

Lancashire Local Sustainable Transport Fund Bid-Targeting Key Growth Corridors

Tranche 2





Local Sustainable Transport Fund - Application Form

Applicant Information

Local transport authority name(s)*: Lancashire County Council

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SECTION A - Project description and funding profile

A1. Project name: Targeting Key Growth Corridors

A2. Headline description:

Lancaster and Preston are the prime areas of focus for Lancashire as places that are capable of supporting economic growth. Their economic assets and strategic locations on the transport network make them attractive for investment.

However, both Lancaster and Preston suffer from congestion along Key Corridors. Lancashire's top three priority economic development sites are located on these corridors.

'Targeting Key Growth Corridors' will apply a holistic package of sustainable transport measures which will support economic growth and bring forward investment in a green way.

Elements of the package to be introduced along each corridor are:

- Network Optimisation to smooth traffic flows and improve journey time reliability
- Enabling Sustainable Travel to remove barriers, allowing more people to travel sustainably
- Promoting Smarter Travel to inform citizens, businesses, universities and schools of the options available
 to them and to facilitate behavioural change.

These measures are strongly interlinked and together facilitate green economic growth and development by providing fit for purpose transport corridors.

A3. Geographical area:

Lancashire is located in the North-west of England with a population of almost 1.2 million people (2010 ONS mid year estimate) and covers an area of 2,903sqkm.

Lancashire sits astride the internationally important North-South transport corridor linking Scotland and the North West with the West Midlands, London and ultimately Europe via the



Channel Tunnel and Channel ports.

Preston and Lancaster are well connected to the nationally significant M6 motorway, the 'economic spine' of Lancashire. 80% of growth in employee numbers (1998-2008)¹ has been along the spine. Preston and Lancaster also benefit from direct access to the West Coast Main Line and consequently connectivity between the two cities is of a high quality. Both are also linked to Manchester and Manchester Airport by motorways and frequent train services and, together with Blackpool, will benefit from the proposed electrification of key routes to Manchester and Liverpool.

Lancashire's economy is diverse and varied in size and scale, with a number of key sectors that are important for the future development of the County such as advanced manufacturing and engineering, environmental technologies and biomedical industry. Tourism and conferencing are also of importance for Lancashire's economy and have growth opportunities.

The urban areas are home to a lot of high skill, high paid private industry jobs including; BAE Systems which operate in Central Lancashire whilst Lancaster has a growing University with a high reputation for research. Preston is also home to the University of Central Lancashire (UCLan) which is one of the largest universities in the UK, providing a wide range of innovative courses including forensics and nuclear decommissioning.

Although there are aspirations for economic growth county-wide there is particular focus on certain areas where further development and investment will be targeted. These are the areas (Lancaster and Preston) on which the LSTF will be focussed.

A4. Type of bid (please tick relevant box):					
Small project bids Tranche 1 bid Expression of interest for Tranche 2 Tranche 2 bid	☐ (please complete sections A and B only)				
Large project bids Key component bid Large project initial proposals					
A5. Total package cost (£m): £17.11	1m				
A6. Total DfT funding contribution sought (£m): £5m					

A7. Spend profile:

	2011-12	2012-13	2013-14	2014-15	Total
Revenue funding sought (£k)	Nil	711	1,218.5	948	2,877.5
Capital funding sought (£k)	Nil	197.5	1,277	648	2,122.5
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Local contribution (£k)	320	6,332	5,233	225*	12,110
Total (£k)	320	7,240.5	7,728.5	1,821	17,110

^{*}LTP Implementation Plan not yet confirmed for 2014-15, so part of this figure is indicative.

A8. Local contribution

The bid elements complement the investment of £1,218,000 from LTP funding. Up to 13/14 figures have been approved as part our current LTP Implementation Plan, the amount for 14/15 is indicative.

The LTP and its Implementation Plan will determine how transport investment is delivered across the County. Elements of the Implementation Plan programme are subject to an individual prioritisation process. Those schemes included in the Implementation Plan will be complemented by the LSTF.

¹ Figures from Lancashire Profile - http://www.lancashire.gov.uk/office_of_the_chief_executive/lancashireprofile/

The LCC Capital programme to 2013/14 has allocated £8.3m towards the delivery of a new bus station in Preston City Centre, which is a major hub for public transport across Lancashire and is on one of the Key Corridors.

The Business Engagement aspect of the bid package requires the local business to match fund sustainable travel interventions put in place for their benefit.

£2.45m of S278 and S106 monies accrued through the planning process will act as local contributions for elements across both corridors within the bid package.

Partnership bodies (noted in section A9) have committed the necessary officer time and skills, which has not been quantified as a financial contribution at this stage.

It should also be noted that there are other significant government investments in the LSTF implementation areas:

- Evidence of the future importance and strategic significance of key employment sites within the identified corridors can be seen in the Lancashire Local Enterprise Partnership's (LLEP) initial recommendations for investment allocations through Growing Places funding, to help bring forward development at Cuerden and Lancaster Science Park.
- The Heysham- M6 Link Road aims to improve access for businesses in Heysham and Morecambe including the port and nuclear power stations, open up large areas for regeneration and, along with additional measures to manage traffic, reduce the congestion currently experienced within Lancaster caused by traffic accessing these areas. DfT are to contribute approximately £111m towards the £123m scheme. The LSTF measures will help ensure the best use of freed up capacity in Lancaster city centre. Adding to this, the Government have also announced further investment into the area- Heysham will have a new nuclear power station built, adjacent to the existing nuclear works, by 2025.

A9. Partnership bodies

The main partnership bodies are:

- The Lancashire Local Enterprise Partnership (LLEP)
- Preston City Council
- South Ribble Borough Council
- Lancaster City Council
- University of Lancaster
- University of Central Lancashire (uclan)
- North & Western Lancashire Chamber of Commerce
- Lancaster District Chamber of Commerce, Trade & Industry
- Lancashire County Developments Ltd- White Cross Business Park, Lancaster

The Lancashire Local Enterprise Partnership has an important role in directing local economic development and activity within Lancashire. The LLEP aims to encourage and support businesses and deliver sustainable economic growth. The LLEP are very supportive of the Lancashire LSTF bid and the priority areas which have been identified.

The Councils mentioned above have been and will be closely involved. The Key Corridors are located within these local authority areas. The LSTF bid is aligned with their aspirations for economic growth and development as well as environmental safeguarding.

The Universities are keen to promote sustainable travel and enable more students to access education thus contributing to the economy, carbon savings and improvements to health.

The Chambers of Commerce provide good links with businesses and will facilitate engagement.

White Cross Business Park, Lancaster, represents over 130 businesses with over 2,250 employees and has shown great enthusiasm to get further involved in the LSTF implementation.

For the delivery of parts of our business engagement activities we will appoint the most appropriate delivery partner.

Lancashire is very fortunate to already have strong working relationships with these bodies. This will enable the smooth delivery of the LSTF plans.

See Appendix A for letters of support.

SECTION B – The local challenge

B1. The local context

Local Economy

Lancashire's economy is currently valued at £22.5bn per year, the second largest in the North West after Greater Manchester. As the Parkinson Report (Oct 2011)² highlights, Lancaster and Preston are two prime areas of focus for Lancashire as places that are capable of economic growth. This is in part due to the economic assets that each city has, which gives them a competitive advantage over other places in the north of England. For example; BAE Systems is the largest private sector company in Lancashire operating in the Preston area and the Fylde Coast; Preston is home to the University of Central Lancashire with over 28,000 students; Lancaster is also home to a growing university with an international reputation for research and a centre of excellence; advanced manufacture and engineering, environmental technologies and biomedical, tourism and conferencing are also of importance.

However, there are significant variations in economic performance across Lancashire and whilst sustained economic growth in parts of the County has brought greater prosperity and job security, as a whole growth has lagged behind the rest of England for a number of years.

The County Council's Economic Framework forecasts that Lancashire has the capacity to generate substantial further growth and new jobs in advanced manufacturing, the creative / digital industries and through the development of the professional and service sectors. Whilst the ambition for growth is county-wide, Preston and Lancaster will act as the focus. Elsewhere, strategic employment sites have the ability to support economic growth by creating a range of employment opportunities and linking to regeneration activities in major urban areas such as Lancaster and Preston.

The LDFs covering the Key Corridors include a number of new developments (some of which have been granted planning permission and some of which are still going through the process). The Central Lancashire LDF covers the districts of Preston, South Ribble and Chorley, whilst Lancaster has a separate LDF.

For both corridors, a mix of development types are planned. Examples have been identified below in relation to the Key Corridors (note this list is not exhaustive as some planning applications are still being processed).

Please refer to Appendix B for Key Corridor maps, which show proposed development sites.

Preston Corridor

The Preston City Centre Central Business District has a number of committed developments, as well as key emerging development sites which will impact on the City Centre. This large scale retail regeneration will include an extension to the Fishergate Shopping Centre, Queens Street superstore and Queens Retail Park developments which are expected to attract additional shoppers and commuters. The number of jobs set to be created along the Preston Key Corridor are 12,805 (FTE Operational) and 500 (FTE Construction).

However, this will place further pressures on the existing network to support the movement of people and goods. Preston City Centre's highway network already experiences significant periods of congestion, with some links and junctions already operating close to capacity, particularly during the peak hours. Any additional demand on the network can be expected to lead to an increase in congestion levels.

