

SMARTER TRAVEL ESSEX

Toolkit



engaging businesses and communities
to promote active travel



Essex County Council

**Access Fund for Sustainable Travel Revenue
Competition - Application Form – September 2016**



Department
for Transport

Applicant Information

Local transport authority name(s): Essex County Council

Bid Manager Name and position: Chris Stevenson
Head of Integrated Transport

Contact telephone number: 01245 437287

Email address: chris.stevenson2@essex.gov.uk

Postal address: Essex County Council
County Hall
Market Road
Chelmsford
Essex
CM1 1QH

Website address for published bid: www.essex.gov.uk

Date: September 9, 2016

SECTION A - Project description and funding profile

A1. Project name: Smarter Travel Essex Toolkit – engaging businesses and communities to promote active travel in Essex

A2. Headline description (in 100 words):

This innovative proposal involves working with partners to remove barriers to cycling and walking, to change perceptions and behaviour, and contribute towards implementation of the Essex Cycling Strategy through a 'Hub and Hack' engagement approach.

It contains a suite of tailored interventions that will encourage walking and cycling, either by taking the 'offer' to businesses and organisations, or attending community hubs, where specific local needs will be identified. This will help provide access to jobs, and highlight health benefits of active travel. A new brand and strong marketing will reinforce the message and support interventions in three major Essex towns.

A3. Type of bid

This bid is **Revenue only**, and we confirm that provisions have been made for an additional 22% matched contribution.

A4. Total package cost:-

£1,415,338

A5. Total DfT revenue funding contribution sought:-

£1,100,000

A6. Local contribution:-

£295,338 from ECC and £20,000 from Colchester Borough Council.

A7. Equality Analysis

Equality Analysis has been undertaken in line with the Equality Duty.

An impact assessment is included in Appendix A.

A8. Partnership bodies:

Organisation	Role	Responsibility
Abellio Greater Anglia	To provide cycle infrastructure and promotions, to complement ECC activities	To identify target commuters, to collaborate with ECC to support ongoing service improvements and facilitate 'last mile' enhancements
Active Essex	To target potential recruits and provide volunteers	To offer activities such as healthy lunchtime active sessions as part of outreach to employee's and learners. To offer challenge and support role
Braintree District Council	To target key socio-economic groups most likely to benefit	To facilitate community engagement events and provide insight to local schemes.
Business Connectors	To provide business knowledge/ capacity/networks	To provide advocates/champions to build network of business contacts and hard to reach groups to offer challenge and support role.
Colchester Borough Council	To provide Colchester Travel Planning Club Capability, information and actively support mobile hub	To work with Project Manager and key partners to coordinate activities and provide insight to local schemes.
Colchester General Hospital	Support mobile hub, promotion and information networks	Facilitate staff information, nudge potential users towards toolkit, support the project manager and identify synergies.
Colchester Institute	To provide volunteers (students as part of capacity building)	To work with project manager to support project delivery, to facilitate promotion and information and actively support mobile hub.
Hub and Spoke Harlow	To provide cycle support, knowledge and expertise to support hire scheme and bike maintenance sessions at mobile hub	To support both mobile hub at enterprise zone, and at community 'hacks'. To facilitate network of contracts and acts in a challenge and support role.
Harlow District Council	To provide local knowledge and help with identifying hard to reach groups	To facilitate community engagement events and provide insight to local schemes.
Living Streets	To provide specialist project delivery capability	To delivery bid components as part of toolkit
Love to Ride	To provide specialist project delivery capability	To delivery bid components as part of toolkit
Safer Essex Roads Partnership	To provide specialist project delivery capability	To delivery bid components as part of toolkit
Sustrans	To provide specialist project delivery capability	To delivery bid components as part of toolkit
University of Essex	To provide support promotion activities, to identify synergies with existing travel plan activities and use of networks	To work with project manager to support project delivery, to facilitate promotion and information and actively support mobile hub.



The overall aim of the project is for ECC to lead and direct a programme of work and to provide a platform to act as an enabler for key partners and stakeholders and co-create the conditions to enable, promote and provide opportunities for 'active travel'. In particular, to enhance access to employment, knowledge and skills.

Key partners and stakeholders will be intensively involved in delivery and decision making through an effective engagement process and collaborative approach.

A key aim is also to ensure that the positive cycle culture, developed through prior projects, continues to gain momentum and influences travel behaviour for all trips, and for local or commuting trips, in particular.

The long term intent for this scheme is to take the successful elements and to build upon the approach proposed in the three towns. It is then intended to use the legacy and learning of this project to roll the concept to other towns in Essex, and especially Chelmsford, alongside the delivery of the Chelmsford City Growth Package through 2017 to 2021.

SECTION B – The Business Case

B1. Project Summary

This bid defines a suite of complementary and reinforcing schemes that will be delivered through a mobile Smarter Travel Essex 'Pop Up' Hub. This will offer a range of interventions and information in the northern and western parts of Essex, focussing on Braintree, Colchester and Harlow. The suite of schemes will be operated as a 'toolkit' which will be available to individuals to book as bespoke courses, or as a package of interventions made available to employers, or learning and skills providers. The package, which is complementary i.e. adult bike training and help with way-finding, is also reinforcing, in that the individual activities all nudge people towards 'active travel' choices.

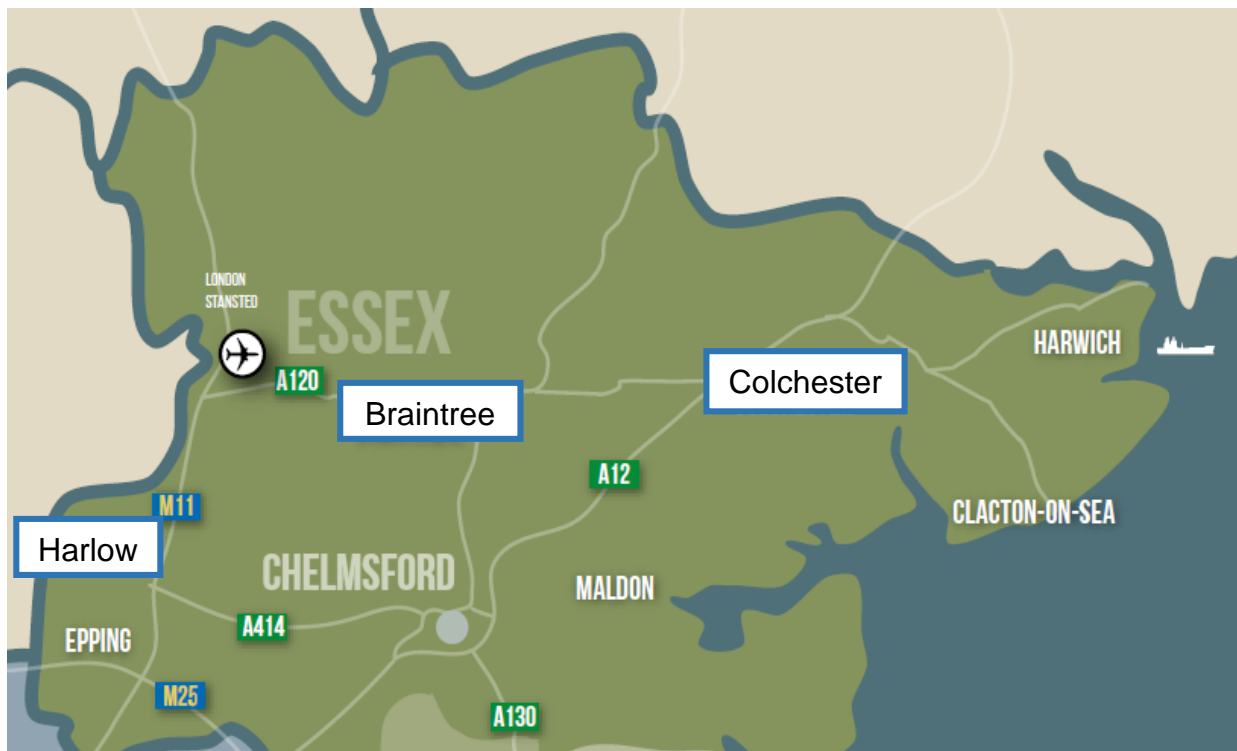


Figure 1: The Three Towns

Hub and Hack

The new innovative approach, proposed by Essex, is termed 'Hub and Hack', of which, there are two key components. The principle of the first part of this proposal is to offer a complete range of interventions, and tailor them specifically for each appropriate audience, at a mobile 'Pop Up' Hub facility. This is likely to take the form of a drivable, modified and clearly branded bus, which will make regular visits to key industrial / business sites such as, the Enterprise Zone in Harlow, Springwood Industrial Estate in Braintree and Severalls Business Park in Colchester, in addition to other sites e.g. the University of Essex, Further Education Colleges and the large hospitals.

The bus would act as a mobile drop-in centre and include a mini workshop (Dr Bike), meeting area (upstairs), brochure / pamphlet store and a small café to allow discussions to continue over refreshments. The plan is to also include awnings / canopies or gazebos to extend the available space. A double deck vehicle has been selected, as it offers the maximum amount of space over two decks to deliver immediate activities, which visitors can experience on the day, but also offer a space for planning and booking courses, plus it is mobile. A similar

concept in Barcelona <http://www.biciclot.coop> highlighted a key lesson learnt from their scheme, which is to include a social space within the vehicle as a way of attracting passing visitors. Their Dr Bike equivalent sessions were a key attractor, and, therefore, ECC intend to replicate the success of this scheme.

The intention is to take the 'active travel' toolkit directly to employers, employees, skills providers, apprentices, learners, up-skills and job seekers, providing them with a whole range of smarter travel choices, in one place, to ensure that transport is not a barrier to learning new skills, or gaining access to jobs. The toolkit will also provide guidance on safety – everything from how to cycle safely, to encouraging motorists to be more aware of cyclists on the road.

By offering a suite of activities, information, tools and support under one umbrella, through the 'Pop Up Hub' (Smarter Travel Centres), we will increase opportunities to change behaviour by giving people the choices they need to access jobs, their workplace, or training, using a healthier form of transport, which is more affordable, and which helps to reduce congestion in three of the main Essex towns. This will be achieved through a combination of dedicated staff who will build relationships with key stakeholders, and with volunteers, recruited to act as advocates, who are able to promote the toolkit to their peers. There is also further opportunity to provide pathways into employment and build the confidence of volunteers to give them new skills to boost their employability by working with stakeholders and training providers.

