on-road routes already provided to Neston). There is evidence that a significant number of people already cycle on-road between Neston / Ellesmere Port and Deeside. The **Connect to Jobs** package (£200k) will create better connections between Ellesmere Port and the new cycle link which will have wider economic benefits (ie, employment, health, recreation and tourism). Further safety measures will also be introduced at junctions between Ellesmere Port and Neston (eg, Trixie mirrors at Hooton crossroads).

THEME 3: Smarter Choices

The Smarter Choices package will see an extensive campaign of behavioural change techniques being targeted at both existing workplaces and employees to encourage modal shift, and to jobseekers to challenge the perceived and real barriers to employment within this social group. Under the Smarter Choices theme there will be real opportunity to work with third sector partners, support and develop social enterprises to develop and deliver Smarter Choice schemes.



Smarter choices can be described broadly under three headings, Smarter Choice Development; Smarter Choice Delivery and Smarter Choice Marketing. These will be supported by an over-arching Smarter Choices Communication Strategy. They will be used to promote and encourage use of the Theme 1 and 2 measures therefore increasing their Value for Money.

Smarter Choice Development – LSTF revenue funding will be used to expand the Smarter Choices team, working across all modes of transport, to deliver the behavioural change and the promotional elements of our proposals. This will include workplace travel plan advisers to assist employers to develop smarter choice activities; working with unemployed (alongside partner organisations such as Job Centre Plus) to provide the advice and means to get back to employment; the development of new partnerships with businesses to encourage use of the rail network (linking closely with Theme 1 longer distance travel). The recruitment and management of this team will follow the successful approach taken by the Council in the management and delivery of the Chester Cycle Demonstration Town project. Activities and initiatives to be developed by the Smarter Choices team will include:

- Mapping routes to employment – targeting the unemployed;
- Personalised journey planning – targeting employers and jobseekers;
- How to get to resources – targeting the more independent or self sufficient;
- Wheels to work – providing long term unemployed with bikes or powered 2 wheelers;
- Fleet purchase – a managed cycle and moped loan schemes for getting to work;
- Recycle your bike – supporting social enterprises in the local communities;
- Small grants fund – match funding for local groups with sustainable transport projects; and
- A business and community rail partnership – to engage with key local businesses.

Smarter Choice Delivery - Aimed at the promotion of more active travel, the Smarter Choices team will work with employers and other organizations to assist with infrastructure design, procurement, monitoring and evaluation. Scheme examples include:

- Workplace cycle parking – free cycle racks (with employer part funding installation);
- Secure cycle parking – subsidised cycle lockers provided to employers;
- Adult cycle training and powered 2 wheelers – National standard cycle training (and maintenance) in workplaces; and
- Station travel planning – and delivery of projects proposed.

Smarter Choice Marketing – The Council recognise the importance of sustaining modal shift activities. Once the original modal shift is made, promotion and active encouragement is required to maintain the transition into long term use, important for sustainable employment in the longer term. Evidence from the Cycle Demonstration Programme demonstrated considerable behavioural change with many of the promotional events delivered. Examples of the marketing and promotion initiatives will include:

- Promotional Events – active travel events to targeted groups and communities
- WOW Schemes – “Walk on Wednesday’ and Wheels on Wednesday’ led by champions
- Workplace Challenge Initiatives – competitions in the workplace to encourage mode shift
- Marketing and Branding – build on existing Cycle Chester brand rolled across all activities

Our Smart Communications Strategy – As part of this bid the Council has undertaken a thorough review of our promotion and marketing of public transport information in its various forms. The research undertaken to date has evidenced that smart phone applications are a cost effective way to reach a wider audience and will eventually be in use by the majority of people. Apps are designed for people on the move, are fast and easy to use, providing an opportunity to “push” information to the user, and can potentially be used to “nudge” public transport use. LSTF will enable development and delivery of our Smart Communication Strategy.