Congestion can be a deterrent to economic growth; making travel difficult, compromising access and deteriorating the quality of the urban environment.

Through the implementation of a targeted package of sustainable travel measures, growth can be enabled and further investment encouraged. Tackling complex junctions, optimising signalisation and encouraging more

² This report provides a high-level review of economic priorities for Lancashire to help shape the work of the Lancashire Local Enterprise Partnership (LLEP).

sustainable modes of travel can keep traffic moving, make more effective use of available capacity and therefore unlock more growth opportunities.

South of the City Centre there are many more planned and committed developments along the Key Corridor. At the Capitol Centre Retail Development, which is already home to over twenty large retailers including Tesco, Next and Currys, there is a newly opened Waitrose supermarket. This is Lancashire's first Waitrose, creating over 200 jobs.

Further south, close to the M65 terminus, there are still more planned and committed developments. 'South Rings' is a 15ha business park that already includes B&Q, Burger King, Premier Inn, a pub / restaurant and a 3,345m² office HQ. Several more plots are currently proposed for office and retail use. Planning approval has been granted for some 4,180m² of office space. Adding to this, there is also a separate planned retail park, which is set to bring 230 new jobs and big name retailers.

The area known as 'Cuerden' is considered by Lancashire to be a strategically significant site, capable of stimulating significant economic growth in Central Lancashire, with benefits for the wider county, along with the potential of attracting significant inward investment. The site is situated as a key gateway location within Central Lancashire, between Leyland and the City of Preston, with access from the M6, M61 and M65 motorways. This proximity to the strategic road network offers excellent transport links from the north, south and east. The location, scale and size of the site means the site is capable attracting a range of employment uses. Early indications suggest that the site could be host to over 2000 jobs.

In terms of housing, the Central Lancashire LDF proposes 5,628 new dwellings to be brought forward before 2016.

The influences of these housing developments on the highway network can be calculated by using a generic trip rate of 0.514 at the AM Peak (8:00-9:00). Trip rates are normally generated per development but have been generalised for this analysis.

5,628 dwellings could generate 2,893 more trips on the local transport network.

It is recognised that there will be a higher concentration of new trips at the development location, but that they will also have an impact on the wider transport network, including the Key Corridor.

Applying the Housing Strategy for England³ rationale, the construction of 5,628 houses would create 11,256 jobs.

Lancaster Corridor

Lancaster Science Park at Bailrigg, next to Lancaster University, will cover 11.4 ha and will include a purpose-built Innovation Centre to house new and expanding knowledge-based businesses. It will also provide serviced sites and space for businesses wishing to co-locate with the University or spinning out from InfoLab21⁴ and the Lancaster Environment Centre. The Science Park will form a 'knowledge nucleus' bringing together academic research and knowledge-based industries. It has the potential to create over 1,000 jobs.

Two new retail developments are proposed on Scotforth Road (A6 between the University and the City Centre). The first is a £10m superstore project anticipated to create in excess of 200 jobs and the second is a mixed use development comprising a retail superstore, a petrol filling station, a hotel, a public house/restaurant and associated car parking.

In terms of housing, the district proposes 2,000 dwellings to be brought forward before 2016.

The influences of these housing developments on the highway network can be calculated by using a generic trip rate of 0.514 at the AM Peak (8:00-9:00). Trip rates are normally generated per development but have been generalised for this analysis.

2,000 dwellings could generate 1,028 more trips on the network.

It is again recognised that there will be a higher concentration of new trips at the development location, but that they will also have an impact on the wider transport network, including the Key Corridor.

Again, using the Housing Strategy for England rationale, the construction of 2,000 houses would create 4,000 jobs.

Many of the above have committed S106 and/or S278 planning gain which will be used as a local contribution towards the delivery of the LSTF project.

³ 'For every new home built, up to two new jobs are created for a year' DCLG (2011) Laying the Foundations

⁴ InfoLab21 is linked to the university and provides ICT support and research and development for businesses

Local Social and Environmental Issues

Lancashire has a population of almost 1.2 million (2010 ONS mid year estimate) and whilst the overall unemployment rate of 5.4% is statistically lower than the UK average of 7.7%, the unemployment rate across the County varies greatly. More affluent districts such as Ribble Valley (3.6%) and have relatively low levels of unemployment. On the other hand, the more urban districts such as Preston (8.0%) exhibit much higher rates. Such variations can be attributed to a number of factors including lower educational attainment, a lack of access to skills and training and a lack of access to employment, with all the problems of social exclusion this can bring.

People in deprived areas are more likely to cite lack of transport as a barrier to getting a job. Sustainable transport modes can offer affordable, cost effective and reliable access to training and employment to stimulate economic growth. A good sustainable transport offer can act as a catalyst for social regeneration by providing communities, especially the most vulnerable, increased opportunities to access education and training which will ultimately lead to greater employability and employment opportunity.

Deprived areas of Lancashire also experience a significant number of other social problems stemming from economic disadvantage, including poor health, social exclusion and poor housing and neighbourhoods.

Lancashire has high levels of diabetes (type 2), cardiovascular disease, obesity (amongst children and adults) and other chronic conditions. One of the biggest impacts sustainable travel could have is on the health of the population of Lancashire. Evidence has indicated that increased physical activity does contribute to a reduced incidence of chronic conditions⁵, which in turn can positively impact on worklessness and access to education, leisure and other facilities. Encouraging walking and/or cycling will promote safer streets and neighbourhoods, leading to perceived improvements in the local environment.

Lancashire County Council supports sustainable travel through our LTP. Encouraging sustainable transport, particularly walking and cycling, will have added positive effects including reduced CO₂ emissions, reduced congestion, improved air quality, and less noise pollution. In turn this will particularly benefit those with conditions such as chronic obstructive pulmonary disease, asthma and other lower respiratory diseases, whilst improving often densely-populated areas/neighbourhoods. The LSTF bid complements Lancashire's LTP.

Local Track Record

The County Council has a strong track record of delivery, for example:

- We have extended our network of footways and cycleways extensively over the past 10 years. The Lancaster Cycling Demonstration Town project provided 20km of new cycle paths, 400 cycle parking spaces, training for 900 cyclists and 40,000 local cycling maps. The annual increase in cycling is 7% which compares favourably with growth in similar continental towns.
- Between 2006 2008, we completed the largest Personalised Travel Planning exercise in the country, targeting 50,000 households in Preston & South Ribble and Lancaster & Morecambe. In the targeted neighbourhoods of South Ribble, trips by sustainable modes increased by 36%, whilst trips by car drivers were reduced by 13%.
- From 2005 2009 we implemented the CIVITAS SUCCESS project delivering improved sustainable transport across Preston and South Ribble. Our efforts were rewarded by being selected as CIVITAS Demonstration City of the Year in 2006 and one of the schemes (Adelphi Quarter) was highly commended at the National Transport Awards in 2010.
- The high standard of our work in transport and accessibility continues to receive recognition. We were proud to receive a Beacon Council award in 2008 for our excellent progress in Delivering Accessibility.
- Buckshaw Village, a new residential and industrial area between the towns of Chorley and Leyland, is one of
 the largest urban development sites in the North West of England. It includes an extensive cycle network
 which won the Sustrans National Cycle Network Award in 2005. It forms part of the National Cycle Route 55.
 On 3rd October 2011 Buckshaw Parkway rail station was opened. The new station was a joint venture between
 Chorley Borough Council, Lancashire County Council, Network Rail and Northern Rail.
- The Preston Guild Wheel is a new 21 mile "greenway" due to be completed in 2012. The new route circles Preston, linking the city to the countryside and river. It is being created as a legacy of 2012 Preston Guild.

Transport has a key role to play in realising the economic potential of Lancashire by unlocking key locations through improved connectivity linking jobs, people and businesses together. Ensuring that employment, training and education opportunities are available to the County's more disadvantaged communities remains a significant challenge, hence the need to support struggling local economies by enabling people to access wider employment

⁵ Department of Health, "Be Active, Be Healthy", 2009

markets within short commuting times and at an affordable price. Better access to major employment and regeneration locations by sustainable modes of transport can significantly improve employment opportunities and life chances.

B2. Evidence

Commuting by Lancashire's residents is currently largely self-contained within identifiable sub-areas, with a relative lack of travel for employment beyond districts immediately adjacent to where people live. Average distances travelled to work are much shorter in many parts of Lancashire than the national average.

Central Lancashire can be identified as one commuter sub area including the districts of Preston, South Ribble and Chorley, with Preston providing the largest employment base and opportunities. The Central Lancashire Transport Model survey programme (Aug 2010) involved the analysis of 280,000 travel diaries (residential and workplace), Road Side Interview data and TEMPRO data within Central Lancashire. The results showed 80% of trips made did not leave the study area, 75% of trips were made by car with a higher percentage of trips being made in the AM and PM peaks. Lancaster also shows a large number of local trips but also draws in commuters from South Cumbria and Wyre with research showing the Key Corridor as a preferred route option.

The car is the dominant mode of transport both for commuting and for business travel⁶. There is some short distance commuting by cycle and on foot, but public transport currently makes only a modest contribution, with rail being particularly limited.

The LCC Sustainable Travel Team regularly conducts travel surveys with businesses and educational establishments. The type of data often collected for analysis includes: journey origin, destination, mode and journey details (such as route chosen) and reason for mode choice.