The second component, the 'Hack' meeting concept, which is focussed on community outreach, involves taking the Pop-Up Hub to groups and community hubs. The aim is to use knowledge of the local groups / community hubs and matching specific local needs to the toolkit which this project will provide. The focus of this activity is intensive engagement, to understand local needs and circumstances and how travel horizons may be limited through lack of information, or limited capacity.

This may include, for example, offering bespoke solutions, such as adult bikeability, to provide training at level 2 and 3 to build the confidence of new users. At the start of each Hack, there should be no pre-conceived solutions and the appropriate decisions, specific to that Hack, should emanate from the conversations. ECC will provide a pool of expert mentors who will be on-hand to provide expertise and troubleshoot the appropriate solutions for each group.

The resultant decisions will be delivered through a suite of interventions (the 'toolkit') which will involve tailored packages for particular groups, in specific areas, to maximize potential improvements. However, flexibility will be key, because, if it is observed that certain approaches are not proving to be as successful as originally planned, the package will be modified and tailored to achieve maximum impact and value for money.

The running of the Hubs and the Hacks will be overseen by a newly funded Programme Manager, employed by ECC, and aligned with the newly appointed ECC Cycling Leader, whose position was a direct outcome of the recently approved and published Essex Cycling Strategy, which proposed various projects which seek to 'Enable, Provide and Promote'.

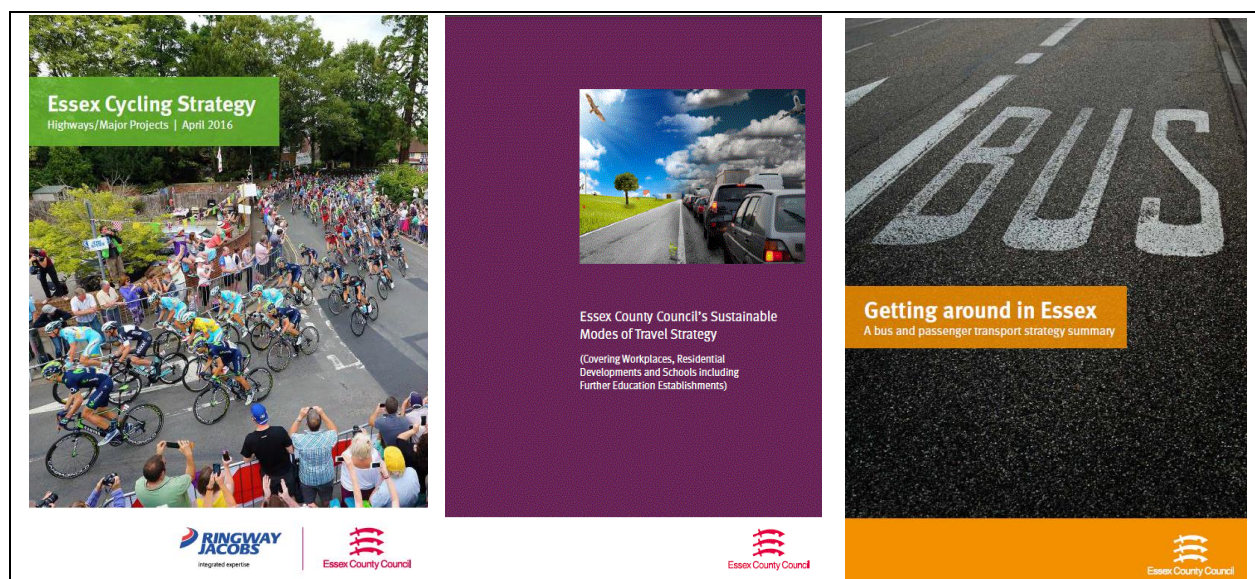


Figure 2: Essex Cycling Strategy, Sustainable Modes of Travel Strategy and Bus Strategy

ECC has also recently published the Sustainable Modes of Travel Strategy which complement and support the proposals above.

Enablers

There are a number of projects, which will support the Hub and Hack model. These are not part of the toolkit, but form key **Enablers**:-

The Essex Cycling Strategy (ECS) – This recently approved and published strategy provides an excellent policy framework for this bid, as it addresses the key ambitions, as set out in the Government's Cycling and Walking Investment Strategy, and is well aligned with the objectives of the Access Fund. The key principles of Enabling, Promoting and Providing are set out in the ECS and will form part of the strategic business case in the bid, demonstrating the commitment ECC has made to increasing cycling for shorter journeys.

Cycle to Work - The Government's scheme encourages employees to cycle to work and allows employers to reap the benefits of a healthier workforce.

Hacks – This is an innovative ECC approach to community engagement, drawing upon total systems design principles, whereby a workshop is held with local residents to understand their specific needs and perspectives. ECC will then offer support, information, or advice to enable them to access new opportunities and services. This approach lends itself to promoting active travel, as ECC will be able to engage directly with potential users in our targeted locations to identify how to encourage more walking and cycling and, in particular, how to access jobs and skills opportunities, and to help expand travel horizons.

Pop Up Hubs – In practical terms, the project will involve a 'Pop Up' Hub, which will be a mobile converted double deck bus which can be easily moved around to various locations. Pop Up Hubs (which may be rebranded as Smarter Travel Centres), have proved successful in other parts of England eg London, Southend, Manchester, Maidenhead and Dunstable. The Hub will be set up to provide information and a range of services which can be selected to respond to local needs and conditions. Pop Up Hubs provide a facility to take information about sustainable transport, cycling, walking and training out to communities and workplaces and explain travel choices. They can expand travel horizons and identify barriers to travel and help to meet the needs of new potential users through a range of available services.

Essex Multi Modal App – ECC has set up a deal with Visteon and the University of Essex to develop a multi-modal travel app using multiple data sources to improve the movement of people and goods. It is currently in test mode with a planned launch later this year and has already attracted international interest.

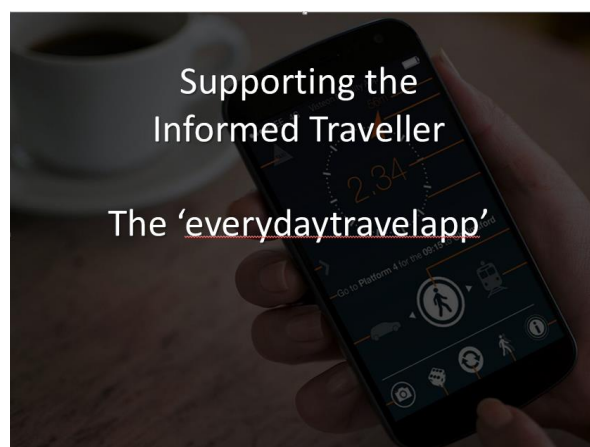


Figure 3: Essex Multi-Modal App

Essex Cycling App – A recently launched app for cyclists in Essex providing various information on cycling and encouraging people to identify improvements to cycling. Data will be used to study cyclist's behaviour and travel patterns. The results will be used to inform decisions about future cycling infrastructure to make cycling safer and more attractive. While the two apps are distinctive products, which are aimed at specific audiences, they are complementary, rather than competing, and will be used to increase cycling within the over-arching marketing campaign.

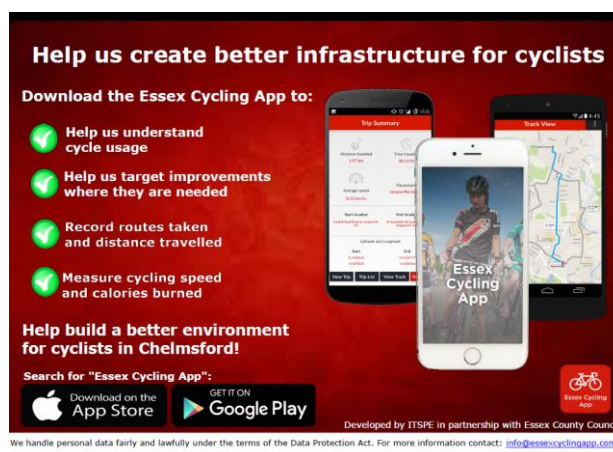


Figure 4: Essex Cycling App

Provide

The Toolkit

It is proposed that this scheme will provide a **'Toolkit'** package of interventions that will include the following:-

Active Steps - The project aims to increase levels of walking and cycling for individuals, by providing them with access to group activities, and one-to-one support, as well as information, advice and equipment over e.g. a 12 week period (but with continued 'at a distance' support

following the end of the 12 weeks). This toolkit option can improve the productivity, presenteeism, absenteeism and wellbeing of employees and would be provided by our partner Sustrans who have successfully operated this scheme in e.g. Tamworth, where they demonstrated reductions in car use and increased active travel.

Adult Bikeability / Back in the Saddle – Provide training for individuals and groups to instil, or renew, confidence in cycling by providing appropriate levels of training. This would be provided by our partner Safer Essex Road Partnership (in conjunction with Essex Police).

Cycle Training for Businesses – Specific, key local businesses will be offered cycle training for their workforces to demonstrate the benefits of daily exercise in the commute to work, whilst saving money and reducing their carbon footprint at the same time. Furthermore, as part of the offer, we will be advising employers of the benefits of active travel on the health of their employees and, in particular, how absenteeism and productivity can be improved. This component of the toolkit will be provided with Sustrans. Employers at the hub locations (Enterprise Zone, Business Parks etc) will be targeted, as well as other key organisations such as the large hospitals, the University of Essex and Colchester Institute sites through the use of the Pop Up Hub.

Cycle to Work Scheme – Promotion of the Government's scheme which encourages employees to cycle to work and allows employers to reap the benefits of a healthier workforce. As with the cycle training component of the toolkit, this will be provided with Sustrans.

Dr Bike and Bike Loans – Dr Bike sessions would be available within the hub, as bike maintenance is a key component of encouraging ridership and building confidence for those who are interested in cycling to a new course, or job. For those that do not yet have the resources to purchase a bicycle, it is planned to offer a loan scheme, which will be available to ensure that affordability is not a barrier to accessing jobs or training.

Living Streets Community Street Audits – This option will be offered to local communities within the three towns. It naturally lends itself to the Hack approach, but it can also be adapted to include access to the Enterprise Zone, Business Park and other work, or learning, locations, to identify opportunities for walkability and support for the implementation of walking travel plans to complement Growth Fund LEP activities in Colchester and Harlow.

Living Streets Walk Doctor – Working with a dedicated coordinator from the UK Charity, develop a range of tailored options to encourage walking through the use of 'Walk Doctors', Community Street Audits, Walking Challenges, Walk Leader Training and Walking Pledges.