Working with our regional local authority partners, work continues to progress to develop and deliver a regional journey planning solutions (to include web and mobile). LSTF will fund development for the two fastest growing App

platforms (£26k); promote electronic information (£12k) and contribute towards development of a new regional journey planner (£20k).

Overall, the package of Smarter Choice measures will embed sustainable travel behaviour ensuring the longer term viability of all our interventions and investment post the LSTF period.

C2. Package costs

Scheme element 1	£K	2011-12	2012-13	2013-14	2014-15	Total
Programme Management and Evaluation	Revenue		40,000	40,000	40,000	120,000
	Capital					
Scheme element 2	£K	2011-12	2012-13	2013-14	2014-15	Total
Improve Local Access for Longer Distance Commuter Trips	Revenue		160,744	272,434	269,280	702,458
	Capital		279,350	371,150	35,000	685,500
Scheme element 3	£K	2011-12	2012-13	2013-14	2014-15	Total
Improve Local Trips to Work and Training	Revenue		22,000	22,000	22,000	66,000
	Capital		135,000	540,000	275,000	950,000
Scheme element 4	£K	2011-12	2012-13	2013-14	2014-15	Total
Marketing, Promotion and Smarter Choice Activities	Revenue		454,425	805,425	633,771	1,893,621
	Capital		43,000	74,000	43,000	160,000
GRAND TOTAL						4,577,579

C3. Rationale and strategic fit

The proposed package set out in section C1 has been carefully developed to combine modest infrastructure improvement alongside wider smarter choices and promotional activities to address the specific challenges identified in Section B. Details are set out in the following table.

Issue	Package measure	Outputs	Overall impact
Complex travel patterns and majority of commuter trips made by car.	Personalised journey planning. Station / interchange improvements. Promotion of existing sustainable transport networks to reach employment. Smartcard.	Increased mode share by sustainable modes to existing and future job opportunities. Reduced congestion. Improved journey time reliability.	Supporting economic growth.
Support economic growth without creating additional traffic problems.	Travel plans. Improved bus routes and connectivity by sustainable modes to employment sites.	Growth, regeneration and job creation supported by enhanced sustainable accessibility. Reduced traffic impact of new developments on local and strategic transport network.	Supporting economic growth.
High level of carbon emissions.	Investment and promotion of sustainable modes.	Reduced levels of carbon emissions. Air Quality improvements.	Tackling climate change. Improving health and wellbeing
High levels of car ownership and use.	Investment and promotion of sustainable modes. Promotion of existing sustainable transport networks to reach employment.	Reductions in proportion of travel to work journeys by car.	Tackling climate change. Improving Air Quality
Need to encourage changes in travel behaviour.	Smarter choices. Marketing and promotion. Communications strategy.	Increase mode share for travel to work journey by sustainable modes. Wider benefits of increased levels of cycling, walking, bus use and car sharing for all trips types.	Tackling climate change. Improving Air Quality. Improving health and wellbeing. Building more sustainable communities.
Reduce deprivation by raising travel horizons.	Work programme projects including smartcard fare discounts.. Personalised journey planning. Wheels to Work.	Improved access to employment and training opportunities. Reduced levels of unemployment.	Reducing deprivation and promoting social inclusion. Deliver wider social and economic benefits for the community. Improve safety.
Need to improve health by promoting active forms of transport.	Active travel to work initiatives, challenges and events. Cycle training.	Increased levels of walking and cycling to employment sites. Wider benefits of increasing levels of active transport by wider community.	Improving safety. Actively promote increased physical activity and health benefits.

Proposals are also closely aligned with key objectives set out in a number of our framework strategies and policy documents and those of our partners including:

Sustainable Community Strategy 2010–2026 – Sets out 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) - As noted elsewhere in this submission, 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;
- Ensure that new development takes place in accessible locations which minimise the need for travel;
- 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.