For the analysis of the two Key Corridors the following travel survey data has been used:

Employee Travel Survey

- Preston City Council
- White Cross Business Park (more than 130 businesses employing more than 2,250 people)
- Lancaster City Council

Employee and Student Travel Survey

- University of Central Lancashire
- Lancaster University
- Preston schools (around the Key Corridor study area)
- Lancaster schools (around the Key Corridor study area)

280,000 travel diaries (residential and workplace), Road Side Interview data and TEMPRO data within Central Lancashire were analysed as part of the Central Lancashire Transport Model survey programme (Aug 2010).

Findings included:

- A high proportion of people use the car as their favoured mode of travel.
- The Key Corridors are a common route choice (see overleaf for traffic flow figures B2.1 & B2.2).
- There are a high percentage of people who live within a reasonable distance of their employment base who could walk, cycle or use public transport.
- Potential change can be maximised by using 'nudge' tactics⁷
- Using this travel survey information and socio-economic information from respondents we can categorise people and group them according to their attitudes to transport choices and behaviours. For example, 51% of respondents were classified as 'Educated Suburban Families'. The Segmentation Model (DfT 2011) recognised that this segment of society had great potential for changing their travel behaviour. They were more willing to use sustainable modes of travel, especially walking and cycling, and were most concerned about climate change. This gives great confidence that the proposed sustainable travel interventions will make a significant impact. If 100 businesses a year along the corridors are engaged (40,000 employees see section C1 for package proposal) and the interventions are tailored and targeted at specific identified

⁶ National Travel Survey (DfT 2010)

⁷ Behavioural Insights Toolkit (DfT Nov 2011)

segments/groups, considerable modal shift can be achieved and sustained which will have positive impacts on the corridors.

Preston Key Corridor Traffic Flows

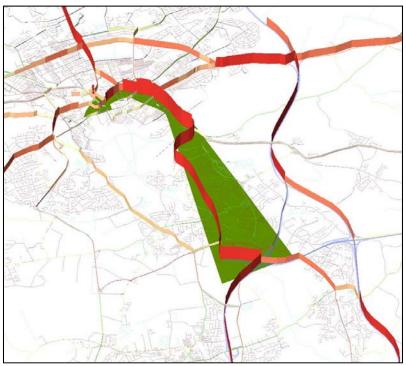


Fig B2.1

Lancaster Key Corridor Traffic Flows

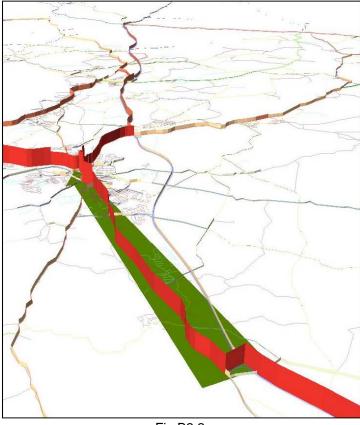


Fig B2.2

Research⁸ has shown that only around 15% of the population used public transport to get to work in 2009. The most common reasons given for not using public transport to get to work were the time it takes and the cost.

This reliance on the car means that congestion has become a problem on the Key Corridors. There are therefore significant reductions in traffic speeds and long unreliable journey times in and around the urban centres that are key drivers of Lancashire's economy. Congestion is a significant factor that could constrain the delivery of important developments that are intended create new jobs. This is a particular issue for Preston and Lancaster, both of which have plans for substantial growth potentially leading to a large increase in travel demand, much of which is likely to be met by further car use, unless there is significant improvement to public transport, cycling and walking networks. (Section B1 gives examples with regards to the LDFs).

Traffic congestion and delay are characterised by slower speeds, longer trip times, and increased queuing. They are the indicators of traffic demand that is greater than the available capacity of the road network. In urban areas, congestion costs the UK economy around £11 billion a year (DfT 2011).

Jacobs Consultancy were commissioned to study the problems on these economically important corridors in more depth. The functions of the routes were identified and their problems considered. The results mirror in-house research and document the problems along the corridors.

By analysing the individual route problems, the County Council has developed a package of sustainable transport measures which would target these Key Corridors and support green growth.

Following this initial 'problem and function identification' stage, Jacobs are currently developing a Route Management Strategy (RMS)- a day to day network management guide to improve journey time reliability and provide plans for the management of major incidents on the strategic network. The RMS will lock in the benefits of the LSTF measures over the longer term.

The Draft Route Management Strategies Study Report (Jan 2012) stated that along the two Key Corridors there 'appears to be significant levels of congestion and delay' which has a 'negative impact by compromising journey time reliability'. Strat-e-gis⁹ shows that both the Preston and Lancaster Key Corridors suffer from delays with speeds reducing down to 0-5mph during peak hours (using Trafficmaster plc data). Providing viable alternatives to the car through targeted implementation of sustainable travel measures will allow traffic to keep moving and the economy to grow.

Total CO_2 emissions in Lancashire in 2008 were estimated at 9.75 million tonnes. This represented 17% of the North West total of 57.4 million tonnes and almost 2% of the UK total. Overall, 39.7% of Lancashire emissions were attributable to industry and commerce sector sources and 29.6% to the domestic sector and 28.3% to road transport (Defra). Our urban areas and motorways generate the bulk of the transport emissions. Sustainable modes are therefore critical both to reducing the carbon emissions of current travel and to mitigate the increasing demand for travel.

Historically, the main air pollution problem in both developed and rapidly industrialising countries has typically been high levels of smoke and sulphur dioxide emitted following the combustion of sulphur-containing fossil fuels such as coal, used for domestic and industrial purposes. These days, the major threat to clean air is now posed by traffic emissions. Petrol and diesel engine motor vehicles emit a wide variety of pollutants including Nitrogen Dioxide (NO₂). Both Preston and Lancaster have declared AQMAs for NO₂ on the Key Corridors. See figures B2.3 and B2.4.

⁸ Implementing DaSTS and the North West: Regional Strategy 2009

Strat-e-gis allows users to interactively map and analyse journey time data from third party data suppliers appointed by the Department for Transport(DfT)

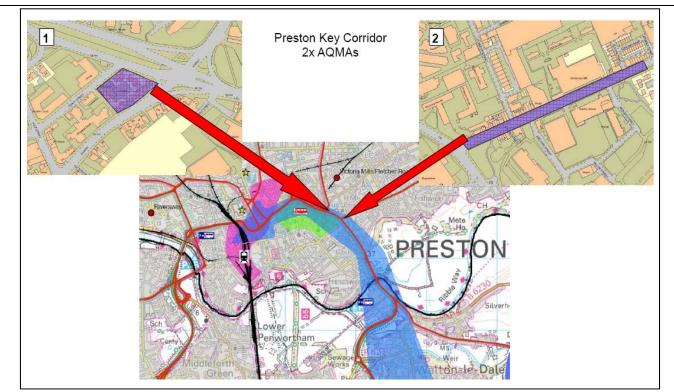


Fig B2.3

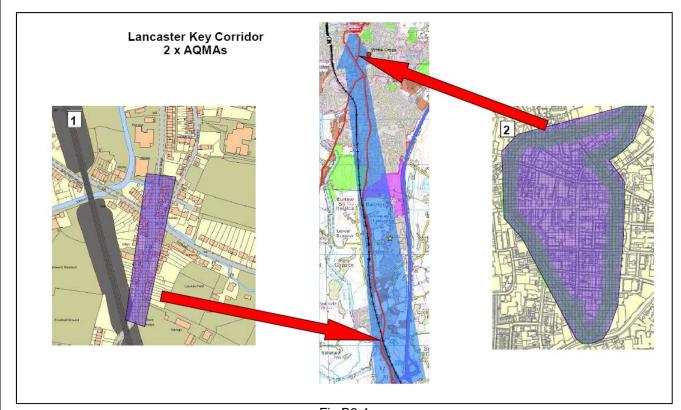


Fig B2.4

Photochemical reactions resulting from the action of sunlight on NO_2 lead to the formation of ozone. Aside from effects on the natural environment there are also potential impacts on human health - NO_2 acts as an irritant affecting the mucosa of the eyes, nose, throat, and respiratory tract. The implementation of a sustainable travel package will contribute to the achievement of the objectives of the Air Quality Action Plans for these areas.

The car can have a further negative impact on health. Lancashire has some of the highest child accidents rates (a priority for LTP3) in the country due in part to the volume of traffic negotiating densely populated deprived urban areas. LCC is committed to spending £9m to make all residential areas 20mph, thus improving conditions for safe sustainable travel. Sustainable travel in an improved public realm will not only reduce casualty levels, but will

improve the health of the those who choose to cycle and walk, thereby reducing levels of ill health and the costs, both human and financial, associated with such diseases as coronary heart disease and type 2 diabetes. The estimated cost of obesity to the NHS in Lancashire in 2015 will be over £350 million. Reducing congestion will also improve air quality and therefore the health of a significant proportion of people in the County who suffer from both chronic and acute lung diseases. These health issues are most prevalent in our more deprived urban communities.

B3. Objectives

It is of fundamental importance that investment in transport is targeted and driven by clear goals and priorities which support a wider policy framework that collectively seeks to increase prosperity and the well-being of communities in Lancashire.