Living Streets Walking Challenges – A workplace based challenge to encourage staff to learn about the benefits of choosing walking for short journeys. Challenge activities come with a range of resources including tips, tools, motivational information, and materials to support monitoring and the evaluation of data collection. The walking components of the toolkit would be provided in collaboration with Living Streets, who would be drawing upon their knowledge, skills and experience, developed in Hampshire and funded by the LSTF programme.

Love to Ride – This is an online platform and proven behaviour change programme that successfully gets more people cycling. The Workplace Cycle Challenge has proven to be very effective at engaging local employers and helping them become more cycle friendly. The approach helps more people to discover cycling and gain the skills and confidence to ride regularly, and to use a cycle for transport.

Online Challenge Portals (Love to Ride) – This is an online platform and proven behaviour change programme that successfully gets more people cycling. The **Workplace Cycle Challenge** has proven to be very effective at engaging local employers and helping them

become more cycle friendly. The approach helps more people to discover cycling and gain the skills and confidence to ride regularly, and to use a cycle for transport.

Personalised Travel Planning – Building on the knowledge and success that has already been achieved by running four Personalised Travel Planning (PTP) sessions in Harlow, this toolkit option would be available in Braintree and Colchester, with the help of Colchester Cycling Club, Living Streets and Sustrans. PTP schemes will be tailored to meet the specific needs in each area. The main objectives of PTP in this context, would be to encourage a modal shift towards active modes for existing employees who currently access their workplaces by car. It will also target new and expanding companies, who can offer this toolkit component as part of their recruitment activities. Targeting new and potential employees will provide better information to enable informed choices, which aim to nudge people towards affordable travel which, in turn, increases physical activity.

Public Transport Access – Information will be available on key public transport corridors in Braintree, Colchester and Harlow, which will focus on providing information, for example, on a Quality Bus Partnership corridor (Route 88 Halstead to Colchester) and the Abellio Greater Anglia train interchanges at Braintree, both Harlow Stations (Town and Mill) and the three Colchester Stations (North, Town and The Hythe). Building on our existing relationships, we intend to work with the bus and train operators to improve connectivity and develop station action plans which will include walking and cycling advice, in partnership with Living Streets and Sustrans.

Station Travel Plans – Following the success of station travel plan work already undertaken at Colchester, where cycling increased by 5% and walking doubled, we plan to continue working on the Station Travel Plan in Colchester, as well as looking to explore the opportunities for this work to be extended to other stations, such as Braintree and Harlow.

Promote

The Brand - Smarter Travel Essex

A comprehensive marketing platform will be developed to ensure that the offer is easily understood and communicated, with new branding, to promote 'Active Travel'. This will build upon the existing 'Make a Start, Travel Smart' Essex theme, with a simplified approach and a new design to promote active and sustainable travel across Essex. The marketing platform will involve a new website, either procured through a 'white label' product, such as 'Travel Choices' (TravelWest), or 'Ideas in Motion' (Southend BC), or will be developed uniquely by ECC.

It will include a mailbox, and will seek to develop a database to enable direct engagement with existing and new users, in order to build long term and sustainable relationships. This will provide an opportunity to continue with direct marketing of future campaigns, and offer competitions and incentives, which will promote the economic and health benefits of Active Travel. This will be accompanied by a social media strategy, which will use social media to increase awareness and target active travel messages, particularly to those who are accessing the labour market. This will be reinforced through targeted campaigns with major employers and business clusters.

ECC have engaged with other areas authorities, such as the West of England and Southend, to better understand how to best use an improved 'brand' and marketing strategy to segment users more effectively and collect data to enable targeted messages at specific groups. This is a very important component of this bid, as ECC have an ambition to use the combination of a web platform, improved information, and social media, to promote cycling and walking.

Using these tools and techniques, ECC intends to achieve a step change in the number of users.



Figure 5: The Concept

It should be noted that this Hub and Hack approach will build on the success of recent LSTF Bids, approved through the Local Growth Fund, where successful bids won additional money for cycling and walking schemes in both Colchester and Harlow.



Figure 6: New paths and cycleways - Clock Tower and First Avenue, Harlow and Station Square, Chelmsford

Further, it builds on the work conducted when Colchester was nominated as a Cycling Town, through which, seven new and improved cycle routes were successfully introduced and hundreds of adults and children were trained to become more confident cyclists.

Essex intends that, if this suite of initiatives is successful in changing people's behaviour, the schemes will continue beyond the date of funding, as it is hoped, by then, the schemes can be easily reinforced by constant use of the brand and marketing and the operation will be virtually self-perpetuating. Any costs incurred beyond March 31, 2020 will be funded by ECC.

B2. The Strategic Case

This bid takes account of the strategic drivers for change in Essex over the coming years, which will result in a significant increase in jobs and homes within the county. This represents an important and unique opportunity to apply our 'Hub and Hack' concept, which draws upon 'life event change' theory, in order to encourage sustainable travel as people move homes and jobs, in a way we have not been able to achieve before. Much of this growth will be characterised by the draw from London, where there is already a sustainable travel ethos and mind-set, and those newcomers will expect to see the same level of service in Essex.

Strategic Growth Pressures

The overall **SELEP's Strategic Economic Plan** aims to:

- enable the creation of 200,000 sustainable private sector jobs over the decade to 2021, an increase of 11.4% since 2011,
- complete 100,000 new homes by 2021, which will entail increasing the annual rate of completions by over 50% in comparison with recent years; and,
- lever investment totalling £10 billion, to accelerate growth, jobs and homebuilding.

Essex Growth Pressures

Essex is facing unprecedented growth in terms of housing and employment forecasts. All local plans in Essex are being finalised and agreed presently, and all have key implications for travel with forecast increases of up to 30% additional transport demand. Increasingly, sustainable travel, and the means to enable this, is a key feature of planning for the impact on transport networks. The emphasis is not only on end to end journeys, but also increasingly on identifying the stages of typical journeys, to enable the shorter component parts of multi-stage journeys to be undertaken sustainably. There are many opportunities to do this, through improved walking environments to reach bus or rail interchanges (of which Essex has over 70), as well as improving cycle networks to reach destinations in the two to four mile range.

Growth in Braintree, Colchester and Harlow

Specifically, this approach will help facilitate a sustainable modes of travel ethos in the three locales by encouraging and promoting active travel through the Hubs and Hacks facilitated by the toolkit. This will assist in the delivery of 14,000 new homes in Braintree by 2033, 18,000 new homes in Colchester by 2033 and up to 15,000 new homes in Harlow by 2031, each area has a commensurate level of job growth in line with the emerging local plans.

Economic Context

Greater Essex (including Southend and Thurrock) is a significant driver of the UK economy, generating £36bn GVA and supporting 850,000 jobs. (ONS Regional GVA, 2014; East of England Forecasting Model, 2014). As well as its own economic base, Greater Essex also has a strong labour market relationship with London and other surrounding areas.

The Greater Essex economy builds on its position in close proximity to London and continental Europe, as well as other key economic locations such as Cambridge. Essex also benefits from international links through its airports (Stansted and Southend) and ports (London Gateway and Harwich).

Much of the Greater Essex economy is focused along four key corridors, following major transport routes:

- The A127 / A13 Corridors (London-Basildon-Southend)
- The A12 and Great Eastern Mainline Corridor (Brentwood-Chelmsford-Colchester)
- The A120 Haven Gateway Corridor
- The M11 Corridor (London-Harlow-Stansted-Cambridge).

Key high-performing economic sectors include advanced manufacturing; low carbon and renewables; transportation and logistics; life sciences and healthcare; digital, cultural and creative industries; and finance and business services. Other sectors, including health, education, wholesale and retail trade, play an important supporting role and make up a major share of the employment base. Despite Greater Essex's economic strengths, the area faces some key challenges. GVA per head, and recent GVA growth, lag the national average.

Essex faces a skills deficit with a below-average share of residents holding advanced qualifications, and, in some areas, a high rate of residents with no qualifications. The approach, set out in this bid, aims, as much as possible, to minimise some of the transport barriers for residents to access jobs, training and labour markets. Braintree, with a population of 53,000, is reporting an unemployment rate of 4.1%, Colchester, with 122,000 residents, is also on 4.1%, but Harlow, with 82,000 people, is higher at 9.2%. Any assistance in getting people back to work will have a positive effect on these figures. Employers in Essex need to be able to draw upon a skilled labour market and skills supply chains to boost their growth potential and maintain investment and jobs. Access to transport should not act as a barrier to the economy and, therefore, this bid seeks to provide sustainable and active transport choices, which are both affordable and support the health and wellbeing of existing and new employees.

Recent GVA growth (from 1997-2014) also lags the national average - 72% in Essex, 85% England (ONS). There are wide disparities between different areas of Essex, especially in economic performance (e.g. GVA per head, strength of the local employment base) and in the labour market (e.g. qualification rates, employment rates and resident earnings). Disparities in some areas are exacerbated by poor transport connectivity.

Looking ahead, an acceleration in productivity and employment growth will be required to support a growing and ageing population. Forecast patterns of economic growth suggest an intensification of existing disparities within Essex, requiring investment to promote more balanced economic growth and support access to employment.

The Economic Plan for Essex (2014-21) sets out Essex County Council's economic priorities. These include improving skills across the Essex workforce and addressing skills gaps; focusing a £1bn pipeline of investment in growth sites, transport and skills infrastructure, across Essex's four strategic growth corridors, and targeting enhanced productivity within the Essex economy, focused on key growth sectors.

However, areas such as Basildon and Harlow have higher specialisation in manufacturing and Life Sciences and any forecast employment growth would inevitably further intensify concentrations of employment in these centres (Oxford Economics 2014).

Given the anticipated growth in the towns covered by this proposal, this represents an ideal opportunity to encourage a travel mode behaviour change and to encourage new workers,

residents, learners and apprentices to recognise the economic and health benefits of active travel, providing an affordable and sustainable way to travel to work, or study. Moreover, employers are increasingly citing the issue of 'presenteeism', as well as absenteeism, as a key issue affecting productivity. As part of this project, we will be targeting our interventions at employers, to work in partnership, to encourage active travel as a way of boosting productivity, through regular active sessions, workplace challenges and gamification (the application of typical elements of game playing to other areas of activity, typically as an online marketing technique to encourage engagement with a product or service).

This project will work closely with our partners to produce a 'toolkit' of interventions, tailoring our approach to each local community, and its needs, to maximise the take-up of sustainable travel and to boost productivity within key sectors of the Essex economy.

