

**Local Sustainable Transport Fund 15/16 Revenue  
Application Form**



Department  
for Transport

Guidance on the Application Process is available [here](#).

Bids should be no more than 20 pages long (excluding supporting letters).

**Applicant Information**

**Local transport authority name(s):**

Essex County Council (ECC),  
In partnership with Colchester Borough Council (CBC)



**Bid Manager Name and position:**

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## **SECTION A - Project description and funding profile**

**A1. Project name:** North Colchester Sustainable Connectivity Corridor

**A2. Headline description:**

Our scheme promotes, encourages and supports sustainable journeys along the North Colchester Sustainable Connectivity Corridor to enable future housing and employment growth in line with the Local Enterprise Partnership's Strategic Economic Plan and directly supports the submission contained within as 'Colchester LSTF Capital'.

The scheme focuses on workplace journeys as they make up the greatest proportion of traffic along this heavily congested corridor during the peak periods. We will provide tailored advice, information, support, events and incentives to key destinations along the corridor including hospitals, schools, colleges, the station and town centre businesses. Our initiatives will be underpinned by targeted and innovative marketing campaigns such as a smart phone journey planning app.

Our scheme is a partnership initiative between Essex County Council and Colchester Borough Council who are committed to developing the project in 2014/15 ready to launch in Spring 2015, to achieve the greatest possible modal shift.

**A3. Geographical area:**

North Colchester through to the town centre and in particular the corridor from the northern growth area to Colchester Town Centre - please see the map provided in **Appendix A**. This key growth area will provide a further 8,200 new homes and at least 3,500 new employment opportunities (a 10% increase).

**A4. Total package cost (£m): £3.071 million**

**A5. Total DfT revenue funding contribution sought (£m): £0.5 million**

**A6. Local contribution (£m):**

The local contribution of £2.571 million for Years 1-6 (2015/16 onwards) is made up of funding from ECC, the New Homes Bonus, S106 and staff resources (as set out in the table below) and meets the 30% contribution requirement.

*NB. 2016/17 onwards revenue contributions are indicative*

Match funding £000s	Funding source	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Colchester Travel Plan Coordinator (Revenue)	ECC, CBC & 3 <sup>rd</sup> parties	37.5	13.5	3.5	3.5	3.5	3.5	3.5	31
Park and ride marketing (Revenue)	ECC		10						10
North Colchester PTP (Revenue)	New Homes Bonus	32.5	32.5						32.5
NGAUE <sup>(1)</sup> travel planning measures <sup>(2)</sup> (Revenue)	S106			7	7	7	7	7	35

LSTF development (Revenue)	ECC	10		10	10	10	10	10	50
SLGF 'Colchester LSTF' (Capital)	SLGF	100	2000						2,000
Other	S106/NHB	40	290	122					412
<b>TOTAL</b>		<b>220</b>	<b>2,346</b>	<b>143</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>	<b>2,571</b>

### Additional Supporting Information

Further funding is also envisaged to come from the following sources and will ensure the project continues beyond the funding period:

Colchester businesses: The Colchester Travel Plan Coordinator post is jointly funded by ECC, CBC and Colchester Travel Plan Club (CTPC) members including Essex University, Colchester Hospital and Colchester Institute. Commitment to fund this post has been made by ECC and CBC for 2015/16 and we are confident others will commit and will expand membership and support as part of this scheme.

S106: S106 contributions for measures that provide for and encourage travel by sustainable modes are set out in Essex's Local Transport Plan<sup>1</sup>. S106 contributions for revenue and capital measures have already been agreed for a number of developments in North Colchester and will continue to be sought. Further to this, developments such as Northern Growth Area Urban Extension (NGAUE) and New Braiswick Park are required to provide travel information packs to new residents and have dedicated Travel Plan Coordinators, assisting to implement the scheme beyond 2015/16.

Examples include:

- New Homes Bonus – “Fixing the Link” project (wayfinding from town centre to the station) **£80,000** over two years 2014/15 to 2015/16
- Unilateral Agreement Cowdray Avenue Residential Development - wider shared use bridge on walking / cycle route from North Colchester to the town centre **£250,000**
- S106 New Braiswick Park - cycle link from site to station, a pedestrian refuge and bus stops **£122,000**

As highlighted in the table above, in Year 0 (2014/15) ECC will commit £10,000 and an additional £10,000 of staff time has been provided jointly by ECC and CBC to 'kick start' the scheme. These funds will be used to develop the programme and the associated brand, undertake initial engagement with businesses, liaise with website, journey planner and app developers and recruit the delivery team. CBC is working with 'Smartne' using Creative Urban Renewal in Europe (CURE) funding to develop Cultural Colchester app in 2014/15. ECC are purchasing an interactive travel incentive and marketing programme "STravel" and is working with CTPC to roll out the challenge to businesses in 2014/15. We recognise that it is vital that tasks are undertaken in 2014/15 to ensure we 'hit the ground running' in Spring 2015 when we are most likely to encourage Colcestrians and the wider community to walk and cycle, and to ensure that we get the most from this investment.

### A7. Equality Analysis

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

Yes  No

Essex County Council Level 1 Equality Impact Statement has been completed and submitted to the Equality and Diversity team. It will form part of the internal governance process as the scheme

<sup>1</sup> [https://www.essex.gov.uk/Environment%20Planning/Planning/Transport-planning/Documents/Essex\\_Transport\\_Strategy.pdf](https://www.essex.gov.uk/Environment%20Planning/Planning/Transport-planning/Documents/Essex_Transport_Strategy.pdf)

progresses, a copy of the assessment is available on request. It should be noted however that a number of Equality Impact Assessments have been completed for transportation infrastructure within the Colchester area these are attached for information as **Appendix B**