The LTP3 goals include:

- To help secure a strong *economic* future by making transport and travel into and between our major economic centres more effective and efficient and by improving links to neighbouring major economic areas and beyond.
- To reduce the *carbon* impact of Lancashire's transport requirements, whilst delivering sustainable value for money options to those who need them.
- To provide all sections of the community with *safe* and convenient *access* to the services, jobs, health, leisure and educational opportunities that they need.
- To improve the *accessibility*, *availability* and *affordability* of transport as a contribution to the development of strong and cohesive communities.
- To make walking and cycling more *safe, convenient and attractive*, particularly in the more disadvantaged areas of Lancashire, bringing improvements in the *health* of Lancashire's residents.

The investment priorities that stem from these goals will deliver tangible improvements over the life of the Local Transport Plan strategy. Economic growth, child safety, and the maintenance of our transport asset are the LTP top priorities for the immediate future.

The implementation of the LSTF measures including network optimisation techniques, active travel infrastructure as well as business and school engagement will; keep traffic moving; reduce congestion; reduce emissions; and reduce economic drag. It will also have all the advantages of increased active travel, with benefits to the environment and health, increase accessibility and safety improvements, thereby complementing the LTP3.

The bid reflects the County's priorities for green economic growth¹⁰.

SECTION C - The package bid

C1. Package description

Targeting Key Growth Corridors

Parts of Lancashire's strategic transport network are heavily congested. This congestion is a barrier to growth and a cause of environmental problems. Key Corridors in Preston and Lancaster have been identified as priorities for action.

Two Key Corridors have been identified:

- Preston From the M65 terminus, adjacent to Cuerden, north along the A6 into Preston City Centre; and
- Lancaster From M6 J33 along the A6, north into Lancaster City Centre.

Preston and Lancaster have been identified as priority areas for growth and investment. The above corridors and the routes that feed into them are therefore extremely valuable network assets and the aim must be to maximise their potential. Travel in and around these corridors will therefore need to be made more sustainable as the network will struggle to cope with increased demand. Sustainable transport interventions can mitigate this impact, create greater network capacity, encourage active travel and create a better overall environment for travel.

¹⁰ Lancashire County Council Corporate Strategy (2011-13) and Lancashire County Council Economic Framework (2010)

The bid contains various interventions which are strongly interlinked and together facilitate green economic growth and development by providing fit for purpose transport corridors.

Interventions along and around these corridors will include:

Network Optimisation:

Installation of modern traffic management and control systems which will smooth traffic flow, enhance journey time reliability and contribute to a reduction in CO₂ emissions.

Important junctions in the corridors have been identified that would benefit from $SCOOT^{11}$ and/or $MOVA^{12}$ in areas where UTMC systems have/will be installed through the LTP funding. The northern part of the A6 Preston Key Corridor is a particularly good example of this. Long delays, AQMAs and further planned development (with S106 and S278 available) all make this area a key candidate for improvement with traffic management and control measures.

We will deploy a low-cost Bluetooth *Average Journey Time System* to provide an evidence-based, targeted approach to tackling congestion (linked to VMS) along the Key Corridors.

The major traffic flows going into the City Centres (AM Peak) and out of the City Centres (PM Peak) can be kept moving through the provision of *Gateway and Mixed Priority Route* changes which will reduce severance on these high flow roads (Key Corridors) and enhance the public realm.

Route optimisation will be maintained by provision of a network management process and systems specifically tailored to the function and requirements of the corridors. This *Route Management Strategy (RMS)* will co-ordinate highway activities and maximise the efficient use of highway space and infrastructure. It will also provide automatic monitoring systems to: provide KPI information; provide timely travel information; provide information for network management operations; and provide information for scheme and intervention evaluation.

The above interventions will result in more efficient use of the network, with freed up capacity used to enable more people to travel via sustainable modes.

Enabling Sustainable Travel:

Provision of comprehensive and safe cycle and walking routes, that improve accessibility and make sustainable travel a realistic choice. This will involve, installation of toucans (linked in with the Network Optimisation element), extension of cycle lanes and linking routes together by 'filling in the gaps', tree thinning along certain route entrances to make the routes more visible and appear safer, introduction of Trixie mirrors, widening lanes to accommodate cyclists, reduction of waiting times to cross the road (again linked with Network Optimisation element) and improved/increased cycle storage facilities at both Preston and Lancaster rail stations.

Provision of changes to improve bus punctuality and accessibility. Bus priority schemes involving road widening, and bus stop enhancements (better information, quality waiting environment).

The provided infrastructure will join up other investment plans (i.e LDF, Growing Places, Heysham-M6 link) and will ultimately provide an effective and interconnected sustainable travel network.

Promoting Smarter Travel:

This element is concerned with information provision and nudge tactics. Information will be provided to help improve end to end journey experiences, increase awareness of sustainable travel infrastructure and nudge people towards making more trips by sustainable modes. If we want to increase levels of sustainable travel it is imperative that communities are made aware of the options available to them, taking the Behavioural Insights Toolkit (DfT 2011) into account.

Over 100 businesses per year will be targeted on and around Key Corridors - major trip generators at peak times. Engagement with these businesses will involve analysis of current commuter patterns and business travel, followed by the introduction of the LCC business travel plan toolkit. This toolkit contains potential interventions which can be tailored to a specific companies needs. Interventions include car sharing initiatives for employment areas, provision of cycle training to those who wish to consider cycling to work but are uncomfortable with the cycle journey, provision of cycle storage facilities at employment sites (maintained by employment sites) and eco-driving training

¹¹ SCOOT is an UTMC tool which ensures junctions behave optimally and maximises the performance of a complete network.

 $^{^{\}rm 12}$ MOVA is an UTMC tool which optimises the performance of standalone junctions.

to reduce the environmental and financial impacts of journeys that need to be made by car. These tools will be provided alongside grants to businesses to help them increase the use of sustainable modes.

An annual workplace cycling challenge will be organised on each corridor to help motivate businesses and staff to change their travel choices, which will provide a legacy of behavioural change.

Identified schools whose travel patterns affect the Key Corridors will also be engaged with to increase their levels of active travel. A significant proportion of journeys to schools by car are of a distance which could be easily replaced by more sustainable modes, thereby removing unnecessary local car journeys from the identified Key Corridors.

The promotion of alternative routes and modes of travel by installing *VMS* along the Key Corridors will enable strategic diversion around congestion, warnings for accidents or road closures, warnings for future major events that will impact upon journeys and to provide live travel times. VMS examples include: a VMS sign on the M6 prior to J33 to warn drivers if there has been an incident on the A6 Lancaster Key Corridor and they should use J34 instead; and an informative 'nudge', using multi modal signing, which will inform people that if they cycled on Route 55 into Preston it would take them 10 minutes, instead of 25 minutes in the car.

The implementation of the other two elements means that there will be many improvements to facilities within a defined area and within a relatively short timeframe. It is therefore imperative that we promote these options appropriately, to maximise their impact.

All individual elements hold merit but make most impact as a complete package as they are interlinked.

These interventions will:

- Contribute to economic growth by enhancing access to employment by better linking areas of investment and development and providing conditions for businesses to grow;
- Reduce congestion and keep traffic flowing;
- Reduce the emissions that contribute to climate change and poor health conditions;
- Influence travel behaviour resulting in modal shift and a more attractive environment; and
- Increase active travel (health benefits).

Programme Management:

In order to effectively manage resources, compile regular reports and financial claims, co-ordinate partners and monitor progress and risks, whilst also delivering all defined outputs, efficient programme management will be paramount. This will ensure the appropriate structures and systems are in place to facilitate delivery of all agreed outputs within appropriate timescales and budgets. This element will also provide evaluation and dissemination support.

For details of the management structures which will be implemented, please see Section E.

C2. Package costs

	£K	2011-12	2012-13	2013-14	2014-15	Total
Network Optimisation	Revenue	nil	99.5	153.8	169.5	422.8
2,7 2,7 23	Capital	nil	47.5	253.7	242.5	543.7
	£K	2011-12	2012-13	2013-14	2014-15	Total
Enabling Sustainable Travel	Revenue	nil	198.5	355.2	172	725.7
	Capital	nil	146.5	896.8	385.5	1,428.8
	£K	2011-12	2012-13	2013-14	2014-15	Total
3. Promoting Smarter Travel	Revenue	nil	365	645.5	542.5	1,553
j –	Capital	nil	3.5	126.5	20	150
	£K	2011-12	2012-13	2013-14	2014-15	Total
4. Programme management	Revenue	nil	48	64	64	176
	Capital	nil	nil	nil	nil	Nil
GRAND TOTAL		nil	908.5	2,495.5	1,596	5,000

C3. Rationale and strategic fit

The overall transport vision for Lancashire, as set out in the LTP3, includes the following goals:

- A. Helping to secure a strong economic future by making transport and travel into and between our major economic centres more effective and efficient and by improving links to neighbouring major economic areas and beyond.
- B. Providing all sections of the community with safe and convenient access to the services, jobs, health, leisure and educational opportunities that they need.
- C. Improving the accessibility, availability and affordability of transport as a contribution to the development of strong and cohesive communities.
- D. Reducing the carbon impact of Lancashire's transport requirements, whilst delivering sustainable value for money options to those who need them.
- E. Making walking and cycling safer, more convenient and attractive, particularly in the more disadvantaged areas of Lancashire, bringing improvements in the health of Lancashire's residents.

How do the bid elements relate to this vision?

Implementing a package of measures on the Key Corridors will have a multitude of benefits.