Health Context

There is a very strong public health rationale for promoting active travel, which goes well beyond the traditional physiological health benefits of walking or cycling. In Essex, we have embraced a very broad definition of public health, rooted in the ethos of a sustainable healthy existence for the population within a healthy sustainable environment. All stakeholders in this bid share this broad definition and rationale and, for example, recognise that issues, such as journey time reliability, its impact upon perceived viability of employment, stress and work life balance, are key indicators of health, alongside more traditional measures, such as the amount of physical activity undertaken.

We are particularly mindful of the need to use insightful approaches to behaviour change, which will identify and use the various triggers for change that have a positive meaning for individuals. For example, interventions which improve journey time reliability have the potential to positively impact upon physical activity levels, and may be a stronger driver, for some people, to achieve change than a traditional health rationale. This is why there is a strong focus, in the Pop Up Hub opportunities, to engage with people to gather insights on travel patterns, perceptions of travel and where infrastructure could best be put in place to encourage transport modal shift. These things have often been done in isolation before. What is novel about our new approach is the combination of these areas into a cohesive line of investigation. This will allow a more insightful and co-ordinated planning of interventions, through a multi-dimensional conversation with people, which more accurately reflects the complexities of encouraging them to achieve a sustained change in behaviours.

Specifically, there are plans to build 14,000 new homes in Braintree by 2033, 18,000 in Colchester and 15,000 in Harlow. Strategically, because of the strength of these numbers, it will be imperative to encourage new residents to consider and adopt sustainable transport to access work and leisure locations. A significant number of new jobs are also slated for these three towns and it will be important to ensure increased levels of sustainable transport for people accessing these new jobs.

All three towns are reporting rates of obesity above the national average, and improvements in active travel can only improve health and reduce obesity levels.

In particular, in Braintree, of the 702 people who were recorded as living in Braintree and driving to work in the Springwood Industrial Estate, all of them are living less than 4kms from their place of work. There is enormous potential, therefore, with the help of this programme to switch a high proportion of these to cycling and walking trips which will ultimately raise health levels. Of these three towns, Colchester has 6 declared 'Air Quality Management Areas' and any effort to improve sustainability will support improvements in air quality.

Essex Corporate Vision and Outcomes

Essex County Council is dedicated to improving Essex and the lives of our residents. Our ambition is to deliver the best quality of life in Britain. We will achieve this by providing high-quality, targeted services that deliver real value for money and the required level of growth in each of the locations proposed in this application.

We want Essex to be a county where innovation brings prosperity. We know our county faces a set of unprecedented challenges. If we are to meet these challenges, we need new thinking and innovation to ensure we can use our resources in the best possible way for the people of Essex. We must harness the power of new ideas and embrace the opportunities presented to secure a more prosperous and healthy Essex.

Essex County Council's Corporate Outcomes Framework 2014-2018 sets out the seven high level outcomes that ECC want to achieve to ensure prosperity and wellbeing for Essex residents. Securing these outcomes will make Essex a more prosperous county; one where people can flourish, live well and achieve their ambitions.

The seven outcomes are listed below:-

- Children in Essex get the best start in life
- People in Essex enjoy good health and wellbeing
- People have aspirations and achieve their ambitions through education, training and lifelong-learning
- People in Essex live in safe communities and are protected from harm
- Sustainable economic growth for Essex communities and businesses
- People in Essex experience a high quality and sustainable environment
- People in Essex can live independently and exercise control over their lives.

Investment in this scheme is wholly compliant with the Outcomes Framework 2014-2018 and the ECC Economic Plan for Essex. The package of improvements proposed supports the delivery of the Essex Local Transport Plan, and has the support of partner authorities.

Essex County Council has the stated ambition to make Essex the location of choice for business and to be a County where innovation brings prosperity:-

- Our support for employment and entrepreneurship across our economy is focused on ensuring a ready supply of development land, new housing and the coordinated provision of appropriate infrastructure
- To grow, the Essex economy depends on the efficient movement of people, goods and information, via effective and reliable transport and communications networks to provide access to markets and suppliers. It is therefore essential that we develop and maintain the infrastructure that enables our residents to travel and our businesses to grow. Delivery of the scheme will help drive economic growth in Essex, widening access to employment and improving the competitiveness of the Essex economy, and helping drive sustainable economic growth for Essex communities and businesses.

Examples of ECC Successful Schemes

Colchester Cycling Town

This bid will build upon the work conducted in Colchester, which was a Cycling Town from 2008 to 2011. This delivered seven new and improved cycle routes, and hundreds of children and adults were trained to help them become confident cyclists, with more than 1,500 pledges from people in Colchester who were keen to cycle more.

Cycle Colchester ran a Colchester Cycle Challenge, implemented by CTC Challenge for Change, in partnership with ECC and the Colchester Travel Plan Club, which was a competition aimed to encourage people to get on their bikes. Organisations competed to see

who could get the most staff to cycle for just 10 minutes, or more, for 3 weeks. Participants logged their cycling online on the challenge platform and there were incentives offered to get more people cycling.

Results of the Challenge were:

- More than 870 workers and residents in Colchester cycled an amazing 38,000 miles during the 3 weeks.
- 54 organisations signed up with events during the challenge ranging from bike breakfasts, and free bike checks to fun skill sessions.
- 156 people who hadn't cycled for over a year were encouraged to give it a go.

Colchester Station Travel Plan

The Colchester Station Travel Plan has been recognised at a national level, due to the immense contribution made by the partners working together to implement innovative solutions, focussed on the transport options of getting to the station by sustainable means.

In presenting the award, the judges recognised the sheer scope of the improvements to a range of sustainable access modes, made as part of the Colchester Station Travel Plan, and the immense contribution made by the partners in working together successfully to bring about innovative solutions to the various transport options in getting to the station.

<https://www.abelliogreateranglia.co.uk/about-us/latest-news/news-articles/colchester-station-travel-plan-is-a-winner-at-national-awards>

<http://www.raildeliverygroup.com/cycle-rail-awards/cra-previous-winners/cra-documents/cra-travel-plan-2012.html>

This bid therefore seeks to build upon previous success and investment which has increased cycling in Colchester, and apply some of the same successful concepts to Braintree and Harlow, which are towns also experiencing significant growth.

Current ECC Sustainable Strategies

This section gives a summary of current ECC sustainable travel strategies and policies which this bid will reinforce and build upon to achieve the modal shift described in this business case.

The Sustainable Modes of Travel Strategy (SMoTS) sets out how ECC aims to effectively target and adopt different methods of successfully encouraging modal shift, by giving the people of Essex a better choice when it comes to travelling in and around the county; as well as trying to alleviate some of the strain on the highway network. The strategy also aims to facilitate the associated environmental, social and health benefits of better managed congestion. Active modes such as walking and cycling are a high priority, being an essential and highly sustainable means of transport, which also support a healthy lifestyle.

The SMoTS covers five key strategy elements: Workplace Travel Planning, Residential Travel Planning, School Travel Planning, Hospital and Airport Travel Planning and Marketing & Promotion. Some key examples of these strategy elements include:

- Consultations on Local Plans
- ECC Travel Plan Accreditation Scheme
- Residential Travel Information Pack (prepared by ECC)
- Recommendations for Planning Applications
- Assessment of the travel and transport requirements of young people
- Audit of Sustainable Travel Infrastructure and Accessibility

The adoption of this Strategy provides the framework for the Council and its partners to coordinate the provision of services and infrastructure to achieve its objectives.

In close alignment to the Sustainable Modes of Travel Strategy is the newly published **Cycling Strategy**, the nine points of the Cycling Strategy are shown below:

Enable

1. An Essex Cycling Advocate

We want to ensure that the promotion and development of cycling is embedded in everything we do as a Council. In order to achieve this, we will appoint an Essex Cycling Advocate, at Member level, who will:

- Be a high profile advocate of cycling in Essex
- Educate and inspire other elected Members
- Champion the outworking of the Essex Cycling Strategy
- Chair a quarterly Essex Cycling Steering Group.

2. Transformational Funding

A step change in the provision of cycling infrastructure and promotion will require an increase in funding over and above the current level of funding for cycling in Essex. We commit to:

- Ensuring a consistent level of revenue and capital funding to support the delivery of this strategy
- Increasing the utilisation and prioritisation of other funding sources such as developer contributions and central Government grants/allocations.

3. 'Best Practice' Design

We are committed to ensuring that the cycling infrastructure we design looks attractive, serves its purpose and encourages more people to cycle. In order to facilitate this we will:

- Create / refresh a specific Essex Cycling Design Guide that incorporates national best practice and provides a 'tool kit' for cycle route assessment and design
- Train our Highway Engineers, Planners and Safety Auditors in cycle friendly design
- Create a support network of experienced cycle infrastructure experts to help / challenge designers of new schemes
- Require all cycling infrastructure designers to cycle the route of their proposed measures to ensure that they understand the issues on the ground
- Develop a simple and proportionate Non-Motorised User Audit methodology for all Essex infrastructure schemes
- Appoint a cycling design reviewer to ensure all cycle infrastructure designs are of appropriate/consistent standard
- Hold an annual Essex Cycling Design Forum to assess the effectiveness of existing and new cycling infrastructure, engage with local stakeholders and share best practice across the county.

Promote

4. A 'Cycle Essex' Brand

In order to maximise the benefit of good quality cycle facilities, there needs to be a significant increase in the promotion of these facilities and an encouragement of cycling in general. We are committed to creating a Cycle Essex brand which will run high profile campaigns and act as an umbrella for all cycling activities in Essex. The Cycle Essex brand will:

- Change the image of cycling in Essex to a safe, normal and enjoyable everyday activity

- Tie in with existing Active Essex, Visit Essex, Sustainable Travel Planning and Essex Police work
- Promote cycling as a healthy leisure activity
- Break down perceptual barriers to cycling (safety, convenience, weather)
- Communicate a safety message to both drivers and cyclists - without overstating risks
- Encourage high profile local cyclists to endorse cycling in Essex
- Support national campaigns such as Bike Week (mid-June - although events still take place through until September and beyond, and Cycle to Work Day in early September).

5. High Profile Events

Essex has been very successful in attracting high profile cycling events to the County that have been well attended by the public. We want to use those events to encourage people to make the step from spectator to cyclist. We will continue to support and be visibly prominent at regular events to encourage people to give cycling a try, including:

- Mass events – sport and leisure based, such as the Tour de France and charity bicycle rides
- Car free days/circuits in town centres
- Bike festivals, either as part of dedicated cycle events or as stand-alone events in public places
- Events at the Hadleigh Park Olympic Mountain Bike venue and Braintree BMX Club track.