**A8. Partnership bodies:**

Partner	Role and responsibility
Abellio Greater Anglia	<i>Train Operating Company for Colchester based station. Also key partner in the operation and function of the station travel plan(s). Allocating funding via National Station Improvement Programme to Colchester based station. Lead partner in 'Fixing the Link' project</i>
CTC	National Cycling charity responsible for promotion, training and advocating cycling initiatives within key towns such as Colchester (including cycle champion based in Colchester Borough Council Offices)
SmartNE	Local Technology based start-up company responsible for delivery of 'WAI2Go' app associated with Essex University
Sustrans	National Sustainable Travel charity responsible for promotion of walking, cycling and public transport initiatives. Responsible for delivery of 'Bike It' Training Officers
The Colchester Institute	Full member of the Colchester Travel Planning Club responsible for travel planning for students and staff
The Gilbert School	Associate member of the Colchester Travel Planning Club. Local Secondary School noted for actively promoting cycling to school and vocational cycle skills such as cycle maintenance
Bus companies	First Essex Buses, TGM Network Colchester and Hedingham and Chambers are key delivery partners for public transport services in the area, the Automated Vehicle Location system and park and ride services
Retailers	Specifically Culver Square Management Company on behalf of many retailers within the town centre

Letters of support from these partners can be found in **Appendix C**



**A9. Local Enterprise Partnership:**



The South East Local Enterprise Partnership is fully supportive of the need to encourage sustainable travel in Colchester. A letter of support for the 2015/16 North Colchester Sustainable Connectivity Corridor LSTF project is appended to this bid document this can be found in **Appendix D**

The South East Local Enterprise Partnership has the stated ambition to;

- Generate 200,000 private sector jobs, an average of 20,000 a year or an increase of 11.4% since 2011
- Complete 100,000 new homes, increasing the annual rate of completions by over 50% compared to recent years
- Leverage investment totalling £10 billion, to accelerate growth, jobs and homebuilding

Colchester is located at the intersection of two key growth corridors that form the focus of investment in the SELEP SEP; the A120 Haven Gateway Corridor and the A12 and Great Eastern Mainline Corridor.

The SEP states that Colchester will accommodate significant future growth, with development planned for the town centre and the Northern Gateway creating a new leisure/sporting hub and leveraging £60m of private investment. A digital incubation centre for the creative industries in the heart of Colchester will support this priority sector. The development of a STEM training centre will help raise local skills to support priority sectors across the Corridor. The University of Essex Knowledge Gateway will provide a world class resource to support the use of data analytics and data science by a range of businesses.

The South East LEP Strategic Economic Plan identifies investment in Local Sustainable Transport Fund projects as part of a wider commitment to sustainable transport within its South East Transport Deal (Section 3.1 p 43). Over the six year SEP funding period some £129.6m of Local Growth Fund (£247m total project value) will be focused on capital investment in sustainable transport measures showing a commitment that extends beyond £30m capital funding specifically related to LSTF revenue projects. These capital investments are included within the SELEP Local Growth Fund ask of Government.

Appendix A of the SEP summarises the transport schemes which comprise elements that would meet the criteria for the capital component of the Local Sustainable Transport Fund (LSTF), which is part of the Single Local Growth Fund, and also those which directly relate to funding applications that transport authorities across the SE LEP area are intending to submit separately by 31 March 2014 for LSTF revenue funding, including this application for the North Colchester Sustainable Connectivity Corridor.

## **SECTION B – The Business Case**

### **B1. The Scheme - Summary**

The objectives of this scheme are:

- To promote, encourage and support sustainable journeys along the corridor
- To reduce congestion at key points on the network
- To improve air quality and reduce carbon emissions
- To support housing and job growth
- To make best use of existing and new public transport services
- To promote healthy and active lifestyles

#### **Revenue Initiatives**

To achieve these objectives we will bring together existing initiatives seeking to address trip making behaviour within Colchester including, the Colchester Travel Plan Club, the Cycle Colchester project, Colchester's award winning Station Travel Plan, the Loveurcarcolchester<sup>2</sup> campaign and how to make best use of new innovative technological solutions such as automated vehicle location for public transport and smart phone apps. Together these improvements and initiatives will be marketed as a complete package of options for journeys along the corridor, particularly to work.

Initial tasks will be to develop a marketing strategy, a brand and a catchy slogan which we will start work on in 2014/15 to ensure we are ready to launch in Spring 2015. Marketing initiatives will build on our innovative Loveurcarcolchester campaign and include targeted and innovative marketing

<sup>2</sup> [www.loveurcarcolchester.co.uk](http://www.loveurcarcolchester.co.uk)

campaigns such as flash mobs, and a smart phone journey planning app. The marketing strategy will outline how best to share accurate and up-to-date travel information, including via the development of a dedicated travel information website. One of the wider benefits of our scheme is that while the focus is North Colchester, those engaged via workplaces and town centre initiatives are just as likely to travel from other parts of Colchester. It is for this reason that the website and other travel information portals will access Colchester-wide information.

We will have a team of staff working intensively with key destinations along the corridor including the hospital, schools, stations (Colchester, Colchester Town, The Hythe and Marks Tey) and town centre businesses. Our key focus will be promoting, encouraging and supporting sustainable journeys along the corridor and we will achieve this through tailored advice and information, support, events and incentives. While activities are to be concentrated in 2015/16, this scheme will lay the foundations to support ongoing modal shift and enable this approach to be mirrored along other corridors and in other town centres.