The Network Optimisation element, involving the installation of modern traffic management and control systems, will enable traffic to keep moving and generate a greater capacity on the network to enable more sustainable travel.

This will result in reduced congestion and associated economic drag, increased accessibility and business opportunities, a reduction in emissions, health improvements and a safer and more inviting environment/public realm. Contributing to LTP3 goals A, B, C, D and E.

The Enabling Sustainable Travel element will equip citizens so that they can choose to travel sustainably.

- Provision of comprehensive and safe cycle and walking routes that improve accessibility and provide a realistic alternative to car journeys.
- Bus priority schemes involving road widening and bus stop enhancements will improve bus punctuality and accessibility.

Providing safer and more inviting environments for active travel will facilitate access to employment, education and services, broaden travel horizons, increase opportunities for local businesses along cycle/pedestrian routes, as well as providing a plethora of health and environmental benefits. The modal shift will result in fewer car journeys and less congestion on Key Corridors and therefore a reduction in carbon emissions and economic drag. *Contributing to LTP3 goals A, B, C, D and E.*

The Promoting Smarter Travel element will inform people about the sustainable travel options available to them and nudge people towards making more trips by sustainable modes.

- Through working closely with businesses in the area we can target major trip generators and nudge employees to opt for more sustainable commuting habits and lifestyle travel choices.
- Identified schools whose travel patterns affect the Key Corridors will also be engaged with to increase their
 levels of active travel. A significant proportion of journeys to schools by car are of a distance which means
 they could easily be replaced by more sustainable modes, thereby removing unnecessary local car journeys
 from the identified Key Corridors.
- Promotion of the facilities provided by the Network Optimisation and Enabling Sustainable Travel elements.
- Providing an improved range of information including multi modal VMS and bus and rail interchange signage.

This will result in modal shift to more sustainable travel, reduced congestion and associated economic drag, increased accessibility and business opportunities, a reduction in emissions, health improvements and a safer and more inviting environment/public realm. *Contributing to LTP3 goals A, B, C, D and E.*

As all three elements contribute to the same five LTP goals, it is clear that they will work together holistically and build upon the excellent work that has been/is going to be carried out through the LTP process.

Logic Mapping has aided the design of elements within the bid (Appendix C – Logic Map). The elements are intrinsically linked, mutually support each other and in their entirety form a coherent package which tackles the challenges that Lancashire faces in these corridors.

C4. Community support

The County Council recognises the importance of community participation in decision making and delivery. Local communities can play a significant role in shaping and delivering transport service in their areas.

During the LSTF bid development process we have drawn on the ideas and expertise of the community and voluntary sector. Lancashire traditionally works well with a wide spectrum of the community.

The LSTF bid compliments the work implemented through the LTP. During the recent LTP development process a wide range of formal consultations were carried out. The issues raised from this engagement were used to inform the LTP and have been further used to inform the LSTF bid alongside other factors (National Transport Policy, County Council priorities, further input from District Councils and other stakeholders).

Issues raised from LTP consultations include:

- The strongest theme to emerge from the LTP consultations was the role of transport in supporting economic growth. This was expressed in terms of improving connectivity; delivering an efficient transport network; delivering highway and public transport improvements; reducing congestion; supporting delivery of new sites and growth in key sectors; supporting regeneration, town centres and the rural economy; and access to skills and education.
- Several issues emerged in relation to 'accessibility'.
- The impact on quality of life was also a strong theme with issues centred around reducing the impact of traffic and transport on communities and the environment and the need to deliver public realm improvements.
- The need to address high levels of dependency on cars for personal travel was also a strong theme. Related to this are the needs to address high levels of carbon emissions, develop more sustainable travel options and solutions, address climate change and consider sustainable locations for new developments.
- Road safety, in relation both to improved safety for cyclists and pedestrians and in promoting healthier and more active forms of travel.

Building on the LTP consultations there has been further engagement with the District Councils, businesses, Chambers of Commerce and educational establishments in the form of 'Discussion Groups'.

Lancashire County Council also has involvement with both cycling and walking forums across the County.

Life in Lancashire (LiL) is a panel of over 2,000 Lancashire residents from all walks of life right across the County. LiL members give the County Council a broad range of views and opinions about local services and life in Lancashire. Every few months members are sent a survey giving them the opportunity to give their views on things that really matter to them.

From all of this consultation the bid elements were born. Local community involvement is at the heart of this bid. Lancashire County Council understands that local communities can make an important contribution to local economies and to individuals' quality of life.

SECTION D - Value for money

D1. Outcomes and value for money

The key outcomes from the Fund will be:

- The **2** Key Corridors, which currently represent the most significant transport bottlenecks limiting economic growth in the County, will be improved for all users, easing congestion and improving journey time reliability as well as providing greatly enhanced facilities for sustainable travel.
- Enhanced sustainable access will be provided to 4 strategic employment sites (Lancaster and Preston City Centres, Lancaster Science Park and Cuerden), three of which are Lancashire's top economic priority development sites.
- 4 AQMAs will see improvements in air quality.
- **100** businesses per yr that impact on the corridors will be part of the workplace challenge and many more will have access to enhanced information and support for sustainable travel.

Over 32,000 jobs could be created in the construction and operation of new developments¹³.

The need for these outcomes has already been discussed. In brief, improving the Key Corridors and promoting travel plans to the major businesses on them will not only reduce congestion and improve journey times, but it will enhance public transport. All these will reduce CO_2 emissions and make our cities and employment sites more attractive, encouraging growth. The significant improvements to the network seen by cyclists and pedestrians will not only promote travel for health and sustainability, but by removing local traffic from the network will help to ease the burdens of congestion. Lastly, comprehensive travel information will make travel choice easier and will act as a 'nudge' to alternative modes for those who currently use the car, still further reducing the need for car travel. Throughout the bid, every component acts in synergy to increase the impact of the others.

The most readily quantifiable outcomes of the bid are:

Supporting the local economy

- From 2010 figures, over 70,000 vehicles travelled on the Key Corridors each day, up to 6,000 of them in a typical peak hour. The total length of the corridors is 17.4km and peak hour speeds are typically 10 to 20kmph in the more congested sections, falling as low as 5kmph on occasions. Corridor improvements producing journey time improvements of just 1% would equate to a total saving of 14 hours in a single typical peak hour on both corridors, leading to significant savings when aggregated to annual figures. Assuming four congested hours over the working day and 250 working days per year, a conservative estimate of the resultant time saving due to corridor improvements is 14x4x250 = 14,000 hours per annum. In monetary terms, this equates to a saving of around £250,000 per year at 2011 prices.
- Over 40,000 employees will be specifically targeted by the workplace challenge. Previous experience (Soft Measures Hard facts, 2011) shows that on average 14% of these are likely to be amenable to modal shift, leading to a reduction in car use as driver of 18%. However, the improvements to the corridors to facilitate cycling and walking will make these modes more attractive. By targeting the largest businesses with those employees most susceptible to modal shift, this is likely to reduce flows on the Key Corridors by up to 6% in the peak hours. Previous research in the County has shown that such a volume reduction can lead to significant travel time reductions (an 8% reduction in flow on A59 Preston inbound giving a 50% reduction in delay along the entire corridor) such as those seen during school holidays and therefore increased journey time reliability. Using the methodology above, this could lead to further very significant time and monetary benefits a further reduction in journey times to give an overall reduction of 5% would yield a further annual saving of around £0.8m per annum.

Less readily quantifiable economic outcomes will arise through the improvements to access to employment at the strategic sites. By ensuring that local people can access the sites on foot or by cycle, there will be increased employment opportunities. This is of particular importance to the deprived neighbourhoods near the sites. As more private car journeys are removed, this will reduce pressure on the network, meaning that transport will not become a barrier to further development.

Reducing CO₂

All aspects of the bid will contribute to CO₂ reductions in some way, even if simply by reducing the time cars sit in queues or swapping car trips for more sustainable modes. Many of the measures are aimed at actively reducing car usage or the impact of the car and some of these can be quantified at this stage. Following on from the figures quoted above, the DfT Carbon Calculator indicates that the minimum carbon saving per year on the Key Corridors, including all improvements made, would be in the region of **4,900 tonnes CO₂ per annum for all traffic on the routes in the peak hours alone**.

Whilst **improved physical safety** will be an outcome of the corridor improvements, perceived safety will also be improved as more people make use of sustainable options.

Environmental improvements in air quality and noise levels will benefit many residents of the urban areas. Four AQMAs will see direct significant benefits as a result of reduction in traffic volumes.

The **Health benefits** of active travel are widely accepted. All components of this bid will increase active travel. Infrastructure improvements will include appropriate community support, in conjunction with partners, to ensure that maximum benefit is derived from the schemes, particularly in more deprived areas, where those most in need of a more active lifestyle face greater challenges to actually adopting one.

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¹³ Figure based on calculations from HCA (2010) Employment Densities Guide 2nd Ed, and DCLG (2011) Laying the Foundations: A Housing Strategy for England.

We believe that this package will demonstrate extremely good **value for money** once all impacts of the package are fully quantified. Using WebTAG 3.9.5 to provide initial estimates, the benefits of the corridor improvements alone are shown to be over to £1m per year (all benefits including carbon savings).