The LTP was subject to a detailed Equality Impact Assessment (EQIA) The issues raised by this assessment have been noted and taken into account in preparing this submission. An updated EQIA will be undertaken if this bid is successful. The LSTF bid will, if successful, become one of the family of LTP documents that will deliver the above LTP objectives.

Cheshire West and Chester Local Development Framework (Local Plan) – The bid is consistent and supports the vision and objectives set out in the Council's emerging Core Strategy. This is seeking to support sustainable economic growth in the Borough with a particular focus on supporting new development in accessible locations. It is anticipated that a preferred options report will be published for public consultation in autumn 2012.

Vision 2050 – A sustainable future for Cheshire West and Chester – This is an independently prepared vision for the Borough which the Council has adopted to help guide decision making to achieve a more sustainable community by 2050. Aspirations include improved health through increased levels of walking and cycling, and more local employment and businesses to help reduce the length of commuter trips and increase levels of passenger transport trips.

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. To understand what this means, it has established a Sustainability Commission of Inquiry to look at the issues and implications of this fundamental approach, build upon existing work and potentially substantially modify existing policies and service delivery. 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.

Merseyside Local Transport Plan - Our proposals also seek to support the three principal ambitions set out in Merseyside's third LTP; supporting sustainable economic growth, reducing carbon output and improving health and well-being.

North East Wales Area Based Transport Study – The bid is consistent with the aims of this study (commissioned by Taith) which is examining transport links between Deeside, Wrexham and Chester. It is being developed from a Welsh perspective but is examining cross border issues with West Cheshire. In parallel, the Welsh Assembly Government National Transport Plan, is examining transport issues on the A55 / A494 corridor. Our bid supports shared objectives to reduce congestion on strategic cross-boundary routes between England and Wales.

C4. Community support

The Council undertook an extensive programme of community engagement and consultation to help develop our new LTP which was published in March 2011. Over 1500 questionnaires were returned, a 33% response rate. The Council's Citizens Panel was also engaged to provide a representative sample of local residents by age, gender and location.

Respondents clearly identified supporting economic growth and tackling climate change as the equal top priorities for action in West Cheshire.

There was strong support to boost the economy by taking steps to minimise congestion, improve links to Merseyside and North East Wales particularly by rail, providing better interchange to Chester City and Ellesmere Port Stations to support the overall viability of the city and town centres. To reduce carbon emissions, priorities included providing and encouraging the use of smarter choices and sustainable modes of transport, the better integration of bus and rail services and working with developers to promote travel plans in order to reduce the need for car trips. Additional priorities that were strongly supported included the need to support healthier lifestyles by encouraging more walking and cycling and to ensure that the Council addressed the needs of those with mobility difficulties to ensure equality of opportunity for all, in accordance with the Council's Accessibility Strategy.

The development of our bid has strong political support with key work-streams being directed by the portfolio holder and the member-lead Policy Development Board. Bid development has also been the subject of two stakeholder workshops. These brought together a range of interested parties including operators, public and private sector employers, developers, Job Centre Plus / Connexions, the local Primary Care Trust, local sustainable transport campaigners and community group representatives. They also included input from colleagues in the Council's regeneration, housing, spatial planning, climate change and air quality teams.

The first session helped assess issues and outline potential solutions which were set out in our original Expression of Interest. The second helped confirm the issues and challenges that have been identified in this bid and, more importantly, secured agreement on the broad themes and content of our planned package of measures.

As part of the development of this bid we have held numerous meetings with a number of our partners and stakeholders including employers, educational establishments, neighbouring authorities, transport operators and transport campaigning groups. Their input has been crucial to help prepare our evidence and a realistic set of package proposals.

A series of letters of support and endorsement for our proposals have been secured from a range of partners and interested parties and are set out in Appendices 3 and 4.

Community support for our planned approach will continue to be assessed over the course of our delivery plan making use of local representatives of the Council's Citizens Panel, Community Surveys and monitoring and responding to feedback from specific projects with employers.