### **Capital Initiatives**

Contained within the Strategic Economic Plan is a scheme entitled Colchester LSTF Package aimed at improving capacity and availability of sustainable transport measures. This package includes a series of measures:

- cycle route improvements through uplifting existing routes to a better quality and/or identifying and resolving missing links within the network particularly where these routes provide access to employment, education and leisure, recreational and cultural facilities, this builds on the existing successful Colchester Cycling Town Project
- Public transport improvements including bus priority measures on major radial routes into and out of the town centre, improved passenger waiting infrastructure including automated vehicle location and real time information.
- Active Intelligent traffic management systems which respond to changing traffic patterns and assists in managing congestion in and around the town centre and areas surrounding the railway station
- Where appropriate improving and enhancing road space to better manage traffic flows
- Development of air quality management improvements including introduction of lower emission public transport vehicles and to lock in benefits as part of the low emission strategy
- Improving and enhancing the public realm in combination with the above measures especially in areas where there high levels of people movement is expected
- Improving facilities at key interchanges such as rail, and bus stations
- Small grants for organisations to improve facilities e.g. cycle parking, car sharing, and electric vehicle charging points
- To work with developers to ensure that development maximises the use of sustainable transport measures and seek contributions from developers to provide Section 106/CIL funding to improve transportation infrastructure e.g. East Colchester Rapid Transit Link

We believe our bid should be awarded funding because:

- Proven track record of delivering a major sustainable travel scheme (bringing together capital and revenue measures) and continuing the scheme after the funding period. This can be evidenced through our highly successful and award winning projects including Colchester Cycle Town Project, and Station Travel Plan initiative at Colchester Station
- Supporting infrastructure will be in place when funding commences
- We have a detailed understanding of our audience and how to target them
- The package of capital and revenue measures form part of our long term strategy
- The scheme will have a significant impact on the town centre, schools, employment opportunities and residents' health
- We are proposing innovative measures such as targeted and innovative marketing campaigns such as flash mobs, STravel and smart phone apps

## **B2. The Strategic Case**

### **The challenges facing North Colchester**

Colchester is one of the fastest growing towns in the country. Over the period 2001-2023 Colchester has allocated land for 19,000<sup>3</sup> new houses and is on target to deliver this target. The adopted plan also allows for the creation of 14,000 new jobs over the same period.

The key challenge facing North Colchester is accommodating housing and economic growth in the most sustainable way. To date there has already been significant growth to the north of the railway line, with approximately 3,000 dwellings with planning permission to be completed.

The town centre is the major employment area for Colchester providing approximately 20,000 jobs<sup>4</sup>. Maintaining reliable access between North Colchester and the town centre is essential for employment and other town centre opportunities, such as further education, retail and leisure. There are 15,000 existing jobs in the area to the north of the railway, with a substantial proportion working at Colchester General Hospital.

North Colchester has been identified as a key growth location by SELEP that will provide 3,500 highly skilled jobs to balance the new homes and growth in population. Colchester town centre, already a major regional shopping centre, will also see substantial growth with 2,000 new homes and planned increases in office and retail floorspace of 40,000m<sup>2</sup> and 67,000m<sup>2</sup>, respectively.

The key transport route through the North Colchester growth area (the A134) connects key destinations whose contributions to the local economy are vital including the hospital, offices, schools, residential areas, and the town centre. The main rail station (with 5.5 million passenger movements per annum) also lies on this corridor and provides access to employment opportunities in mid Essex and London. It is also an entry point for further education students coming to Colchester from neighbouring boroughs.

The A134 experiences significant congestion in both peak periods that is exacerbated by being one of only two vehicular routes between North Colchester and the town centre that crosses the railway line. It is this location by Colchester station (the pinchpoint) where extremely congested conditions are experienced with average vehicle speeds in the morning and evening peak less than 5mph. At this location, the A134 meets with other key routes to / from the north and northwest and funnels through one bridge span underneath the railway line towards the town centre. This area sees over 5.5m rail passenger movements per annum, over 35,000 vehicle movements per day, over 600 bus movements throughout the day and includes major cycle and pedestrian movements.

This congestion on the A134 is significantly affecting the local economy with unreliable journey times, late deliveries, gridlock in car parks and has led to an online petition<sup>5</sup>. The Essex Business Survey (2010) found that 35% of businesses are concerned about local traffic congestion and the road / transport network was identified as one of three priorities for investment. In addition, air quality is a significant problem in Colchester and the town centre has a declared Air Quality Management Area that exceeds pollution limits as a result of transport emissions.

### **What do we know about travel in North Colchester?**

The results of the Colchester Travel Diary survey (July 2007) found that the largest proportion of trips (55%) in the AM peak (0600-0900) are journeys to the workplace, followed by journeys to school (11%), the remainder of journeys are to shops / local services, leisure services and for business. Analysis of survey results also determined that 67% of these journeys to workplace in the AM peak originate from homes in urban areas and accordingly, could potentially be undertaken via public transport, walking or cycling instead.

<sup>3</sup> CBC Adopted Local Plan, Core Strategy, December 2008

<sup>4</sup> 2011 Business Register and Employment Survey, Nomis

<sup>5</sup> <http://www.change.org/en-GB/petitions/essex-county-council-immediate-action-must-be-taken-to-relieve-congestion-at-the-north-station-junction-and-turner-rise-retail-park-where-severe-congestion-and-grid-lock-is-a-daily-occurrence>

These findings are echoed in the 2011 Census travel to work results<sup>6</sup> which found that 58% of Colcestrians drive to work. Other main travel to work modes include: walk 13%, train 8%, bus 6%, work from home 5%, car passenger 5%, cycle 4%. This equates to 31% of Colcestrians travelling to work by non-car modes and walking and cycling together accounting for 17% of journeys to work.

The findings from recent workplace travel plan surveys from organisations along the A134 are in line with these results (as show in the table below), confirming the view that workplace journeys are likely to be a significant contributor to congestion along this corridor.

MODE	Colchester Council (2012)	Colchester Hospital (2012)	Colchester Institute (2013)	Culver Square (2010)
Drive (alone)	47%	64%	61%	64%
Car share	11%	9%	12%	0%
Get dropped off	3%	2%	n/a	n/a
Walk	13%	11%	10%	22%
Cycle	6%	4%	5%	7%
Bus	11%	5%	4%	0%
Train	6%	2%	2%	0%
Motorcycle	1%	0%	2%	7%
Taxi	1%	0%	n/a	0%
Work from home	2%	1%	1%	n/a
Other	0%	2%	3%	n/a

While significant progress has been made by these organisations, these results indicate that there is scope and opportunity for encouraging more modal shift for the journey to work, as car use is still high and many of these are relatively short journeys that could be undertaken by walking, cycling, bus or car sharing. The distances that staff travel to work is highlighted in the Travel Plan for Culver Square<sup>7</sup> and reveal that 72% of staff live less than 4 miles (or a 30 minute cycle ride) from the Shopping Centre.