6. Increased Support for Local Initiatives

Local initiatives are particularly effective at engaging with people on a personal level. We commit to:

- Empowering the Boroughs/Districts in Essex to promote cycling locally
- Supporting community providers/charities who are already developing/promoting cycling
- Supporting cycling clubs, groups and the volunteers that run them, by ensuring that:
 - Cycling coaches are able to join Active Essex coaching support programmes and are eligible for coach education bursaries
 - Cycling clubs are supported to become accredited club mark accredited clubs.
- Ensuring that all urban areas have widely available and up-to-date cycle maps to promote the existing infrastructure
- Assisting large employers and secondary schools to develop and maintain travel plans that incentivise cycling
- Ensuring that all our major hospitals and council offices have travel plans that promote cycling as an attractive mode of transport to both staff and visitors.

Provide

7. Coherent Cycle Networks

High quality and well planned infrastructure is vital in encouraging cycling and improving safety. We will ensure that every urban area has a well-planned, safe and well-maintained cycle network that:

- Connects key destinations;
- Supports a network of recreational routes and;
- Caters for all users and abilities

8. Continental standard cycling facilities and 'Quietways'

Cycling infrastructure options have expanded rapidly since 2012, with a new generation of continental-standard facilities being rolled out in towns and cities across the country. These facilities represent a huge improvement on previous provision and have been seen to lead to

significant increases in cycling following their implementation. For our major routes, on high-demand corridors, which serve important trip attractors, we will include continental standard segregated facilities, where appropriate, including:

- Segregation from motor vehicles and pedestrians using one-way cycle tracks (rather than two-way shared footways) and Dutch, Danish or 'light' type segregation, depending on the context.
- New signalling options such as low-level cycle signals to give cyclists their own stage, pre-greens to give them a head-start over motorised traffic, and 'two stage right' turns to provide a much safer option than an advanced stop line.
- Cycle-friendly roundabout options which can provide a better solution to signals in some situations.

We will also introduce a series of 'Quietways' in our urban areas. These are networks of interconnected cycle routes on quiet residential streets, where priority is given to cyclists and pedestrians over motorised traffic. Quietways will overcome barriers to cycling; targeting less confident cyclists who want to use low-traffic routes, while also providing for existing cyclists.

9. Training and Access

The provision of cycling infrastructure alone will not necessarily lead to an increase in the number of cyclists in Essex. Many people are unable or afraid to use a bicycle because they don't have access to one, or lack the necessary skills and confidence to ride on the road.

We commit to:

- Increasing the number of adults attending Bikeability training
- Providing more cycling skills training
- Setting up 'Bicycle Loan' schemes for people on low incomes, providing loan bicycles, equipment and cycle maintenance advice, in association with Bikeability training
- Encouraging employers to offer a salary sacrifice cycle to work scheme to their workforce.
- Working with partners/community groups to encourage cycling within the community (Led rides, Go Ride clubs, bicycle shops etc.).

Buses and Walking

Buses have an important active travel function. Bus journeys account for almost two thirds of all public transport journeys. They link people to jobs and educational opportunities; both important factors in health and wellbeing. They get people to the shops and to places where they can enjoy social, cultural and leisure activities. In so doing, they help maintain the vitality of urban centres and the viability of rural communities. They also enable people to access health service provision and to get to appointments. By offering an alternative to the private car, buses can decrease pollution which benefits health; and by reducing congestion on the road network they benefit business and support economic growth.

Buses are, therefore, a key driver to encourage walking. ECC support the bus network in Essex, both financially through support to non-commercial journeys, and increasingly through partnership working. This ongoing work, likely to be enhanced by the Bus Bill, together with components of the toolkit, will encourage walking as part of a longer journey stage.

Public Realm and Improved Legibility

Public realm enhancements have been made and will continue to take place in Braintree, Colchester and Harlow. The toolkit of sustainable travel options will facilitate an increase in walking by help with way-finding information and an explanation of the health benefits of achieving the minimum recommended daily active travel requirements to maintain a healthy lifestyle.

B3. The Economic Case – Value for Money

An economic appraisal summary note describing the sources of evidence, assumptions and forecasts used to complete the pro forma is attached at Appendix B. A completed scheme impacts pro forma which summarises the impact of proposals against a number of metrics relevant to the scheme objectives is attached at Appendix C.

With the emphasis of the proposed intervention on a mode change for journey to work trips, the 2011 Census data is the best available source of data to base an appraisal on. Data was used, specifically for internal trips in the towns of Braintree, Colchester and Harlow. Trip by mode on Output Area (OA) level was applied to Origin Destination data on Medium Super Output Area (MSOA) level to proportions, and estimated length of journeys internal to the three towns.

This data confirmed the potential for mode shift, particularly for use of car to cycling. 98.6%, 74.9% and 86.7% of all internal journeys by car are within 4km for Braintree, Colchester and Harlow respectively. Walking has a reasonably high mode share, particularly for Harlow.

For the economic appraisal, the DfT's Active Mode Toolkit was used. The Toolkit spreadsheet was updated to TAG Databook Spring 2016 v1.5. This included updating GDP deflator values, databook Annual Parameters to the WebTAG Growth tab, and the indirect taxation in the WebTAG External Costs tab.

Quantitative assessments were restricted to TAG Unit A5-1 'Active Mode Appraisal' approach and TAG Unit 'Marginal External Costs'. As no capital or infrastructure enhancements are included, no qualitative assessments were undertaken, and an adjusted BCR has therefore not been calculated.

The following values were used in the appraisal:

- Prices at 2016 values, distributed over three years, with end year 2020
- 15% optimism bias was allowed in the costs for the purposes of appraisal only. The cost estimates and bid includes allowance for contingency and inflation.
- Opening year of 2017
- 10 year appraisal period used, but with a decay rate of 10%, starting from the last year of funding
- As the emphasis is switching from car to cycling and walking, 100% of trips were taken as return trips, and all increases in cycling and walking would be from switching from driving
- An annual growth rate of 0.25% over the appraisal period was applied
- Annual 220 working days per year were used
- Cycling and walking distances were used as above, and values of walking at 5 km/h and cycling at 19.2 km/h were used
- Costs are outlined in Section B4 of the application form.

Overall, there is a lack of authoritative data on increases in walking and cycling that could be expected, and we took the opportunity to summarise relevant data coming from recent LSTF and Transition Year funding submissions. Although the approach and intervention envisaged by Essex County Council is quite novel, the best comparison is probably with Work Place Travel Planning.

Based on a collection of reports and submissions by various sources and outlined in the Note on Economic Appraisal, a core case, on which to base benefits, was set, namely a 5% switch from car to cycling and a 2% increase in walking, based on journey to work trips with distance

in scope for a change in mode. Sensitivity tests with a 10% switch to cycling and 5% increase in walking and a 3% switch to cycling and a 1% increase in walking was also undertaken.

PVB, PVC and BCRs have been calculated for each town and the overall figures are shown below. Overall PVB is 7,566,574, PVC is 1,294,411 resulting in an overall BCR of 5.85.

	Core Case 5 % switch car to cycling and 2% increase in walking
Braintree	
PVB	882,010
PVC	259,924
BCR	3.39
Colchester	
PVB	3,719,223
PVC	647,446
BCR	5.74
Harlow	
PVB	2,965,340
PVC	387,041
BCR	7.66
Overall	
PVB	7,566,574
PVC	1,294,411
BCR	5.85

The overall BCR for the core case, of a switch of 5% from car to cycling and a 2% increase in walking, indicates 'Very High' value for money.

The sensitivity tests yielded BCRs of 12.34 for the high scenario and 3.39 for the low scenario, still 'High' value for money.

With the emphasis of the proposed intervention on a mode change for journey to work trips, the 2011 Census data is the best available source of data to base an appraisal on. It does, however, not cover additional cycling and walking trips for other purposes that will be encouraged by the proposed engagement with commuters and other users of transport. It can therefore be expected that the resultant benefits will be higher than only considering journeys to work, as included in this appraisal.

Analysis of Monetised Costs and Benefits:

Noise	£27,603
Local Air Quality	0
Greenhouse Gases	£97,297
Journey Quality	0
Physical Activity (incl. absenteeism)	£5,773,861
Accidents	£426,382
Decongestion	£1,685,737
Indirect taxation	-£444,304
Present Value of Benefits (PVB)	£7,566,574
Present Value of Costs (PVC)	£1,294,411
Benefit Cost Ratio (BCR)	5.85

Other information and data contained in the pro-forma sheet:

- Average trip length was estimated based on the Journey to Work origins and destinations with straight line distances adjusted by a factor for each town to obtain an on-road distance
- Average motor vehicle speeds were obtained from a data set of journey times for major roads in each town from 2014/15 Trafficmaster data
- Vehicle-km and vehicle-hours were calculated from the above distances and speeds, with vehicle km and vehicle-hours savings shown as “avoided” in the Decongestion sheet in the Active Mode Toolkit workbook.

As described above, the proposals will encourage cycling and walking, help reduce car usage and, therefore, congestion. A key aim is also to ensure that the positive cycle culture, developed through prior projects, continues to gain momentum and influences travel behaviour for all trips, and local or commuting trips, in particular.

Promotion of cycling will help to alleviate traffic congestion, improve air quality and reduce carbon emissions. More cyclists mean fewer cars, which means cleaner air and less noise, CO2 emissions drop and public health improves. The adoption of this package of measures will improve connectivity and transport modal choice, whilst being consistent with ECC principles, and fully supports the achievement of ECC outcomes. Encouraging modal shift to cycling and walking will ensure that the people in Essex experience a more sustainable environment, and it will enable people in Essex to live independent of their cars and allow them to exercise more control over their lives.

B4. The Financial Case – Project Costs

Detailed cost analysis has been undertaken for the various elements of the scheme shown above in Section B and the costs for the total suite of measures have been estimated as follows:-

Smarter Travel Essex - Estimate of Costs		Costs
Hub	Staff Costs, Admin, Operating Cost, Bus Purchase & Conversion	£398,648
Bikeability	Learn to Ride, Confidence Courses, Maintenance Courses	£81,060
Active Essex	Community Health & Wellbeing Champion	£72,000
Love to Ride	Behaviour Change, Cycle Champions	£134,922
Sustrans	Coordinator, Workplace Hubs, Guided Rides, Skills Training, Bike Buddies	£193,671
Living Streets	Coordinator	£207,924
Marketing & Brand	New Website plus Maintenance, Brochures, Leaflets, Giveaways, Gamification	£195,775
Events	Bike Rides, LED Rides, Bike Surgeries, Training Courses	£106,436
Workplace Support	Surveys, Data Collection and Analysis, Campaign Direction, General Support	£24,903
Total		£1,415,338

Table A: Funding profile (Nominal terms)

£000s	2017/18	2018/19	2019/20	Total
DfT funding sought	450	325	325	1,100
Essex County Council Contribution	105	95	95	295
Colchester Borough Council Contribution	10	5	5	20
Total	565	425	425	1,415

B4. Management Case - Delivery

- a) A project plan is attached at Appendix D.
- b) Six key milestones are listed below:-

Table C: Milestones

Milestone	Estimated Date
Appoint ECC Staff Project Manager	April 2017
Purchase 2nd Hand Bus / Convert Bus	Jan - Mar 2017
Purchase Computer Equipment / Marketing Materials	April 2017
Sign Contract with Living Streets, Love to Ride & Sustrans	April 2017
Train Staff	April - May 2017
First Hub Open	May 2017

B5. Management Case – Statutory Powers and Consents

- No Statutory Powers and Consents are required.
- There are no outstanding statutory powers / consents required.