SECTION D – Value for money

D1. Outcomes and value for money

Summary

A high level / strategic cost-benefit appraisal has been undertaken for the West Cheshire LSTF bid to derive a value for money (VfM) case for the proposals. A summary of the transport and VfM appraisal outcomes are:

- The West Cheshire LSTF bid expected to support 17,000 local and regional jobs creating £333 million of additional GVA per annum to the local economy;
- The West Cheshire LSTF bid expected to annually take 8.6 million km of car journeys off the road;
- The West Cheshire LSTF bid expected to create 0.7 million of public transport, cycling and walking trips, per annum;
- The West Cheshire LSTF bid expected to reduce annual carbon emissions by 903 tonnes; and

The package has a high value for money. In total there are likely to be in the order of £69 million of benefits in present value terms over the appraisal period, generating a benefit to cost ration (**BCR**) of **5.7**.

General Approach to the VfM Appraisal

The VfM appraisal primarily applies DfT methodologies (including application of the DfT's Carbon Reduction Tool to

calculate carbon emissions). The analysis will be based on, and consistent with, the guidance provided in a number of different WebTAG units, particularly 3.5.4 Cost Benefit Analysis, 3.5.6 Values of Time and Operating Costs, 3.5.9 Estimation and Treatment of Costs and 3.9.5 Decongestion Benefits. The appraisal and, therefore, cost benefit assessment is a strategic analysis and is not a detailed appraisal. The cost-benefit appraisal methodology is an approach that has been adopted by our consultants WSP and has been used as an appraisal methodology for a number of other commissions.

The benefits for each project are categorised as follows:

- Benefits associated with modal shift and a reduction in vehicle km on the road network:
 - Decongestion benefits; and
 - Accident benefits.
- Benefits due to time savings:
 - Journey time benefits for different modes.
- Carbon benefits derived by the DfT's Carbon Tool; and
- Health Economic Assessment Tool (WHO) – reduced mortality from walking and cycling.

In addition to the above benefits wider benefits will be derived for targeted elements of the LSTF package in the form of GVA benefit from increased employment.

The appraisal period assumed in the assessment is 30 years for all infrastructure and 15 years for the smarter choices projects.

Benefits and Outcomes from the VfM Appraisal

The following outlines the overall package benefits and outcomes for the West Cheshire LSTF package. There are benefits from the package for business, commuters and travellers for other purposes. However, the quantified transport benefits are primarily estimated for business and commuters.

Benefits for Cyclists and Pedestrians

Existing and new cyclists and pedestrians will benefit from improved, safer and more secure walking and cycling conditions in key parts of Chester, Ellesmere Port and Neston. Travel time savings, improved crossing provision via new signals, including installation of Toucan crossings and from new off-road routes, will also derive evident benefits. Travellers encouraged to adopt active travel modes, particularly for journeys to work, will also experience significant health benefits.

Benefits for Bus Travellers

The package also expects to deliver benefits to bus travellers, particularly, in terms of improved reliability and travel time savings benefits. Significant benefits will be demonstrated from the expansion of the Travelcard proposals that form a key part of the LSTF package.

Road User Benefits - The decongestion effects of the modal shift to active travel modes from car generated by the local infrastructure schemes and the smarter choice package components will produce significant benefits to road users in terms of reduced journey times and improved reliability.

Business Benefits

The main business benefits derived in the appraisal of the package are captured in the decongestion effects. In addition, business will also benefit from reduced absenteeism due to the staff health benefits from increased travel to work via active modes. These health benefits are captured in the appraisal. In addition, new business will be attracted to the area with a higher skilled workforce and reduced congestion.

Environmental Benefits

Reduced vehicle trips and therefore vehicle kilometres on the highway network, generated by the modal shift, produce significant carbon reduction benefits that are quantified in the VfM appraisal. Local air quality benefits will also be produced through reduced vehicle use on the local highway network.