The travel survey results for North Colchester businesses have also been examined to identify barriers to travelling by more sustainable modes. Many of these are commonly cited barriers such as childcare responsibilities, having too much to carry, the cost and frequency of buses, difficulty finding suitable car sharers and feeling unsafe when cycling. Two local reasons that are regularly given and are to be addressed in conjunction with bus operators is the cleanliness and poor level of customer service on the bus.

According to the 2001 Journey to Work Census data, Colchester has a high degree of self-containment with 70% of the working population working in Colchester and 7% commuting to London, indicating further potential for the uptake of more sustainable modes.

#### **North Colchester Growth Area package of transport measures**

In order to support the planned economic growth and enable Colchester to compete regionally as a centre for employment, retail and housing, measures that will support sustainable travel and alleviate congestion along the A134 are being introduced. The North Colchester Growth Area package of transport measures are detailed within the Colchester Local Development Framework Core Strategy<sup>8</sup>, the accompanying Supplementary Planning Document<sup>9</sup> and SELEP's Strategic Economic Plan (SEP). These measures include park and ride, bus priority improvements (including a dedicated bus lane at the pinchpoint noted above), a rapid transit corridor, cycle route improvements and a town centre traffic improvement scheme that will improve accessibility for public transport, walking and cycling<sup>10</sup>. Further details of these and additional complementary schemes are provided below.

<sup>6</sup> <http://www.colchester.gov.uk/CHttpHandler.ashx?id=9616&p=0>

<sup>7</sup> <https://www.culversquare.co.uk/pdf/Culver%20Square%20Travel%20plan.pdf>

<sup>8</sup> <http://www.colchester.gov.uk/CHttpHandler.ashx?id=1693&p=0>

<sup>9</sup> <http://www.colchester.gov.uk/CHttpHandler.ashx?id=7757&p=0>

<sup>10</sup> All of these measures will be in place by 2015/16 apart from the Rapid Transit Corridor.

In addition to the above schemes, the key public transport route through the northern most section of the growth area is being delivered as part of the Northern Approach Road (NAR3) to connect to Junction 28 on the A12 and the park and ride site. This route connecting the park and ride site to the town centre is the **North Colchester Sustainable Connectivity Corridor** – as shown on the map in Appendix A.

#### Park and Ride (service to have commenced operation by end of 2014)

The North Colchester Park and Ride Scheme will provide a 1,000 space facility adjacent to Junction 28 on the A12 (see image below). The scheme will provide a service for passengers from the outskirts of Colchester to the town centre via key destinations including Colchester Hospital and Colchester Station. The scheme will significantly increase the number of people able to access Colchester town centre via the corridor, particularly during peak hours.



**Artist's impression of a Park and Ride terminal facility**

#### Bus priority improvements

One of the key bus priority improvements along the corridor will be the inclusion of a dedicated bus priority lane at the pinchpoint. Bus priority improvements are also being proposed as part of bus services being introduced by new housing developments.

#### Rapid transit corridor

Colchester's Northern rapid transport corridor is shown on the map in Section A3 and will enable both park and ride buses as well as local buses to bypass traffic congestion along this section. This corridor will also provide a quality walking and cycling path.

#### Public transport improvements (ongoing)

A number of public transport improvements have been (or are in the process of being) implemented in Colchester and many of these have arisen out of Colchester station's award winning Travel Plan. These improvements have been developed in line with the DfT's 'Door to Door' strategy<sup>11</sup> and are aimed at encouraging and enabling more people to make their whole journey by sustainable means: public transport, supported by walking and cycling. These improvements address the four key elements set out in this strategy of better information, simplified ticketing, easier connections and improved interchange facilities.

These improvements include:

- Information kiosks - CBC have installed 3 new kiosks in the town centre
- Discounted PLUSBUS tickets for rail season ticket holders
- Refurbishment of station access with improved access to lifts at Colchester station, Greater Anglia have also sought funding via a Better Access for All bid to provide additional lifts and further improve access to the station
- 'Fixing the link' between the town centre and the station<sup>12</sup>

<sup>11</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/142539/door-to-door-strategy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/142539/door-to-door-strategy.pdf)

<sup>12</sup> [http://www.abellio.com/cms/upload/docs/report\\_fixing\\_the\\_link.pdf](http://www.abellio.com/cms/upload/docs/report_fixing_the_link.pdf)

- Cycle Hire (Greater Anglia's Bike and Go) and a potential 'Cyclepoint' Cycle Hub (secure cycle parking facilities with repair services) at Colchester station

#### Cycle route improvements (ongoing)

Colchester already has a good network of cycle routes which is largely due to investment arising from the Colchester Cycle Town programme. Two key routes lead directly from North Colchester to the town centre, including from the park and ride site and from Highwoods (Cycle Colchester Route 1) – see Cycle Route Map in **Appendix E**. A number of improvements to the cycle network are planned / underway and many of these are being funded by the new residential developments in North Colchester (as set out in Section A6).

#### Town Centre Traffic Reduction scheme (2013/14)

Two new bus priority lanes have been introduced in the town centre to improve access for buses and to set the tone for the arrival of Colchester's first Park and Ride Service. The two 24 hour bus lanes have reduced the level of through-traffic in the High Street and led to improved operation of buses and reduced the dominance of motor vehicles in a key town centre shopping street.

#### Car Parking Strategy (2014/15)

ECC and CBC are currently developing a car parking model for Colchester which will help inform decisions to be taken following the introduction of park and ride around, how better use can be made of car parks including the potential release of land for other uses.