B6. Management Case – Governance

The organisation to deliver the scheme is indicated in Figure 7 below. The roles and responsibilities of the parties indicated in the figure are described in the following paragraphs.

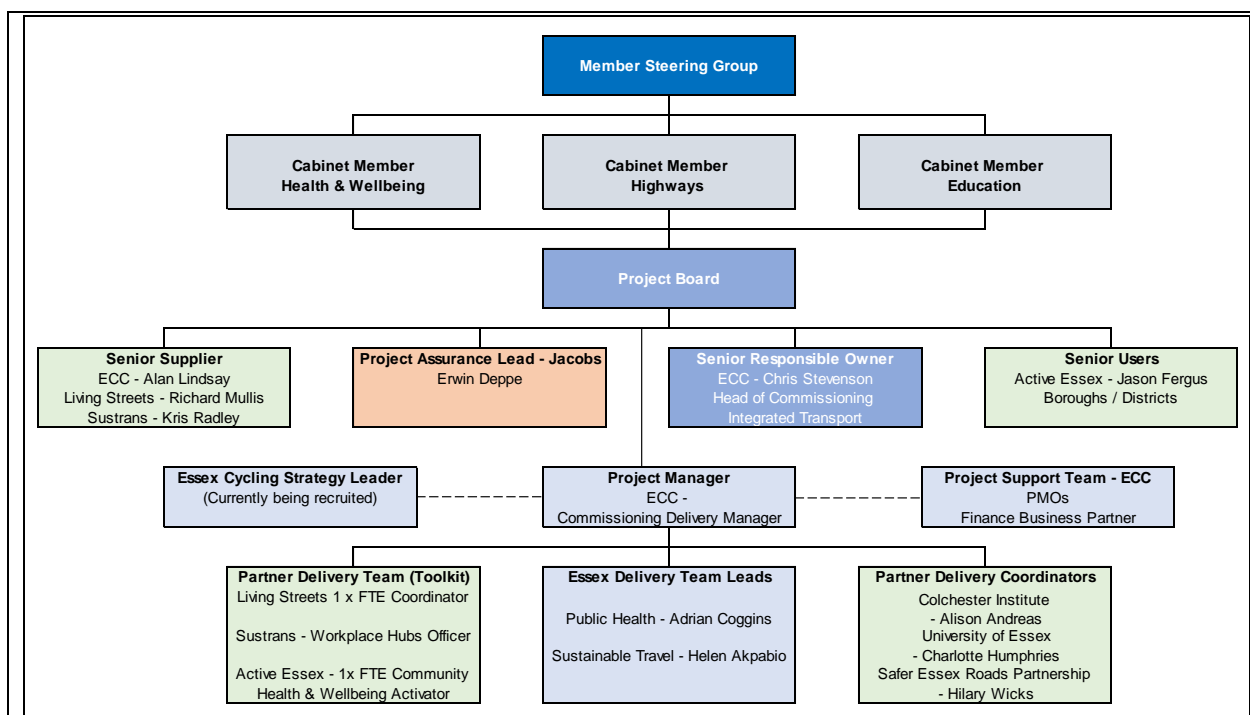


Figure 7: Project Board and Scheme Delivery

Roles of Key Interested Parties:

The arrangements between the statutory authorities promoting the scheme are in the process of being formalised through a joint working partnership agreement. This sets out the basis for governance of the project and for the financial contributions to be made by each party. The project has the political support of our members, including the political leadership, and specifically the Cabinet Member who is our Cycling Advocate.

Project Board – is responsible for the direction and overall management of the scheme. The Project Board is chaired by the Senior Responsible Owner and made up of the Executive and Senior User for each of the partner statutory authorities, the Project Assurance Lead and the Business Change Lead. These roles are defined below. Project Board meetings are normally held every six weeks. The Project Manager reports regularly to the Project Board, keeping members informed of progress and highlighting any issues or concerns.

The responsibilities of the Project Board include:

- Setting the strategic direction of the project, in the context of local policies
- Defining the scope and setting the timescales for major project milestones
- Approving the appointment of the Project Manager
- Providing the Project Manager with the strategy and decisions required to enable the scheme to proceed to programme and resolve any challenges
- Securing necessary approvals through the partner statutory authorities
- Approving the project scope of work, programme and budgets, as well as any subsequent changes
- Signing off completion of each stage of the project and authorising the start of the next stage
- Monitoring project risks and taking any appropriate action to mitigate risks

Delivery Teams – reporting to the Project Manager, the Delivery Teams are responsible for organising and delivering the various work packages.

Project Support – Commissioning Delivery - this team is responsible for project administration, including document control, project team communications, arranging meetings, updating plans, and chasing up the completion of actions. Plus **Finance Business Partner** – responsible for financial control.

Individual Roles:

Senior Responsible Owner (Chris Stevenson – Head of Commissioning Integrated Transport, ECC) – has ultimate responsibility and delegated authority for ensuring effective delivery of the scheme on time and on budget.

Project Manager (Commissioning Delivery Manager - To be appointed by ECC) – is the individual responsible for organising, controlling and delivering the scheme. The Project Manager leads and manages the project team, with the authority and responsibility to run the project on a day-to-day basis. He also is assigned the task of running and updating the risk register and organising the monitoring of the delivery of the programme objectives.

Executive – Senior Suppliers – represent the delivery function Transportation Strategy and Engagement Group under Alan Lindsay (ECC operates in a Commissioning Model Context) with responsibility for obtaining funding for the scheme and securing resources to deliver it.

Senior Users (Active Essex – Jason Fergus, Boroughs and Districts – Individuals to be confirmed) – represent the group in each partner statutory authority who will oversee the future day-to-day operation of the scheme.

Project Assurance Lead (Erwin Deppe, Jacobs) – provides an independent view of how the scheme is progressing. Tasks include checking that the project remains viable, in terms of costs and benefits (business assurance), the users' requirements are being met (user assurance), and that the project is delivering a suitable solution (technical assurance).

Essex Cycling Strategy Leader (TBC) – recently approved new position to oversee the development and progress of cycling in Essex.

B7. Management Case - Risk Management

Risk Management

A proactive risk management procedure is in operation, including a quantified risk assessment approach, which ensures that risks are continuously identified, owners assigned and mitigation measures put in place. Regular reviews check the status of each risk and regulate their control and mitigation. Project procedures also require that, should the likelihood or severity of risks be identified as increasing by this process, responsibility for its mitigation is escalated upwards through the project management chain to ensure that this is achieved.

All risks are owned by the partner authorities. In addition, Essex County Council uses a proprietary online Risk Register to assess levels of risk and to track the progress of the risk management strategy for the scheme. The §151 Officer also has access to this system.

Risks are categorised into five main areas, i.e:

- Project and programme risks related to delivery
- Consultation and stakeholder acceptance
- Reputational risks to the project partner authorities and service providers
- Statutory Processes
- Financial and funding risks.

Risk Allocation

ECC will bear all risk for the scheme as part of its role as the Highways Authority.

A log of the potential risks is shown below:-

Type	Description	Responsibility	Mitigation / Proposed Resolution	Probability	Impact
Employers / Organisations	Employers / organisations do not engage with programme	PM	Work with key partner organisations to ensure links are made with key businesses	Medium	Medium
Delivery Partners	Delivery partners cannot achieve required quality of outcomes	PM	Make receipt of funding dependent on achievements. Maintain constant dialogue with partners and take action when outcomes appear unachievable.	Low	High
Delivery Partners	Delivery partners cannot achieve required outcomes within timescales	PM	Review capability of delivery partners, and ensure there is sufficient resource to deliver within timescales. Maintain constant dialogue with partners and take action when outcomes appear unachievable.	Low	High
Public Support	Low support from public	PM	Ensure marketing campaign is targeted and appropriate and adapt if necessary	Medium	Medium
Funding	Grant funding is lower than bid	ECC	Constantly monitor costs and adapt as necessary. Reconfigure package to an affordable level.	Medium	Medium
Stakeholders	Engagement strategy is not effective / Limited response	PM	Soft launch to test approach	Low	High
Procurement	Problems obtaining or converting an appropriate vehicle	ECC	Start negotiations with potential suppliers early to ensure availability	Medium	Medium
Location	Problems finding places to park / set up	PM	Plan in advance and adapt if necessary	Low	Low
Project	Lack of capacity to deliver the programme in totality	ECC	Ensure resources are allocated and identify potential contingency support	Medium	Medium
Project	Cannot recruit project manager with appropriate skills	ECC	Second appropriately skilled pm from Ringway Jacobs (business partner)	Low	Medium
Marketing	Ineffective marketing campaign	ECC	Ensure marketing programme is appropriate and supported by all partners and modify, if necessary	Low	Low
Capacity	Not able to deploy resources to deliver activities due to insufficient expertise	PM / ECC	Ensure all delivery partners have sufficient expertise, market test to identify alternative delivery partners	Low	Medium
Capacity	Lack of capacity to deliver the programme in full	PM / ECC	Ensure resources are allocated and identify potential contingency support	Medium	Medium

B8. Management Case - Stakeholder Management

a) Can the scheme be considered as controversial in any way?
No

b) Have there been any external campaigns either supporting or opposing the scheme?
No

Ongoing liaison with key stakeholders (such as developers, land owners, Braintree District Council, Colchester Borough Council, Harlow District Council) will be essential to ensure engagement and buy-in and also to ensure work programmes are suitably aligned.

The overall aim is to involve key stakeholders as much as possible. Key stakeholders will be actively involved in delivery and decision making through an effective stakeholder engagement process.