This package contains measures that have been proven to be successful in encouraging behaviour change towards low-carbon, healthier travel. By reducing congestion, offering an attractive environment to walk and cycle in and by giving people access to good quality information, we can help people make transport decisions that are better for themselves and for the environment. DfT figures indicate that soft measures cost 1.5p per car kilometre reduced. WebTAG 3.9.5 shows that this represents an excellent BCR.

D2. Financial sustainability

One of the main aims of this package is to deliver a long lasting shift to low carbon travel behaviour on the Key Corridors, a legacy which will continue well beyond the end of the LSTF period. The involvement and encouragement of stakeholders to take ownership of schemes will help to ensure that the positive impacts are maintained. We have developed the package to minimise the need for ongoing support funding wherever possible. Furthermore, it will raise the bar for what can be achieved locally and provide a catalyst for further change in travel behaviour. It is expected that the high profile success of this package could help to maximise benefits from similar investment on other Key Corridors within Lancashire, enhancing value for money and contributing towards a more widespread cultural change. The LTP Implementation sets out a series of Highway and Transport Masterplans which will identify other important transport corridors which would benefit from the Key Corridor approach.

As an authority we will aim to keep the principles of the LSTF bid in the medium-long term through the LTP. The benefits produced as a result of these measures will continue to accrue long after the LSTF period has come to an end. Improved infrastructure and traffic management at junctions will help to reduce transport asset maintenance costs.

Business engagement – each business will be encouraged to identify a Travel Plan Coordinator within their organisation who will be given the support/training to be able to continue promoting positive sustainable travel messages as a LSTF legacy. There will continue to be support available for these organisations from Travel Advisors in LCC's Sustainable Travel Team.

We will continue to secure new Travel Plans, especially those associated with new development along the Key Corridors. Ongoing developer funding will be used where appropriate to enhance infrastructure and services, with the development control process ensuring that new development does not compromise the benefits of the LSTF package.

School engagement - each school will be encouraged to identify a Travel Plan Coordinator within their staff who will be given the support/training to be able to continue promoting positive sustainable travel messages as a LSTF legacy. There will continue to be support available for schools from Travel Advisors in LCC's Sustainable Travel Team.

Active travel improvements – maintenance of improved cycling and walking infrastructure will be taken on as part of LCCs maintenance programme.

Route Management Strategies – improvements made to junctions will help reduce transport asset maintenance costs, by improving traffic flows, whilst also improving crossing facilities for active travel modes, therefore reducing wear and tear on these Key Corridors. Any reduction in degradation of the road network along these Key Corridors will save money, but also have the additional benefit of meaning less remedial work is required, thus avoiding disruption, delay and negative economic impacts. RMSs will provide the framework for ongoing management of the Key Corridors which will lock in the benefits delivered through the LSTF.

SECTION E – Deliverability

E1. Implementation

An effective management structure is essential to the overall success of the Targeting Key Growth Corridors project. Lancashire County Council will be the lead for the project, responsible for coordinating and directing partner organisations, monitoring progress and risks, allocating resources and managing all financial aspects of delivery. Lancashire County Council adopts a corporate approach to project management based on the Prince 2

methodology and has a proven track record of developing and implementing innovative projects on time and within budget.

The implementation of the project will be managed through the following structures:

- Executive Board This will be the Lancashire County Council's Environment Directorate Management Team who will oversee the delivery and ensure alignment with LTP objectives. All schemes which require LTP support will be integrated into our LTP Implementation Plans for the relevant periods through the appropriate processes to ensure that they continue to focus on local objectives. Commissioning Plans (our directorate level locality based business plans) will incorporate the whole LSTF programme, to ensure the appropriate resources are made available to drive delivery.
- Project Board Chaired at Director level (SRO) and supported by the Project Manager, will include representatives from relevant LCC service areas, including Finance and Communications, as well as key delivery partners. The DfT will also be offered a seat on the Board. The Board will be supported by other professionals (eg. procurement) on an ad hoc basis. The Board will meet quarterly before submission of relevant reports, claims etc to DfT. Communication among project partners in between quarterly meetings will be through telephone and video conferencing, emails and ad hoc meetings as required.
- Project Teams Chaired by the Project Manager to address the technical elements of the project, monitor
 progress against agreed plans and feed in to the risk monitoring process. The Project Teams will meet on a
 monthly basis.
- Project Management Team The Project Manager and support will be responsible for the production and
 maintenance of key documents for the project, including: roles and responsibilities; risk register; issues log;
 communications plan; and detailed delivery plans. The Project Management Team will also develop an
 evaluation framework (in conjunction with DfT) and produce all the quarterly cost claims and progress reports,
 whilst monitoring performance and coordinating all financial aspects of the project.

All relevant procedures will be followed with regard to the County Council's constitution, procurement and decision making processes.

E2. Output milestones

Below is an outline of the output milestones.

Improvements to active travel infrastructure and to highway infrastructure - planning, design, management, and construction activities will be delivered in accordance with the LTP programme over the three year period. Implementation will take into account that delivery in some parts may inconvenience road users, cyclists, pedestrians or communities. Effective programming of works will aim to minimise negative impacts along these congested routes.

2012/13

- Route Management Strategies (Lancaster and Preston) x2
- Pedestrian improvements x5
- Junction improvements x3
- Cvcle improvements x5
- Public transport improvements x1
- Provide better travel information x1
- Engage with businesses x100
- Engage with schools x20

2013/14

- Pedestrian improvements x11
- Junction improvements x12
- Cycle improvements x15
- Public transport improvements x7
- New bus station x1
- Provide better travel information x5
- Engage with businesses x100
- Engage with schools x20

2014/15

- Pedestrian improvements x10
- Junction improvements x11

- Cycle improvements x13
- Total new cycle routes 4.4km
- Public transport improvements x7
- UTMC upgrade x2
- Provide better travel information x2
- Engage with businesses x100
- Engage with schools x20

Programme Management

The development of appropriate programme management tools will be completed as soon as possible to enable their use to support the technical elements throughout the delivery of the programme.

- Establish Project Board and Project Teams
- Create and maintain a risk register
- Develop and implement Communications Plan
- Monitor detailed Delivery Plans
- Quarterly Project Board meetings
- Monthly Project Team meetings
- Develop Evaluation Framework in conjunction with DfT
- Quarterly cost claims and progress reports

More detailed timings of all the milestones above will be identified as part of the detailed Delivery Plans for each element.

E3. Summary of key risks

The early identification of risk to the project can help to improve the effectiveness of the elements and increase the chance of meeting the goals they were designed to achieve. The development of a Risk Register will help manage any potential threats to the delivery of elements and their related measures. However, it is imperative that contingency plans are developed and a degree of flexibility allowed for.

There are different categories of risk. Actions can be taken to mitigate these risks.

Risk Category	Risk Information	Mitigation		
Political	Changes in political direction. The next County Council elections will be held on 2nd May 2013.	Involvement of all political groups in the LSTF process.		
Financial	Some match funding may not be available due to changes in LTP implementation priorities or LCC's capital programme and progress of development impacting on planning contributions.	Close working with Local Transport Plan Officers to ensure efficient and effective communication, engagement in future Capital Programme development and monitor development in partnership with planning authorities.		
Technical	During technical design additional issues may present themselves.	Effective project plans with contingencies for costs and timescale slippage.		
Partner	Inability of partners to maintain scheme commitment.	Development of communications plan. Effective engagement.		
Land Ownership/Statutory Consent	Planning approval, land ownership, access rights not obtained in time to meet the programme.	Early evaluation of consent requirement to be established.		

A detailed risk register will be developed on the inception of the Project Board to include input from key partner organisations. Risk management will be a standing item on the Project Board agenda.

E4. Project evaluation

Lancashire County Council is fully committed to engaging with the Department for Transport in developing a robust system for evaluating the benefits of the Local Sustainable Transport Fund in Lancashire. As part of the Route Management Strategies which are being developed, key indicators of route performance will be regularly monitored

to provide information for effective management of our assets and evidence to support future interventions and manage sustainable growth.

Appendices

Appendix A – Letters of Support Appendix B – Key Corridor Maps Appendix C – Logic Map



Lancashire LSTF Appendix A- Letters of Support





Mike Kirby
Director of Transport & Strategic Highways
Lancashire County Council
PO Box 100
County Hall
Preston
PR1 0LD

22nd February 2012

Dear Mike,

Re: Support for Lancashire County Council's Local Sustainable Transport Fund (LSTF) Bid – 'Targeting Key Growth Corridors'

As you will be aware, the Government approved Lancashire County Council's application to establish the Lancashire Enterprise Partnership (LEP) in April of last year. The primary purpose of the LEP is to provide the business-led leadership and single economic voice needed to enable Lancashire to grow and compete in the market place for new jobs and investment. It plays a leading role in shaping economic priorities and projects that will not only enable sustainable local economic growth but which also deliver outcomes of national importance.

With its pro-growth, commercial and forward-looking approach, the LEP focuses on supporting those parts of the economy where future GVA and/or jobs growth is most likely and improving Lancashire's attractiveness to inward investment whilst unlocking business opportunities.

Lancashire County Council's LSTF bid does exactly that. The bid will support development at three of Lancashire's key strategic development sites, facilitating green economic growth around these corridors.

The LEP is very pleased to be involved in Lancashire County Council's LSTF Bid and will continue to support the delivery process.