#### Smarter travel measures

A key recommendation of the Cycling Demonstration Towns programme<sup>13</sup> is for Local Transport Plan capital investment in infrastructure to be accompanied by supporting revenue-type measures. Activities are already planned in Colchester to support the new transport measures, such as marketing the new park and ride bus and offering discounted 'taster' tickets, as set out in the North Colchester's Travel Strategy<sup>14</sup>. However, to really maximise take-up of all sustainable modes and achieve a significant mode shift away from journeys by private car along this corridor (and across Colchester), we are bidding for funding to undertake and deliver an intensive and comprehensive programme, as set out below.

#### **Our LSTF proposals**

The scheme focuses on promoting, encouraging and supporting sustainable journeys along the North Colchester Sustainable Connectivity Corridor. Based on our understanding of travel in North Colchester and using the DfT's Behavioural Insights Toolkit we have identified the target audience as people driving on the corridor in the AM and PM peaks who could travel by other modes. Our research has found that the greatest proportion of these people are travelling to work and accordingly, this will be our primary focus and we will work intensively with key destinations along the corridor.

Our initiatives will be underpinned by a targeted marketing campaign that will be centred around an easily recognisable brand / slogan that we will develop in conjunction with a local creative agency. Our aim is to communicate that travelling by modes other than the car is quick, convenient and inexpensive. As set out in the DfT's Door to Door Strategy and noted above, improving the quality and availability of information is one of four key areas to be addressed to enable mode shift to be achieved.

We have funding and resourcing commitment from both ECC and CBC to further develop the programme over the coming year (2014/15) including commencing business engagement, developing the marketing strategy / brand and liaising with website and app developers. This will ensure that we are ready to hit the ground running in Spring 2015, when people are more likely to try walking and cycling. Our proposals build on key activities already underway in Colchester, such as Cycle Town initiatives, the Colchester Station Travel Plan, the CTPC and the Loveurcarcolchester campaign and will incorporate lessons learned from other LSTF projects. The key elements of our proposals are set out below.

<sup>13</sup> Making a Cycling Town: Qualitative Survey (2005-9), Department for Transport.

<sup>14</sup> Currently in draft, to be finalised in 2014

### Information, marketing and promotion

Ensuring that Colcestrians and the wider community have access to up-to-date and accurate information about all sustainable transport modes, particularly those along the corridor is a key element of our scheme. We have recently installed free travel information kiosks throughout the town centre and at key interchanges such as the bus and rail stations. As part of our scheme, we are proposing to develop a dedicated travel information website and a smart phone journey planning app which provides real-time information on trains and buses. To ensure this information is communicated to the widest possible audience, it will include information about journeys across Colchester, not just along the corridor.

CBC is working with the University of Essex and Smart Networked Environments SmartNE<sup>15</sup> to develop their WAI2Go app to include transport information (see SmartNE's letter of support in Appendix C). We are confident that with additional LSTF funding this app could be further developed to include an online journey planner using real-time information which will also support local employment.

We will develop an identifiable brand and slogan about sustainable travel that will feature on our website, journey planning app and marketing materials, e.g. posters, billboards along the corridor, noticeboards in car parks and roadshow 'kit' (banners, branded marquee etc). We will also look at branding one of the bus routes between North Colchester and the town centre and work with partners to support this with an incentive such as discounted entry fees or a free coffee if you arrive by bus.

### Workplace travel planning

The workplace travel planning element will involve a project team engaging directly with key workplaces and other destinations located along the corridor (as identified in the table below) with our 'offer':

- **Expert advice:** tailored advice and support from a specialist team to both the organisation and staff, including one to one journey planning advice
- **Information:** site-specific travel options and 'how to get here' information including maps and timetables
- **Support:** Dr Bikes, cycle training, led rides and other supporting initiatives. Infrastructure measures such as cycle parking, lockers, showers, drying facilities, real-time information screens and pool / loan bikes will be provided via SEP capital funding as outlined in SELEP's SEP.
- **Incentives:** discounted 'taster' tickets for park and ride, buses and PLUSBUS, discounts for logging sustainable travel via a web site/app
- **Events:** competitive work place challenges using STravel, lunchtime travel information roadshows and bike try outs,

A number of workplaces in Colchester have already developed travel plans (as highlighted in the table below). Many of these organisations are members of the CTPC<sup>16</sup> which has provided a network and ongoing support to members for nine years. For these workplaces we propose to offer enhanced support and additional resourcing to help them make significant progress towards their targets, particularly those that will have the greatest impact on the corridor. We will encourage the newly engaged workplaces to develop a travel plan and join CTPC as full members so that they can be kept informed of transport improvements and we can secure funding for the continuation of the programme.

We propose to utilise existing networks such as the Essex Chamber of Commerce (based in Colchester) and the Federation of Small Businesses (Colchester branch) to engage workplaces we have not previously worked with.

Key workplaces and other destinations located along the corridor are included in the table below, which also identifies their size and whether they have a travel plan in place and are members of the CTPC. The location of these is shown on the map in Section A3. The table shows that our scheme will target over 35,000 employees which equates to around £15 per head (and this is not including

<sup>15</sup> Smartne is a start-up company based within the University of Essex Collaboration Hub who specialise in bespoke deployment of "Smart" technologies and location-aware services.

<sup>16</sup> [http://www.colchestertravelplanclub.co.uk/?page\\_id=455](http://www.colchestertravelplanclub.co.uk/?page_id=455)

those engaged via other initiatives) which can be considered very good **value for money**, as explored further in Section B3.