The objectives for the Stakeholder Engagement Plan are that it:

- Communicates and reinforces the branding of the overall plan;
- Improves awareness and understanding of the proposals;
- Allows the Project Board to obtain timely feedback on proposals;
- Helps gauge the level and nature of any concerns that may arise to the proposals and address these appropriately; and

- Enables the Project Team to explore the opportunities to establish a consensus, as the basis for successful implementation of the proposals.

B9. The Commercial Case

Procurement

Although this scheme does not require significant procurement, apart from a bus and its modification, Essex County Council (ECC) are committed to delivering best value in the delivery of all transport related schemes across the county. ECC has a proven track record and has undertaken numerous procurement processes for major schemes.

Recently won / delivered major projects:-

- Mill Yard, Chelmsford - £2.9m (cycling and walking package)
- A414 Harlow Pinch Point Package - £15.1m (includes improved cycle / footpath)
- Colchester Integrated Transport Package (ITP) - £12.7m
- Colchester LSTF - £2.0m (cycling and walking packages)
- Colchester Town Centre - £5.0m (includes improved cycle / footpaths)
- South-East LSTF £5.0m (includes improved Bus information, cycle / footpath and access to stations)
- Colchester Park and Ride £7.19m (new park and ride service)
- Basildon ITP (phase 1) - £2.05m (includes improved cycle / footpaths and access to stations).

Commercial Viability

Throughout the development and delivery of the programme, risks will be identified, recorded and actively managed. Where appropriate, risk owners will be allocated and tasked with eliminating risks, where possible, or identifying mitigation measures for residual risks. The approach to risk transfer will be such that the management of a particular risk will rest with the party best placed to manage them.

Established organisations such as Sustrans, Living Streets and Love to Ride etc have recognised success in a variety of schemes delivered around the UK. They have established approaches to risk management, but will be managed under the direction of the ECC Programme Manager.

Any cost overrun will be met by ECC.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

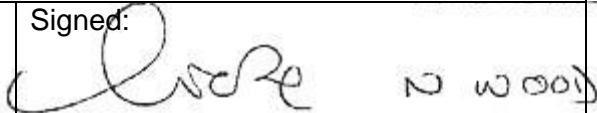
By submitting this bid, ECC agrees to work with the Department to provide a reasonable level of monitoring to enable effective measurement of outputs and, where appropriate, evaluation of outcomes.

ECC is mindful of the need to review performance at various stages of the programme delivery to maximise benefits realised and to manage and minimise any potential negative scheme impacts. Ongoing learning is a key component of the project ensuring that the Hub and Hack approach remains appropriate to each audience that is engaged, and examples from previous visits, both good and bad, are communicated to the audience via later visits to reinforce good practice. This will be achieved by:

- A Benefits Realisation Plan will be developed as part of further business case development to confirm the principal benefits of the programme. Lessons learned from prior projects are automatically fed through to new projects on inception.
- An evaluation plan will be produced prior to final approval, independently reviewed, and monitored in accordance with this plan. The monitoring will be done according to government guidance and will, where appropriate, include 1 and 3 year reports.
- A monitoring and evaluation plan for the scheme will be developed as an output of the full business case work. The plan would be informed by the quantitative and qualitative analysis undertaken for the key performance metrics and wider benefits anticipated.
- A process of monitoring and evaluation will be implemented to support and inform ongoing wider monitoring activities that are in place, utilising where possible survey data which is collected.
- Surveys will capture volumes, patterns of movement and journey times for all modes of transport including private vehicles, public transport, and, specifically, non-motorised users.
- Road safety impacts will be monitored using ECC staff and experience.
- The process evaluation will be ongoing throughout the life of the project and will be managed by the Project Executives and reported through the Project Board. Lessons learned as part of the development of the scheme will be reported.
- Process Evaluation Monitoring reports will be produced regularly as will Impact Evaluation Reports.
- The management of risk in delivering to the monitoring and evaluation requirements will also been taken into account and mitigation measures set out in the risk register.

SECTION D - Declarations

D1. Senior Responsible Owner Declaration	
<p>As Senior Responsible Owner for Travel Smart Essex, 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.</p> <p>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.</p>	
Name: Chris Stevenson	Signed: 
Position: Head of Integrated Transport	

D2. Section 151 Officer Declaration	
<p>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:</p> <ul style="list-style-type: none">- 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 2019/20;- 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: Nicole Wood	Signed: 

Appendices

- A Equality Impact Assessment
- B Economic Appraisal Note
- C Scheme Impacts Pro-Forma
- D Project Plan
- E Letters of Support:
 - E1 – Abellio Greater Anglia
 - E2 – Arriva
 - E3 – Braintree District Council
 - E4 – British Cycling
 - E5 – Colchester Borough Council
 - E6 – Colchester Cycling
 - E7 – Colchester Institute
 - E8 – Cycling UK
 - E9 – Essex Chambers of Commerce
 - E10 – First Essex Buses
 - E11 – Hedingham
 - E12 – Myland Community Council
 - E13 – Public Health ECC
 - E14 – Safe Essex Roads Partnership (SERP)
 - E15 – SELEP
 - E16 – Signpost
 - E17 – Sustrans
 - E18 – University of Essex
 - E19 – Wivenhoe Bike Kitchen
 - E20 – Wivenhoe Town Council

Appendix A

Equality Impact Assessment

Equality Impact Assessment

Context

1. under s.149 of the Equality Act 2010, when making decisions, Essex County Council must have regard to the Public Sector Equality Duty, ie have due regard to:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - gender and sexual orientation.
3. In addition to the above protected characteristics you should consider the cross-cutting elements of the proposed policy, namely the social, economic and environmental impact (including rurality) as part of this assessment. These cross-cutting elements are not a characteristic protected by law but are regarded as good practice to include.
4. The Equality Impact Assessment (EqIA) document should be used as a tool to test and analyse the nature and impact of either what we do or are planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. Use the questions in this document to record your findings. This should include the nature and extent of the impact on those likely to be affected by the proposed policy.
6. Where this EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. The EqIA will be published at:
<http://cmis.essexcc.gov.uk/essexcmis5/Home.aspx>
8. All **Cabinet Member Actions, Chief Officer Actions, Key Decisions** and **Cabinet Reports must be** accompanied by an EqIA.
9. For further information, refer to the EqIA guidance for staff.
10. For advice, contact:
Shammi Jalota shammi.jalota@essex.gov.uk
Head of Equality and Diversity
Corporate Law & Assurance
Tel 0330 134592 or 07740 901114



Section 1: Identifying details

Your function, service area and team: Commissioning Delivery (Place)

If you are submitting this EqlA on behalf of another function, service area or team, specify the originating function, service area or team:

Title of policy or decision: Access Fund for Sustainable Travel Competition

Officer completing the EqlA: Julian Sanchez Tel: N/A Email: julian.sanchez@essex.gov.uk

Date of completing the assessment: 07.09.16

Section 2: Policy to be analysed

2.1	Is this a new policy (or decision) or a change to an existing policy, practice or project? This is a bid for government funding.
2.2	<p>Describe the main aims, objectives and purpose of the policy (or decision):</p> <p>An innovative proposal working with partners to remove barriers to cycling and walking, to change perceptions and behaviour and contribute towards implementation of the Essex Cycling Strategy through a 'Hub and Hack' approach.</p> <p>It contains a suite of tailored interventions that will encourage walking and cycling, either by taking the 'offer' to businesses and organisations, or attending community hubs where specific local needs will be identified. This will help provide access to jobs, and highlight health benefits of active travel. A new brand and strong marketing will reinforce the message and support interventions in three major Essex towns.</p> <p>What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?</p> <p>The outcomes of this project relate to the following:</p> <ul style="list-style-type: none">• People in Essex enjoy good health and wellbeing• People have aspirations and achieve their ambitions through education, training and lifelong-learning• People in Essex live in safe communities and are protected from harm• Sustainable economic growth for Essex communities and businesses• People in Essex experience a high quality and sustainable environment
2.3	<p>Does or will the policy or decision affect:</p> <ul style="list-style-type: none">• service users• employees• the wider community or groups of people, particularly where there are areas



	<p>of known inequalities? Service Users / Employees / Wider Community</p> <p>Will the policy or decision influence how organisations operate? No</p>
2.4	<p>Will the policy or decision involve substantial changes in resources? No</p>
2.5	<p>Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes? (see Strategic Case of Bid)</p>



Section 3: Evidence/data about the user population and consultation¹

As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, eg service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).

3.1

What does the information tell you about those groups identified?

There is national data available on cycling trends. While these are not necessary reflective of cycling rates in Essex, there may be similar barriers which, through continuous stakeholder engagement, Essex County Council can try to reduce barriers to cycling. From the Active People Survey 2014, below outlines the percentage of each group who define themselves as active recreational cyclists. This can help identify where there may be barriers to accessing cycling.

Men	Women
6.26%	1.91%
Disabled	Non-disabled
1.71%	4.51%
White	Black, Asian and Minority Ethnicity
4.39%	2.5%

Based upon trends of the Active People survey, there was not a consistent difference based upon religion/belief and sexual orientation.

In particular, [British Cycling](#) identified safety as a key barrier preventing women from taking up cycling as a commuting option.

All trainers used for the Essex scheme will be inducted to ensure they understand the equality and diversity values when training Essex residents.

In regards to walking, we do not have a breakdown by any protected characteristics from the active people's survey. However, we are aware that there may be barriers for individuals to choose cars over walking based upon protected characteristics. The following groups may be deterred from choosing to walk because of road safety issues and are considered vulnerable road users:

- Older people
- Younger people
- Disabled people
- Parents with babies and young children (pregnancy/maternity)

In addition to this the following groups may opt for car over walking because of the perceived fear of being physically/sexually attacked. These groups may be deterred by fear of hate crime

- Gender (women)
- Disability

¹ Data sources within EEC. Refer to Essex Insight:
<http://www.essexinsight.org.uk/mainmenu.aspx?cookieCheck=true>
with links to JSNA and 2011 Census.