In total, there are in the order of £69 million of benefits in present value terms over the appraisal period.

Costs

Capital and revenue costs have also been estimated. Robust costs have been derived for each of the schemes. The costs for the appraisal are scheme and project costs at current prices. Factors such as inflation, optimism bias and quantified risk assessment, that would be applied in a detailed business case appraisal, have not been applied in this strategic VfM appraisal. However, a risk factor uplift of 10% has been applied to the capital, revenue and local contribution costs.

LSTF Theme Benefits and Outcomes

The outcomes and benefits from each of the three themes of the West Cheshire LSTF package are summarised in Table D1 (a) below:

Table D1(a): Theme Benefits and Outcomes Summary

Theme Description	Benefits and Key Outcomes
Theme 1: Addressing local access for longer distance commuter trips	<ul style="list-style-type: none"> Improved access to jobs in Chester, Ellesmere Port and Deeside (including the Northern Gateway Enterprise Zone) through the Connect to Jobs DRT service Improved access to jobs at the expanding Chester Zoo, Cheshire Oaks and M&S Increased public transport journeys on DRT services, on the A41 QBP corridor and on rail services. Increased public transport use through the expansion of the Travelcard proposals Increased rail use through improved station information and facilities Increased walking and cycling to key local rail stations Significantly reduced car trips generating economic and environmental benefits £18.7 million of benefits in present value terms over the appraisal period
Theme 2: Addressing local trips to work and training	<ul style="list-style-type: none"> Improved access to jobs in hard to reach areas of Ellesmere Port Improved access to jobs in Chester City Centre, the Countess of Chester hospital, Cheshire Oaks and the new M&S Improved access to jobs in Deeside including the Northern Gateway Enterprise Zone Increased walking and cycling in Chester, Ellesmere Port and Neston Significantly reduced car trips generating economic and environmental benefits £40.8 million of benefits in present value terms over the appraisal period
Theme 3: Marketing, promotion and smarter choices activities	<ul style="list-style-type: none"> Increased walking and cycling in Chester, Ellesmere Port and Neston through the delivery of targeted smarter choice solutions Significantly reduced car trips generating economic and environmental benefits £11 million of benefits in present value terms over the appraisal period

Value for Money Assessment

The West Cheshire LSTF package demonstrates high value for money in terms of BCR of approximately 5.7, based on the overall package investment (including the local contribution).

Table D1(b): West Cheshire LSTF Full Package Appraisal Summary

Total Benefits	
Decongestion benefits	£32,479,933
CO2 benefits	£475,683
User benefits (time)	£2,392,167
Accident benefits	£5,659,271
Wider benefits	£32,658,793
HEAT (Health Economic Assessment Tool)	£9,982,410
Total Benefits (PVB)	£83,648,258
Total Costs	
Local Contribution	£9,653,600
Capital	£1,975,050
Revenue	£3,060,287
Total Costs	£14,688,937
Total LSTF Bid Funding Requirement	£5,035,337
NPV Scheme	£68,959,321
BCR Value Scheme	5.7

Note: Cost figures uplifted to make an allowance for risk and therefore are different to the figures in section A.

Table D1(c): Summary appraisal of the Three Theme Packages

	Theme 1	Theme 2	Theme 3
Total Costs	£7,503,958	£3,356,000	£2,173,621
NPV Scheme	£18,761,086	£40,838,753	£11,014,840
Theme BCR	2.5	12.2	5.1

The value for money appraisal demonstrates that the **Connect to Jobs** package will have a positive impact in the area of West Cheshire that the bid is targeting. In addition to the quantified benefits, there are also a significant number of benefits that have not been calculated, given this is a high level assessment. These benefits also include:

1. Wider economic benefits: in the above assessment, and where directly relevant and attributable, job creation benefits are included. However, the package will support and facilitate improved access to jobs that are planned to be created in the package area. These jobs are highlighted in Section B1. The assessment also does not take account of new businesses that may locate in the area.
2. Addressing local air quality: these benefits will also be produced through reduced vehicle travel on the local highway network.
3. Enhancing safety and security – enhanced access between residential areas and employment areas along with improved station access will establish a safer environment, in particular for pedestrians and cyclists.