Organisation (location on plan)	No. of employees (where known)	Travel Plan	CTPC Member
Colchester Hospital (1)	4200	✓	Full
Primary Care Centre, Turner Road (2)	400	✓	Associate
Colchester Borough Council (3)	1000	✓	Full
Colchester Station (4)	5.5m passengers p.a.	✓	
Colchester Defence Support Group (5)	100	✓	Associate
Colchester FC Stadium (6)	40	✓	Associate
Colbea (Colchester Business Enterprise Agency) (7)	220	✓	Associate
Severall's Business Park (8)	8000		
ASDA (9)			
Cowdray Retail Park (10)			
Leisure World (11)	See Colchester Borough Council		
Essex County Hospital (12)	See Colchester Hospital		
Culver Square Shopping Centre (13)		✓	
Town centre (approx. 1305 businesses)	15,000		
Octagon (and adjacent offices), Middleborough	1,900 <sup>17</sup>		
<b>Schools (and further education)</b>			
Colchester Institute (14)	950 employees, 8500 students	✓	Full
Colchester Sixth Form College (15)	350 staff, 3000 students	✓	Associate
The Gilbert School (16)	160 staff, 1300 students	✓	Associate
Colchester High School (17)	475 students		
Myland Primary School (18)	323 students		
Queen Boudica Primary School (19)	206 students		
St Helena School (20)	936 students		
North Primary School (21)	347 students		

#### School (and further education) travel planning

A secondary focus will be the schools along the corridor (as highlighted in the table) as we know that 11% of trips in the AM peak in Colchester are journeys to escort someone to school (Colchester Travel Diary survey results, July 2007). Sustrans already work with schools in Colchester and this has seen an increase in the number of children, older students, parents and staff cycling and walking. As part of our scheme, funding will be provided to Sustrans to undertake more intensive work with schools (and further education sites) along the corridor.

#### Community and customer travel planning

Colchester is a major regional shopping centre and we have some insights into how far customers travel and the modes used, from the travel survey results included in Culver Square's Travel Plan<sup>18</sup>. These results show that many customers are already travelling to the town centre via sustainable modes as only 38% of customers drive to the shopping centre (compared to 64% of staff). However, with 27% of customers travelling from more than 10 miles away, the new park and ride service may provide a more sustainable travel option (as well as cheaper and faster) for these journeys.

In addition to our marketing activities (including local newspaper and radio advertisements) that will include messages about travelling to the town centre via sustainable modes for all journeys, we are proposing to hold a number of events and roadshows in the town centre. These events will be held both on weekdays and at weekends during spring and summer as well as at busy times such as Christmas. These events / roadshows will include information stalls with journey planning services, discounted taster tickets, Dr Bikes and bike try-outs, and will also be held at local community festivals.

<sup>17</sup> These employee numbers are covered in the 20,000 employee town centre figure

<sup>18</sup> <https://www.culversquare.co.uk/pdf/Culver%20Square%20Travel%20plan.pdf>

We are also proposing another Flash Mob<sup>19</sup> in the town centre to build on the successful one CTPC organised in Culver Square as part of the LoveurcarColchester campaign. The LoveurcarColchester campaign has been delivering innovative car sharing and fuel efficient driving messages for three years (one of our billboards is shown below).



### Advertising campaign for love-ur-car, Colchester

#### Station travel planning

We will ensure the promotion of Colchester's Station Travel Plan initiatives such as Bike & Go, station cycle parking, the "Fixing the Link" routes to / from the station, car sharing to the station and PLUSBUS discounts for season ticket holders. AGA have made a submission for Access for All funding and have prioritised Colchester for NSIP funding.

#### Residential travel planning

In addition to developer contributions towards new bus services, cycle routes and pedestrian links, developers are required to provide Travel Information Packs and bus taster tickets when residents first move in, to support and encourage sustainable travel habits from the outset (a key transition point as noted in the DfT's Enabling Behaviour Change). A number of developments such as NGAUE of 1,600 new homes are also required to have dedicated Travel Plan Co-ordinator in post to provide advice and support to residents.

Most of the residential developments planned for North Colchester will come on line after 2015/16 and ensure that our project continues to be implemented both as a direct funding source for staff costs and measures, as well as via the conditions and S106 agreements. As noted in Section A6, CBC has allocated £65,000 over the next two years 2014/15 to 2015/16 from the New Homes Bonus for North Colchester Personalised Travel Planning initiatives. The activities to be undertaken utilising this funding are still being developed but we will ensure that they enhance and support our LSTF scheme.

#### Additional cycling initiatives

A number of the scheme elements above include activities to promote, encourage and support cycling, such as Dr Bikes maintenance and bike try outs. These activities will build on those developed as part of the Colchester Cycle Town project, many of which are still ongoing. In addition to the activities noted above, we will also offer free adult cycle training to all Colcestrians and interested parties, and will organise led rides along the cycle routes from North Colchester.

#### Bus-specific initiatives

To ensure that those who utilise a discounted public transport taster ticket have a pleasant experience and continue to travel by bus, we will work with bus operators to develop a Quality Bus initiative. This is likely to build on their existing 'employee of the month' schemes to encourage improvements in customer service and the cleanliness of buses.

<sup>19</sup> <http://www.loveurcarcolchester.co.uk/?p=659>

### **Delivery beyond 2015/16**

While the activities highlighted above will be concentrated in 2015/16, they will lay the foundations to sustain and achieve even greater modal shift in future years, including via the ongoing maintenance of the website and journey planning app. We have experience of continuing to deliver a major scheme and achieving results once funding ends via the Colchester Cycle Town project; events, training and publicity initiated as part of the project are ongoing and cycling levels targeted to increase. Ongoing funding is anticipated from the CTPC and S106 agreements (as set out in Section A6).

The approach taken in Colchester is planned to be mirrored in Chelmsford's northern growth area to support the development of over 4,000 houses, employment opportunities and a new rail station over the next five to ten years. This will ensure that successes can be replicated over a wider area and other areas can benefit from the experience and investment in Colchester.

### **Consequence of this project not being delivered**

If the capacity of this corridor cannot be increased by the supporting measures outlined above, the impacts will be felt across Colchester's economy. The employment growth anticipated for Colchester will not be realised and existing businesses may choose to relocate elsewhere, citing congestion and unreliable journey times as impacting on productivity and efficiency. Impacts will also be felt by town centre businesses as the regional population they currently support may choose to visit and shop elsewhere. Housing delivery and population is more likely to continue to grow and without this sustainable transport package the traffic pressure from this growth will be worse.