Yours sincerely

Edwin Booth

Chair, Lancashire Enterprise Partnership Ltd Contact: edwin.booth@lancashirelep.co.uk or 01772 538790

t: 01524 381331 f: 01524 389505

Chamber of Commerce

e: info@lancaster-chamber.org.uk w: www.lancaster-chamber.org.uk

30th November 2011

Our Ref: AM/Rep/LSTFBid

Mike Kirby, Director Transport & Strategic Highways Lancashire County Council PO Box 100 County Hall Preston PR1 0LD

Dear Mike,

Support for the Lancashire Local Sustainable Transport Fund Bid

I am writing to confirm support for your application to the Local Sustainable Transport Fund. We are delighted to be involved in the bid and look forward to working closely with you on this. We are supportive of the bid in its entirety and particularly want to endorse the business engagement element.

The Lancaster District Chamber is a business membership organisation, representing and supporting Lancaster district businesses across all size groups and sectors. The Chamber's principle aim is to help make Lancaster district's businesses become more profitable and through partnerships create an environment where businesses can grow and prosper. The Local Sustainable Transport Fund Bid could help to fund the necessary transport measures that private businesses, the public sector, local community and neighbourhoods need. This bid will deliver economic benefits and enable further development to come forward in a time of economic downturn.

We will endeavour to disseminate the appropriate related information regarding the bid to the Lancaster business community and donate appropriate staff time when required.

Please keep us up dated with the progress on the bid.

Kind regards,

ANN MORRIS (MRS)

Chief Executive



Contact:

Andrew Dobson Telephone: (01524) 582303 (01524) 582322

Fax: E-mail:

adobson@lancaster.gov.uk www.lancaster.gov.uk

Website: Our Ref:

ASD/DH

Your Ref:



REGENERATION & POLICY **SERVICE**

PO Box 4 Town Hall Lancaster LA1 1QR

DX63531 Lancaster

Mike Kirby, Director Transport & Strategic Highways, Lancashire County Council PO Box 100 County Hall Preston PR1 0LD

25 January 2012

Dear Mike

LANCASTER CITY COUNCIL SUPPORTS THE LANCASHIRE LSTF

Lancaster City Council strongly supports the Lancashire LSTF. This bid will provide much needed funding which would complement other initiatives aimed at enabling the district to flourish economically whilst conserving the natural environment.

In 2005 Lancaster was one of six towns to be announced as a 'cycling demonstration' town. We've spent many years actively developing and promoting our cycle network and are proud that the number of cyclists in our district is already well above the national average. Lancaster strongly supports sustainable travel. The LSTF investment will provide viable alternatives to the car in a district currently constrained by congestion. The LSTF will also complement the sustainable transport measures identified in the LTP that are linked to Heysham M6 Link road (due to be opened end of 2015).

The monies, complemented by developer contributions will help bring forward much needed development. For example, Lancaster Science Park has been granted planning permission and will support more than 1,000 jobs. Based at Bailrigg next to Lancaster University, the new science park will provide homes to technology and knowledge based businesses. As well as providing jobs and boosting the local economy, it will also boost the Lancaster district's reputation as one of the country's leading areas of scientific research. The LSTF can assist accelerated development of the site and other sites along the Key Corridor.



Lancaster also has a strong commitment to enhancing and protecting the environment. One of Lancaster's declared AQMA's is located on the Key Corridor. Measures implemented will complement the AQAP.

We are pleased to be involved in the bid process and look forward to working in partnership with you on this.

Yours sincerely

ANDREW DOBSON

HEAD OF REGENERATION AND POLICY SERVICE

Ref: ER/LCC/PL/160212



Mr Mike Kirby
Director Transport and Strategic Highways
Lancashire County Council

PO Box 100 County Hall Preston PR1 0LD



16 February 2012

Dear Mr Kirby,

Re: Lancashire County Council Local Sustainable Transport Fund Bid

I am very pleased to be able to offer Lancaster University's wholehearted support for Lancashire County Council's Local Sustainable Transport Fund (LSTF) bid for key transport corridors for economic growth.

Lancaster University is the largest employer and the largest educational establishment in the Lancaster District with over 2500 staff and over 12000 students. It is a Top 10 UK University and ranked in the top 1% of universities in the world. The University is firmly committed to increasing the proportion of staff and students using sustainable transport as their main mode of travel to and from the University. We are also committed to increasing sustainable travel for University business purposes. These commitments are demonstrated in the University's Travel Plan that has targets for increasing sustainable travel, and in the wide range of activities and projects that have helped encourage this. The University has recently surveyed staff travel modes and is currently exceeding its targets. We are keen to ensure that this progress continues.

The University's Carbon Management Plan (CMP) provides a strategic framework and targets for reducing carbon emissions associated with University activities. A successful LSTF bid would complement our existing and planned measures to reduce carbon emissions associated with transport and help us to reach our challenging targets in the CMP, which are consistent with Government targets on carbon emissions for 2020 and 2050.

In recognition of its achievements with sustainable transport, Lancaster University has been awarded the ACT Travelwise *Commuter Friendly Workplace of the Year 2011*. The University was also shortlisted for a Public Sector Sustainability Award 2011 for its Travel Plan.

The University has worked in close conjunction with Lancashire County Council, Lancaster City Council, other HE/FE establishments within Lancaster District, Stagecoach and other major employers in order to encourage travel mode change from single occupancy vehicles to more sustainable modes and we are very keen to expand on this work with the resources, staffing and further partnership opportunities that a successful LSTF bid may make available.

continued/



Research and Enterprise Services

Lancaster University Bowland Main Lancaster LA1 4YT United Kingdom

Tel: +44 (0) 1524 592002 Fax: +44 (0) 1524 593229 Web: http://www.lancs.ac.uk The University and its continued development are considered to be of fundamental importance by Lancaster City Council, Lancashire County Council, and the North West Region. The University has an estates master plan to 2017 and is continually investing in its campus replacing outdated facilities with new developments such as InfoLab21, a nationally recognised business school and an environment centre of international renown. In securing planning permission for these facilities the University has had to overcome significant traffic capacity issues because of the limited highway capacity of the A6 Scotforth Road, adjacent to the University. The current limitations of the A6 corridor are generally constraining local economic growth which is also of regional importance. The measures that a successful LSTF bid could bring would be of vital importance to enable the further planned growth of Lancaster University and the development of the Lancaster Science Park at 34,000 square metres.

In summary we welcome Lancashire County Council's Local Sustainable Transport Fund bid and offer our strong support for the project.

Yours sincerely

Roderick O'Brien

Director, Research and Enterprise Services









24th January 2012

Mike Kirby, Director Transport & Strategic Highways Lancashire County Council PO Box 100 County Hall Preston PR1 0LD

Dear Mike,

Support for the Lancashire LSTF Bid

We are very pleased to be involved in the Lancashire Local Sustainable Transport Fund bid.

The Chamber supports businesses in the North and West of Lancashire, which includes Preston and the 'Key Corridor'. We want the area to continue to be a thriving, vibrant and dynamic location for businesses to prosper. The LSTF package of measures will enable this to happen.

The Chamber researches and represents members' views on issues such as transport, environment and the economy. Transport can either act as a barrier or a catalyst for economic growth. The proposed bid will enable future prosperity whilst mitigating current issues along these corridors.

The Chamber has excellent working relationships with businesses in the area and will help facilitate partnership working between those businesses and the County Council.

Yours sincerely.

Hugh Evans

Deputy Chief Executive / Policy Director

North & Western Lancashire Chamber of Commerce

Head Office 9/10 Eastway Business Village, Olivers Place, Fulwood, Preston, PR2 9WT Tel: 01772 653000 Fax: 01772 655544 Fylde Coast Office 1/2 Lockheed Court, Amy Johnson Way, Blackpool, FY4 2RN Tel: 01253 347063 Fax: 01772 655544

Email: info@lancschamber.co.uk Web: www.lancschamber.co.uk Company Registration: 145454 VAT No: 154 2675 62

Patron Members



Date: 26th January 2012

Your reference: Our ref: JCC/CH



Planning Department Environment Directorate Lancastria House 77 – 79 Lancaster Road Preston PR1 2RH

www.preston.gov.uk el. 01772 906719 fax. 01772 906718 c.hayward@preston.gov.uk

Mike Kirby, Director Transport & Strategic Highways, Lancashire County Council, PO Box 100, County Hall, Preston, PR1 0LD

Dear Mike

Support for the Lancashire Local Sustainable Transport Fund Bid

I am writing to confirm support for your application for the Local Sustainable Transport Fund on behalf of Preston City Council.

The Preston Key Corridor and implementation of its sustainable transport measures will help us to develop Preston City Centre as a vibrant place to shop, live, work and spend leisure time.

The funding of these measures will facilitate current major investment and regeneration proposals including the City Centre Regeneration Area. This regeneration will greatly enhance the city's retail offer, significantly improve its leisure facilities and create opportunities for city living. The LSTF funding will act as a catalyst for new development, enabling us to plan for more growth with developer contributions as a local contribution.

Not only will the LSTF support local growth of private enterprise but it will increase access to areas of opportunity through more sustainable access modes to work.

Redesigning particularly difficult junctions will encourage more people to walk and cycle.

Working with businesses to encourage greener and healthier practices will reduce carbon emissions and contribute to a healthier environment.

Reducing local traffic by working with schools and businesses that could use alternatives to the car will keep traffic moving.

We are very pleased to be involved in this bid and look forward to working more closely with you in the future. We will donate appropriate staff time as required.