Addressing regeneration, deprivation and social issues – improving local transport infrastructure and introducing smarter choice initiatives will create better access to jobs. These proposals are being targeted at the areas of greatest need, deprived communities with social problems.

D2. Financial sustainability

For our proposals to be successful, the Council recognise that actions and benefits will need to be sustained beyond the period for which the LSTF funding will be available to provide a legacy for the initial investment.

In line with the objectives set out in our LTP and wider corporate objectives, the Council will continue to invest a significant proportion of our LTP Integrated Block funding in sustainable transport measures that act to support economic growth and regeneration, reduce carbon emissions and promote more active forms of transport.

We will also ensure that the Local Plan and our Planning Development Control activities secure developer contributions, where appropriate, to provide and support sustainable access to new developments and planning commitments that lead to the adoption of travel plans and associated measures. With this in mind, it is anticipated that developer contributions will be utilised to continue to support the longer term use of the proposed Smarter Choices Team to advocate and deliver the longer term development of our smarter choices agenda.

A number of our proposals are based around “kickstart” principles. Levels of revenue support for the bus service improvements will be reduced as patronage increases with the ultimate goal of these becoming commercial services. Additional support for new or enhanced bus routes to new developments will also be introduced through the negotiation of future developer contributions to add to those already secured (eg M&S S106 £100k per annum for 10 years).

Social Enterprise will also be an important part of the legacy of this project particularly for the management of the proposed cycle hub, cycle maintenance and training activities. In addition, we will build on our existing approach to “train the trainer” for supporting the continuity of these activities. We are also proposing to take advantage of the work of our existing Community Rail Partnerships to support station travel plan and enhancement projects.

Future maintenance of new capital infrastructure will be addressed through our LTP Maintenance Block expenditure.

The most obvious legacy that we hope to achieve is that we improve sustainable access to new and existing jobs, reduce levels of unemployment in our deprived areas and that we increase and maintain an increased proportion of commuters who continue to use sustainable transport to their reach workplace beyond the initial LSTF funding period which ultimately will embed real culture change.

SECTION E – Deliverability

E1. Implementation

Implementation will be managed using a similar approach to that undertaken by the Council and its partners to deliver the successful Chester Cycle Demonstration Town project.

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 the Head of Planning and Transport. The SRO will report to the LSTF 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.

E2. Output milestones

Our programme of development has already begun to start to deliver some of the fundamental corner stones that the **Connect to Jobs** package of measures proposes to build on. These include funded projects to improve Ellesmere Port Station and the introduction of our quality bus partnership. We are therefore in an excellent position to continue our successful partnership approach and we are confident that the schemes we propose can be delivered within the timescales we have set out below:

Theme		2012-13	2013-14	2014-15
Theme 1 - Addressing Longer Distance Commuter Trips				
Ellesmere Port Station Refurbishment	Detailed Design			
	Consultation Period			
	Delivery			
Bus Service Procurement	Procurement - tender/contracts			
	Delivery of all New Services			
Rail Station Cycle Hire	Delivery & Operation			
	Promotion			
Travelcard Multi-modal	Development			
	Delivery			
Hooton Rail Station Capacity Improvements	Detailed Design			
	Consultation Period			
	Delivery			
Theme 2 - Addressing Local Trips to Work and Training				
Access to Chester Rail Station	Detailed Design			
	Consultation Period			
	Delivery			
Bache Station and Counters of Chester	Detailed Design			
	Stakeholder engagement			
Pioneer Point Subway and North Road	Delivery			
	Detailed Design			
Connections through Lime Street Tip	Consultation Period			
	Delivery			
	Detailed Design			
Meadow Lane Improvements	Consultation Period			
	Delivery			
	Detailed Design			
Lees Lane Canal Access	Consultation Period			
	Delivery			
	Detailed Design			
Newbridge Road Business Sites Access	Consultation Period			
	Delivery			
	Detailed Design			
Stanney Lane Access between Town centre	Consultation Period			
	Delivery			
	Detailed Design			
Theme 3 - Smarter Choices				
Smarter Choices Delivery Team	Adverts issues			
	Interview and Recruit Team			
	Engagement			
	Review			
	Brand Development			
Marketing and Promotion	Promotion of schemes/LSTF			
	Personalised Journey Planning			
	PJP Resource Design and Dissemination			
	Promotional Events			
	Workplace Challenges			
Workplace Provision	Bike/Scooter Loan Procurement			
	Promotion of Loan Schemes			
	Commission Cycle Parking Delivery			
	Delivery Parking Provision			
	Car Share Database Design and Promotion			
Social Enterprise (Recycle your Bike) and Community Solution grants	Adult Cycle Training			
	Commission Social Enterprise			
	Recruit SE Staff			
	Training			
	Delivery			
	Define Small Grant criteria			
Theme 3 - Smarter Choices				
Social Enterprise (Recycle your Bike) and Community Solution grants	Deliver Grant Scheme for Community Transport Solutions			

E3. Summary of key risks

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.

Risk	Description	Level of risk	Mitigation controls
Funding	Failure to secure matched funding from partners / developers and / or Council's own budgets resulting in delays to delivery or reduced programme of activity.	Likelihood = 2 Impact = 4 Risk rating = 8 (Medium)	Partner funding largely identified from existing 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 = 1 Impact = 4 Risk rating = 4 (Low)	Approvals for recruitment to be secured in advance of funding confirmation. Extensive experience in recruitment and management of range of skills for Cycle Demonstration Town, Cycle Development Officers and Travel Plan 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 alongside and in conjunction with risk management undertaken for the delivery of our main LTP implementation programme.

E4. Project evaluation

The Council will be pleased to fully co-operate with the DfT to help evaluate the benefits of these proposals and the overall Fund Programme. Evaluation of our Chester Cycle Demonstration Town Project remains ongoing and can continue to inform delivery through best practice.

Results from this analysis will be particularly important to help the Council to determine the value of similar projects elsewhere in the Borough in the future.

Appendix 1

Supporting Figures (see separate document - download available)

Appendix 2

Cycling Scheme Plans (see separate document – download available)