### **B3. The Economic Case – Value for Money**

This assessment of value for money and outcomes is based on our LSTF scheme which is to be funded by contributions requested from the DfT as well as local contributions (see Section A6). In determining the additional outcomes and value for money of our scheme, a spreadsheet model has been developed based on distances travelled to work by mode. This has enabled us to calculate the likely reductions in vehicle kilometres and carbon dioxide emissions, which in turn has provided estimates of the value for money of our scheme, using DfT WebTAG valuations. A number of sensitivity tests have been carried out on the model by tweaking assumptions and checking that outputs adjust as expected.

The assumptions for the modelling were as follows:

- 70% of working population work in Colchester and 67% of work journeys are from urban areas (Colchester Travel Diary Survey, July 2007).
- Average vehicle speed assumed to be 48.8kph (DfT statistics).
- Average trip distance assumed to be 6.4km.
- Travel to work mode share (2011 Census) as set out in Section B2
- Assumed mode shift from driving to walking/cycling: 2% (2015/16), 1% (2016/17), 1% (2017/18), 0.5% (2018/19), 0.5% (2019/20)
- Population of study area within Colchester assumed to be 110,000.
- Population growth (ONS): 19% increase between 2008 and 2018 with linear growth assumed for interpolation and extrapolation to other years.
- Population aged 16-64 equivalent to 65.1%, of which 77.5% are in employment (NOMIS Annual Population Survey).
- Annualisation factor of 253
- Discount rate of 3.5%
- 5 year appraisal period from 2015 to 2019

The WebTAG BCR evaluation shows that the scheme represents excellent value for money when evaluating the benefits against the costs. A ratio of **7.8** has been estimated for the scheme benefits with a high level of savings achieved as a result of relieving congestion (and associated improvements to journey times), reducing accidents, improving local air quality and reducing greenhouse gas emissions. The core outcomes in terms of reductions in CO<sub>2</sub> emissions and traffic reduction are summarised below, along with a full breakdown of the value for money assessment.

<b>Core Outcomes</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>TOTAL</b>
CO <sub>2</sub> Emissions Reductions (Tonnes)	2,276	3,783	5,315	6,094	6,885	<b>24,352</b>
Traffic reduction (km)	11,193,061	18,607,605	26,144,245	29,973,613	33,864,029	<b>119,782,552</b>
<b>Value for Money</b>						
<b>Value for Money</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>TOTAL</b>
Congestion	1,684,091	2,799,671	3,933,623	4,509,783	5,095,129	18,022,297
Infrastructure	6,888	11,451	16,089	18,446	20,840	73,715
Accidents	149,106	247,878	348,275	399,288	451,113	1,595,660
Local Air Quality	52,436	87,171	122,477	140,417	158,642	561,143
Noise	11,697	19,445	27,322	31,323	35,389	125,176
Greenhouse Gases	36,479	60,644	85,207	97,687	110,366	390,383
Indirect Taxation	-380,309	-632,235	-888,309	-1,018,420	-1,150,605	-4,069,878
<b>TOTAL</b>	<b>1,560,388</b>	<b>2,594,026</b>	<b>3,644,685</b>	<b>4,178,524</b>	<b>4,720,875</b>	<b>16,698,498</b>

Please see the completed pro-forma in **Appendix F** for detailed information on vehicle kilometres and mode share with and without the scheme.

Based on similar schemes, the project is expected to have the following benefits, in addition to those quantified above:

- **Supporting local centres** - the project is likely to have a beneficial effect on the viability of local centres in the bid area, as it has been demonstrated that people who walk or cycle to local shops are more likely to spend more and shop more often.
- **Widening employment opportunities** - the project will enable residents who don't have access to a car to access employment opportunities, businesses and services they have difficulty accessing at present. This in turn is likely to generate additional business and new job opportunities at local companies.
- **Improving health** - by increasing levels of walking and cycling, the project will have significant health benefits, as a result of increased physical activity and reduced emissions. These will contribute to an increase in life expectancy and reductions in obesity, high blood pressure and diabetes. This will also have an economic benefit in terms of increased productivity and reduced absenteeism. It will also reduce the burden on public health services.
- **Improving personal security** - improved pedestrian and cycle links will enhance the personal security of pedestrians and cyclists. The resulting increase in their numbers will have the same effect.

#### **B4. The Financial Case – Project Costs**

**Table A: Funding profile (Nominal terms)**

<b>£000s</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>Total</b>
DfT funding sought	500	0	0	0	0	0	500
Local Authority contribution	23.5	13.5	13.5	13.5	13.5	13.5	91
Third Party contribution	32.50	7	7	7	7	7	67.5
<b>TOTAL (Revenue)</b>	<b>556</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>	<b>20.5</b>	<b>658.5</b>
Third Party Capital contribution LGF	2,290	122	0	0	0	0	
<b>TOTAL (Capital)</b>	<b>2,290</b>	<b>122</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,412</b>

#### **B5. Management Case - Delivery**

See attached project plan in **Appendix G** showing project milestones from bid submission to the end of the funding period and beyond. It is to be noted that the project is not dependent on any of the capital works being complete though the project will be enhanced by key schemes such as the park and ride being delivered by March 2015. No land acquisition or construction is specifically associated with our schemes.

### **B6. Management Case – Statutory Powers and Consents**

The revenue initiatives do not require statutory powers. Through close partnership working with employers and organisations we will seek approval for any consent required to deliver smarter choices to staff and students.

From experience some of the capital projects will require publication of traffic regulation orders, change in status of footways to create cycle tracks and highway schemes.

### **B7. Management Case – Governance**

Using existing mechanisms such as the Cycle Colchester Governance structure we will look to establish:

- A LSTF board of ECC/CBC members and private sector/local organisations representatives.
- A programme board to cover finance and monitoring
- A number of project teams covering marketing, infrastructure, services and technology based events

The intention for this application is to adopt the Cycle Colchester model where a separate project manager would be appointed and fully resourced to concentrate on the scheme. An option would be for the Colchester Travel Plan Coordinator who would bring to the scheme existing relationships with stakeholders including workplaces along the corridor and workplace travel planning expertise.