Yours sincerely

Chris Hayward

Assistant Director (City Planning Officer)

C. M. Hayward

Date: 30 January 2012

Your ref: Our ref: LSTF Bid support

Please ask for: Debra Holroyd

Extension: 5411 Direct Dial Tel: 01772 625411

Fax: 01772 622287 email: dholroyd@southribble.gov.uk

Mike Kirby, Director Transport & Strategic Highways,

Lancashire County Council,

PO Box 100, County Hall,

Preston,

PR1 0LD





Civic Centre, West Paddock, Leyland, Lancashire PR25 1DH Tel: 01772 421491

Fax: 01772 622287

email: info@southribble.gov.uk website: www.southribble.gov.uk

Dear Mike,

Support for the Lancashire Local Sustainable Transport Fund Bid

I am writing to confirm support for the application to the Local Sustainable Transport Fund.

The LSTF will compliment the Local Development Framework process by supporting growth in areas of the Borough and Central Lancashire as a whole. Our proposed major development sites are capable of attracting significant inward investment, generating thousands of jobs and delivering new homes along with other community facilities, we would welcome transport measures / infrastructure that would support the delivery of such developments through the Lancashire Local Sustainable Transport Fund.

Central Lancashire are also currently preparing a Community Infrastructure Levy schedule which will set out the infrastructure needed to support the planned growth. This, in line with the Local Sustainable Transport Fund Bid, could help to fund the necessary transport infrastructure.

We are pleased to be involved in its development, look forward to working in partnership with you on this and will aim to donate appropriate staff time when required.

Please keep us up dated with the progress on the bid.

Yours sincerely,

Debra Holroyd Principal Planning Officer Our ref: FM/PM/1133

Tel/e-mail: 01772 892020 / GPMorris@uclan.ac.uk



5th January 2012

Paul Morris IEng MBA MEI MCMI MBIFM Director of Facilities Management Facilities Management University of Central Lancashire Preston PR1 2HE

Mike Kirby
Director Transport & Strategic Highways
Lancashire County Council
PO Box 100

County Hall Preston PR1 0LD



Dear Mike

Lancashire LSTF Bid

The University of Central Lancashire (UCLan) is very pleased to be involved in the Lancashire LSTF bid.

The bid will aid the University in its' endeavours to reduce congestion, pollution and carbon emissions associated with car travel, through encouraging and enabling the increased use of sustainable modes where possible. It will also increase physical fitness by encouraging walking or cycling; reduce the stress associated with driving and parking; make the university a more inviting and accessible place to study and work as well as reduce corporate transport overheads by minimising business mileage.

UCLan supports all of the LSTF bid elements. As a business, as well as educational body, we are keen to work in partnership with the local council on the 'business engagement' element.

We are also especially happy that the funding will complement the work done on the pedestrian and cycle crossings at Corporation Street which has increased accessibility to the campus by walking and cycling. These types of infrastructure improvements can radically change the perception of area safety and encourage more people to switch to alternative modes. Accessibility to the campus by foot or cycle is very important, particularly from the bus and train stations. Since it is very expensive for young people to drive, it also contributes to local congestion, car parking problems, visual intrusion of parked vehicles, air pollution and noise.

Enabling people to walk or cycle to the campus can encourage modal switch, ease congestion, give great health benefits and encourage more students and staff to choose UCLan as a place to work and study. This funding will contribute to growth. UCLan is extremely pleased to be involved in this bid and will endeavour to dedicate appropriate staff time to its delivery.

Yours sincerely

G. P. monis

Paul Morris

Director of Facilities Management



White Cross Business Park Lancashire County Developments Ltd White Cross Lancaster LA1 4XQ

Mike Kirby, Director Transport & Strategic Highways Lancashire County Council PO Box 100 County Hall Preston PR1 0LD

Date 1-2-12

Dear Mike,

Lancashire Local Sustainable Transport Fund Bid

White Cross Business Park covers 400,000 sq ft and accommodates 130 businesses (office, workshop and warehousing).

As the Estate Manager of the Business Park, I am very pleased that these businesses can benefit from the Local Sustainable Transport Fund. Through engagement and the implementation of a work-related travel plans and the promotion of sustainable alternatives businesses, staff and the environment can greatly benefit.

Business can; save money (cut mileage claims, fleet running costs); improve staff health and reduce absenteeism; help recruit and keep staff by making journeys to work easier and cheaper; solve delivery and customer access problems caused by traffic congestion on and around the site (which is located on a very busy junction on the entry to Lancaster City Centre- an inhibitor to growth).

Staff can; reduce the cost of travel to work, (or even remove the need to own a car); reduce journey times to work; potentially provide a better work-life balance through flexible working and less need to travel on business; get healthier and have a less stressful journey to work.

The businesses on the estate have shown a great deal of interest in being involved in any measures to encourage sustainable transport on the grounds. It is in their interests to ensure the prosperity of the site. This funding could help ensure prosperity by making the site more inviting for new businesses, encouraging growth of current businesses and improving existing conditions for all.

Within the estate not only is there a great sense of community spirit, but we also have regular meetings with occupants and an excellent communications program. Through our management of the estate we will facilitate work with the businesses and help wherever possible. We look forward to working with you further and are extremely pleased to be involved in the bid development.

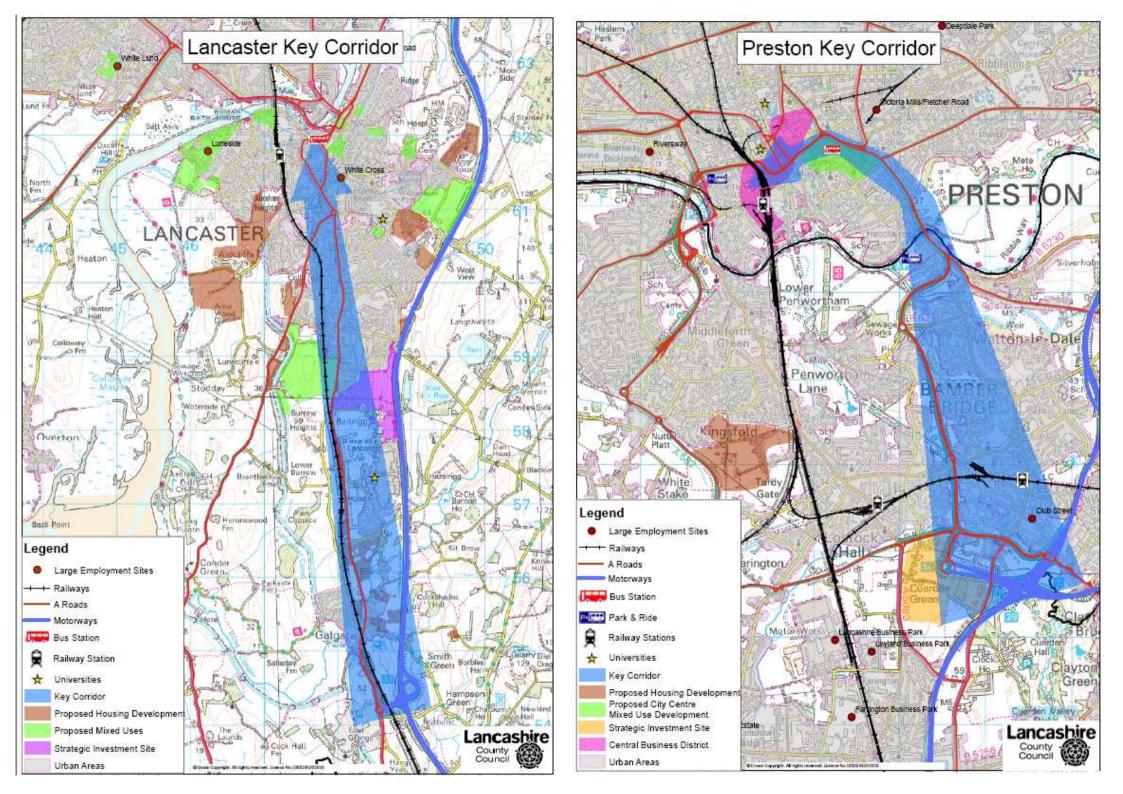
Kind regards,

Andrew Connolly MRICS Principal Estates Surveyor



Lancashire LSTF Appendix B- Key Corridor Maps







Lancashire LSTF Appendix C- Logic Map



Logic Mapping

Context

Congestion

Poor Journey Time Reliability

High Car Dependency

Accessibility Issues

Barriers to Economic Growth

Gaps in Cycle/Ped Provision

Lack of Sustainable Travel Option Awareness

AQMAs

Carbon Emissions

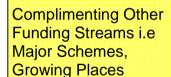
Input

LTP3 Monies

S106 Monies

S278 Monies

Complimenting LDF



Stakeholder Involvement (Time and Skills):

- LEP
- Districts
- Educational
- Establishments
- Transport
- Experts
- Chambers of Commerce

Output

LSTF Package:

Tackling Key Corridors

Network Optimisation

Enabling Sustainable Travel

Promoting Smarter Travel

<u>Outcomes</u>

Improved Journey
Time Reliability

Reduced Emissions

Safer Cycle/Ped Facilities

Increased Active Travel

Health benefits

Increased Accessibility

Increased Network Capacity

Impact

Boosted Local Economy

Green Growth

Reduced Burden on NHS

Improved Public Realm

Less Car Dependent Society