Appendix 3

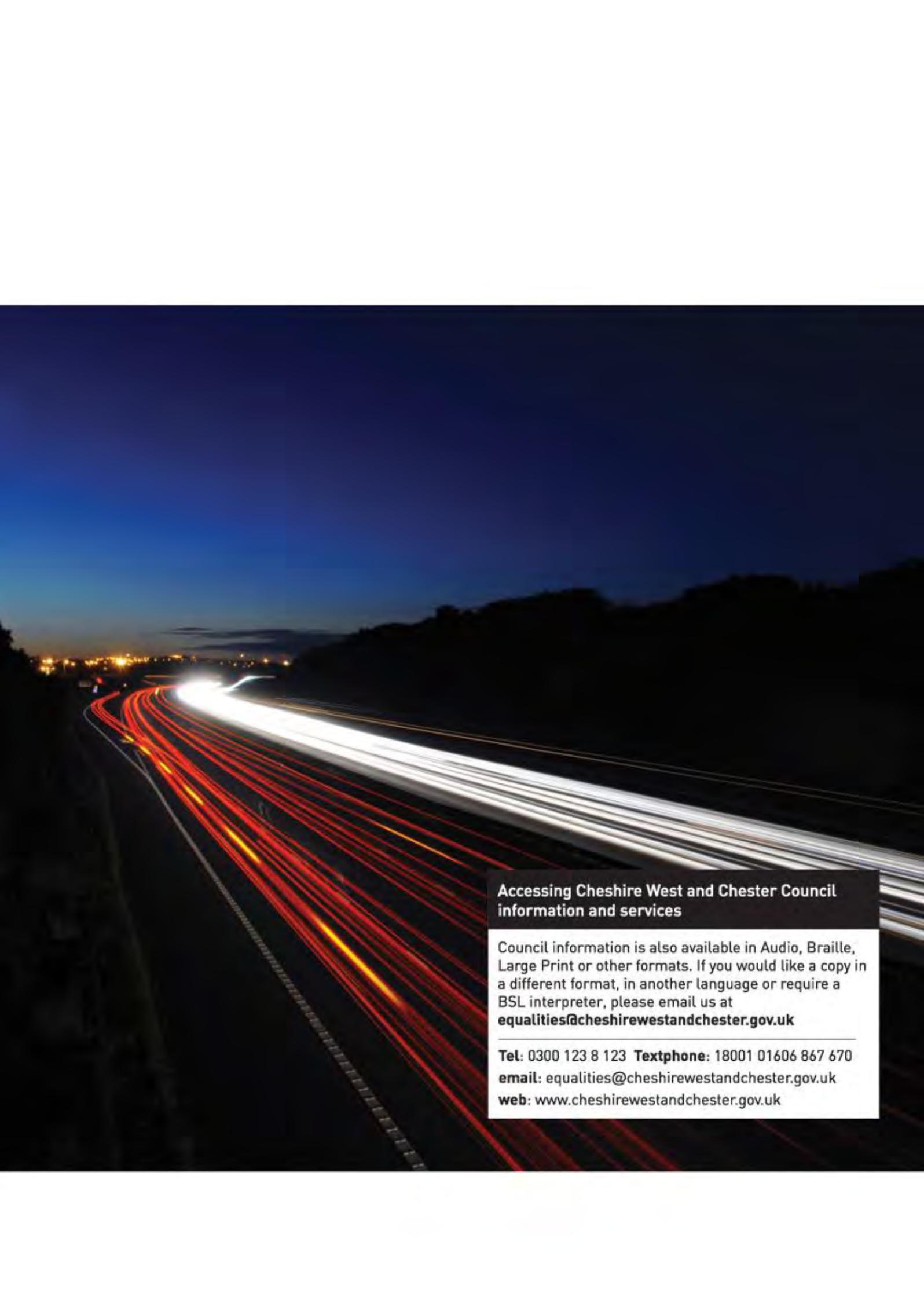
Key “Connect to Jobs” Partners and Stakeholders (providing Letters of Support):

Arriva Bus Company
Arriva Trains Wales
Avon Buses
Chester Business Park
Chester Cycle Campaign
Chester Renaissance
Chester Zoo
Countess of Chester Hospital
Cyclists Touring Club (CTC)
First Bus Company
Flintshire County Council
GHA Bus Company
Job Centre Plus
Local Enterprise Partnership (Cheshire and Warrington)
Marks and Spencer
Mersey Dee Alliance
Merseyrail (Electrics)
Merseytravel
Muse Developments
NHS Western Cheshire (Primary Care Trust)
Northern Rail (Abellio)
Peel Holdings
Rail Heritage Trust
Sustainable Blacon
Sustrans
TAITH
Vauxhall Motors
West Cheshire College

Appendix 4

Other Organisations expressing interest in supporting delivery of our proposals:

British Waterways
Cheshire East Council
Ealing Transport
Merseyforest
Mid Cheshire Community Rail Partnership
North Cheshire Rail User Group
Park that Bike



**Accessing Cheshire West and Chester Council
information and services**

Council information is also available in Audio, Braille, Large Print or other formats. If you would like a copy in a different format, in another language or require a BSL interpreter, please email us at equalities@cheshirewestandchester.gov.uk

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