The Project Manager will be supported by a Delivery team of five which will include a Communications Officer, 3x Project Officers and a specialist cycling officer. The cycling officer can bring existing relationships and expertise having previously been involved in Colchester's Cycle Town project and has had an ongoing role in cycle promotion and support since. We envisage that communications and project officer roles will be undertaken by staff sourced locally from Colchester to provide local employment opportunities.

**Appendix H** shows the project governance structure chart

### **B8. Management Case - Risk Management**

A risk register has been developed which has identified 15 risks - see **Appendix I**. The risk matrix assessed five of these as high risk, seven as medium risk and three as low risk. Actions to mitigate these have been incorporated into the risk register.

### **B9. Management Case - Stakeholder Management**

Stakeholder management is a vital component of this application and is essential to ensure appropriate take up of the measures contained within the bid. Therefore correspondence and regular updates in the form of newsletters and bulletins will be distributed to key stakeholders and where appropriate the general public during the implementation of the measures outlined in this bid. For larger pieces of work a Stakeholder Management Plan will be drawn up to ensure that key stakeholders are kept informed of progress. Specifically however the following activities will be ensured:

- Essex County Council (ECC) will work in partnership with Colchester Borough Council (CBC) during development of the packages of work.
- ECC has also worked with the Highways Agency in order to acquire their approval in principle for the scheme, due to its proximity to the Trunk Road Network. It is very much the intention to continue this partnership working through this application
- ECC/CBC also worked in partnership with the Private Sector such as Weston Homes Community Stadium, located on the opposite side of the A12 trunk road to the P&R site, to potentially encourage and secure usage of the P&R by supporters travelling to football

matches and other visitors, such as conference attendees, either at the P&R site itself or by using the P&R buses to access the stadium from Colchester Station and the Town Centre. This is part of the Stadium Travel Plan requirements, which has successfully provided a range of transport facilities to cope with match-day traffic since the stadium opened in 2008.

- Further to this, ECC/CBC will work with local residents and stakeholders during the design, development and implementation process, to ensure their views were taken on board and possible issues highlighted at the earliest possible opportunity.

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

- Yes                       No

All proposed transport improvements have relevant planning and highways permissions and public consultation has been undertaken as part of this. No opposition is expected from this scheme and to the contrary it should receive support from those involved in the petition.

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

- Yes                       No

## **B10. The Commercial Case**

The following procurement strategy will be applied where applicable to schemes and initiatives within this application:

### **Design Activities:**

1. Use of Essex Highways via ECC-Ringway Jacobs contract for all design activities according to the contract which is in place
2. Where applicable sub consultancy arrangements for specialist services will either be via the Ringway Jacobs supply chain and ECC procurement principles or through Place Services as specified in local agreements
3. The above has already passed a value for money/quality check as part of contract award

### **Works**

1. Works typically around £500,000 can be let through the Ringway Jacobs supply chain as per the contract
2. Works over £500,000 will be procured using either the Highways Agency Framework Contract or the Eastern Highways Alliance Framework. Both allow for mini-competition. Both have been used for recent works of the value anticipated by the projects being submitted for funding

### **Governance**

Individual projects depending on value will proceed through the following mechanisms:

- Outline Business Case through Commissioning Governance
- Full Business Case through Commissioning Governance
- Full Business Case through Capital Programme Board and via Key Member Decision process (dependant on value of project typically in excess of £500,000)

Procurement advice will be sought at all key gate stages and finance and procurement input will be required for tender preparation and evaluation/award.

Project Board arrangements and named Project Managers for design/implementation guided by the relevant Project Sponsor will be in place. Further information can be found within the governance section B7 and Appendix G

**Appendix J** provides evidence that an appropriate procurement strategy is in place

## **SECTION C – Monitoring, Evaluation and Benefits Realisation**

### **C1. Monitoring and Evaluation**

The key success factor for our scheme will be a corridor with smoother flowing traffic (particularly during peak periods) with a much higher mode share for buses, car share and cyclists and pedestrians. Colchester's population will continue to grow, as will the number of businesses/employees as envisaged and the number of shops in the town centre, while car parking is better utilised. Over the longer term, the Air Quality Management Area in the town centre is removed and health benefits are demonstrated through longer life expectancies and lower hospital admissions.

In line with the DfT's Monitoring and Evaluation Strategy<sup>20</sup> we have developed our monitoring and evaluation approach in this, the planning stage of the scheme. To determine how we are progressing towards our vision, we will compile an evaluation report at the end of each financial year that sets out:

- Activities undertaken
- Lessons learned
- Outputs, e.g. number of: employees / organisations engaged, CTPC members, events held, website hits, app downloads and cycle training / led ride participants
- Outcomes, e.g. modal shift results from travel surveys (see below), traffic counts, cycle counts, bus (including park and ride) ridership, bus journey times and average journey speeds along the corridor

All workplaces engaged in the scheme will undertake an initial travel survey and commit to a re-survey the following year (those organisations that join CTPC will then be required to undertake bi-annual travel surveys). In addition, at the end of Year 1 we will seek to understand the impact of the scheme and identify improvements through a local survey.

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<sup>20</sup> [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/175300/monitoring-evaluation-strategy.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/175300/monitoring-evaluation-strategy.pdf)

## SECTION D - Declarations

### **D1. Senior Responsible Owner Declaration**

As Senior Responsible Owner for the North Colchester Sustainable Connectivity Corridor LSTF bid I hereby submit this request for approval to DfT on behalf of Essex County Council and confirm that I have the necessary authority to do so.

I confirm that Essex County Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: Chris Stevenson

Signed:

Position: *Head of Commissioning :-  
Integrated Transport*

*C.D. Stevenson*

### **D2. Section 151 Officer Declaration**

As Section 151 Officer for Essex County Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Essex County Council

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

Name: Margaret Lee

Signed:

*Margaret Lee*