	<ul style="list-style-type: none"> - Race - Religion - Sexual orientation - Gender reassignment <p>In order to reduce and remove these inequalities, consideration has and will be made to these issues when setting walking routes. For example, suitable crossing points and well lit streets.</p>
3.2	<p>Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?</p> <p>There was no formal consultation on the bid, due to the short timescales from announcement to submission.</p>
3.3	<p>If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary: The project will be monitored throughout.</p> <p>Community hacks will be run in order to understand the barriers to walking and cycling for different groups. Essex County Council will work with relevant local authorities to ensure that participants are representative of the wider community, as well as groups who may be deterred from cycling and walking.</p>



Section 4: Impact of policy or decision

Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p>Positive: The Essex Cycling strategy identifies that 35-54 and 54+ age groups are less likely to cycle compared to younger cyclists. As part of the toolkit of interventions to be promoted as part of this project, there will be opportunities to address this through a range of activities which are tailored to local needs and circumstances.</p> <p>We understand that younger and older people may be deterred from walking for a range of reasons. Consideration for this will be taken into account in routes, e.g. safe road crossings.</p>	L
Disability	<p>Positive: National participation in cycling by disabled people is lower compared to non-disabled people and this trend is likely to be repeated in Essex. Any training or advocacy provided through the bid will need to consider advice and support, when appropriate, for adapted cycling. Any issues relating to disability in the ongoing monitoring of the project will be regularly reviewed.</p> <p>We understand that disabled people may be deterred from walking for a range of reasons. Consideration for this will be taken into account in routes, e.g. safe road crossings, 'well lit' routes.</p>	L



Gender	<p>Positive: National participation in recreational cycling by women is disproportionately lower for women compared to men. This can be for a range of reasons. Measures included in the bid such as proposals to increase the safety of cycling will encourage some (but not all) women and girls to take up cycling. The project will continue to monitor performance through surveys and identify any barriers women and girls may experience to take up regular cycling.</p> <p>We understand that women and girls may be deterred from walking for a range of reasons. Consideration for this will be taken into account in routes, e.g. safe road crossings, 'well lit' routes.</p>	L
Gender reassignment	<p>Neutral: Although transgender people may experience transphobia in sport and physical activity events, we do not envisage any inequality or disadvantaged caused by the protected characteristic of gender reassignment in cycling.</p> <p>We understand that disabled people may be deterred from walking for personal safety reasons. Consideration for this will be taken into account in routes, e.g. 'well lit' routes.</p>	L
Marriage/civil partnership	<p>Neutral: The project will benefit all those who currently walk or cycle or want to walk or cycle and we do not expect any discrimination based upon marriage or civil partnership status.</p>	L



Pregnancy/maternity	<p>Neutral: The project will benefit all those why currently walk or cycle or want to walk or cycle and we do not expect any discrimination based upon pregnancy and maternity.</p> <p>We understand that parents with babies and young children may be deterred from walking for a range of reasons. Consideration for this will be taken into account in routes, e.g. safe road crossings for parents using buggies.</p>	L
Race	<p>Positive: We understand that some BAME communities are less likely to cycle compared to white British communities. Issues that may prevent some BAME individuals cycling could include safety and affordability. This strategy attempts to improve this for all communities. If any further inequalities or barriers exist for BAME communities, we will establish this through the monitoring of the strategy.</p> <p>We understand that some people from particular ethnic communities may be deterred from walking for personal safety reasons. Consideration for this will be taken into account in routes, e.g. 'well lit' routes.</p>	L



Religion/belief	<p>Neutral: We understand that there can be barriers for people of different religions or beliefs to access sport and physical activity, for example Muslim women. However, we do not have significant evidence to demonstrate this is an issue in Essex. The project will benefit all those who currently walk or cycle or who want to walk or cycle and when monitoring the implementation of the strategy we will identify any barriers for people of different religions to take up cycling.</p> <p>We understand that some people from particular religions may be deterred from walking for personal safety reasons, e.g. threat of Islamophobia. Consideration for this will be taken into account in routes, e.g. 'well lit' routes.</p>	L
Sexual orientation	<p>Neutral: We understand that there can be barriers for lesbian, gay and bisexual people accessing sport and physical activity. However, we do not have significant evidence to demonstrate this is an issue in Essex for cycling. The project will benefit all those who currently walk or cycle or want to walk or cycle and when monitoring the implementation of the strategy we will identify any barriers for lesbian, gay and bisexual people to take up cycling.</p> <p>We understand that some people with different sexual orientations may be deterred from walking for personal safety reasons, e.g. threat of homophobia. Consideration for this will be taken into account in routes, e.g. 'well lit' routes.</p>	L
Cross-cutting themes		
Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)



Socio-economic	<p>This project includes interventions for improving access to cycling for those on low incomes, it may also help improve mobility and access to jobs and skills as an affordable alternative to motorised transport.</p> <p>Moreover, by improving access to labour markets through the provision and promotion of active travel this will contribute towards ECC's ambition to grow the economy.</p>	L
Health	<p>Positive – The project will support an increase in active travel which will contribute towards the reduction of non communicable diseases such as stroke, diabetes and obesity.</p>	L
Environmental, eg housing, transport links/rural isolation	Neutral (unknown at this stage	L



Section 5: Conclusion

		Tick Yes/No as appropriate	
5.1	Does the EqlA in Section 4 indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	
		Yes <input type="checkbox"/>	If ' YES ', use the action plan at Section 6 to describe the adverse impacts and what mitigating actions you could put in place.



Section 6: Action plan to address and monitor adverse impacts

What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.



Section 7: Sign off

**I confirm that this initial analysis has been completed appropriately.
(A typed signature is sufficient.)**

Signature of Head of Service: Chris Stevenson

Date: 8 September 2016

Signature of person completing the EqlA: Julian Sanchez

Date: 07 September 2016

Advice

Keep your director informed of all equality & diversity issues. We recommend that you forward a copy of every EqlA you undertake to the director responsible for the service area. Retain a copy of this EqlA for your records. If this EqlA relates to a continuing project, ensure this document is kept under review and updated, eg after a consultation has been undertaken.



Appendix B

Note on Economic Appraisal

Access Fund for Sustainable Travel

Note on Economic Appraisal

1. With the emphasis of the proposed intervention focussed on trips to work, 2011 Census Journey to work data was used, specifically for internal trips in the towns of Braintree, Colchester and Harlow. Journey to work data is only available at Medium Super Output Area (MSOA) level from the 2011 Census. However, in order to specifically investigate the number of people that are living and working in the same place, and similarly travelling to work at Industrial Estates, Output Area (OA) level data was interrogated. From the 2011 Census, it is possible to identify the total number of people travelling between 2 OAs, but not by mode. Therefore, in order to estimate the number of people travelling by mode between two OAs, the following steps were taken:
 - Identify the MSOA that each OA is located within
 - Calculate the proportion of people that drive, take the bus, cycle & walk between all the MSOAs that the OAs are located within
 - Apply those factors to the total trips between each OA to create the modal split.
 - In order to obtain the average distance travelled to work, the centre point of each OA was located and the average straight line distance between two centre points calculated and then adjusted by a factor for each town to obtain an on-road distance.
2. This data confirmed the potential for mode shift, particularly for use of car to cycling. Walking has a reasonably high mode share, particularly for Harlow.

Table 1: Current Internal Journey to Work Trips Main Modes

Town	Total JTW trips by Car	Total JTW trips by Bus	Total JTW trips by Bicycle	Total JTW Walking trips	No. people that drive <4km who could cycle
Braintree	4,033	254	320	19,909	3,976 (98.6%)
Colchester	15,922	2,994	2,138	7,211	11,918 (74.9%)
Harlow	11,152	1,380	817	3,646	9,671 (86.7%)

Table 2: Current Internal Journey to Work Trips by Car to Main Employment Centres

Employment Area	Total Car trips	No. people that drive <4km who could cycle
Springwood Drive	702	702 (100%)
Severalls	1,773	803 (45.3%)
Harlow Enterprise Zone	2,130	1,650 (77.5%)

3. The following average distances were calculated as an estimate and used to produce the vehicle kilometres in the pro-forma sheet. These values are lower for cycling trips and slightly higher for walking trips, but in the same order as in the 2014 National Travel Survey, which indicated that the

average distance of a walking trip is 1.12 km (0.7 miles) and of a cycling trip 5km (3.1 miles) (NTS0306 Average trip length by main mode: England, 1995/97 to 2014). This also emphasises the potential for increased journey to work cycling trips.

Table 3: Distance of Internal JTW trips by mode

Town	Average Distance Driven (km)	Average Cycling Distance (km)	Average Walking Distance (km)
Braintree	2.58	2.39	1.22
Colchester	4.34	3.31	1.46
Harlow	3.95	3.59	1.43

4. For the economic appraisal, the DfT's Active Mode Toolkit was used. The latest available version of the spreadsheet does not contain the latest TAG databook values and the Toolkit spreadsheet was updated to TAG Databook Spring 2016 v1.5. This required updating GDP deflator values, databook Annual Parameters to the *WebTAG Growth tab*, and the indirect taxation in the *WebTAG External Costs tab*. Although not used, the values in "WebTAG Journey Quality" were also updated in line with the Databook v1.5. Consumer Price lookups were also extended to 2016 from the ONS site: <https://www.ons.gov.uk/economy/inflationandpriceindices/timeseries/d7bt/mm23>.
5. Quantitative assessments were restricted to TAG Unit A5-1 'Active Mode Appraisal' approach and TAG Unit 'Marginal External Costs'. As no capital or infrastructure enhancements are included, no qualitative assessments were undertaken, and an adjusted BCR has therefore not been calculated.
6. The following values were used in the appraisal:
 - Prices at 2016 values, distributed over three years, with end year 2020
 - 15% optimism bias was allowed in the costs for the purposes of appraisal only. The cost estimates and bid includes allowance for contingency and inflation.
 - Opening year of 2017
 - 10 year appraisal period used, but with a decay rate of 10%, starting from the last year of funding
 - As the emphasis is switching from car to cycling and walking, 100% of trips were taken as return trips, and all increases in cycling and walking would be from switching from driving
 - An annual growth rate of 0.25% over the appraisal period was applied
 - Annual 220 working days per year were used
 - Cycling and walking distances were used as above and values of walking at 5 km/h and cycling at 19.2 km/h were used (Local Transport Note 2/08 "Cycle Infrastructure Design" states the average speed on cycle routes is 12 mph, or 19.2 km/h, confirmed by Strava data collected by staff).
7. Overall, there is a lack of authoritative data on increases in walking and cycling that could be expected and we took the opportunity to summarise relevant data coming from recent LSTF and Transition Year funding submissions. Also, there is not a particular way to express the results and targets. Variations in the way it is expressed includes:

- % Switch from car
- % Increase in walking and cycling
- % Decrease in the share of trips by car and increase in the share by cycling and walking
- Mode share
- etc.

The approach and intervention envisaged by Essex County Council is quite novel and the best comparison is probably with Work Place Travel Planning. The following is thus a brief overview from recent reports and submissions, based on experience, or submitted as expected outcomes.

- Making Travel Plans Work – Lessons from UK case studies, (Department for Transport, 2002) quotes ranges of success from travel planning, with or without financial other incentives. It quotes a potential of 3 to 5% increase in cycling and walking and 18% reduction in car use
 - Devon County Council: Car share reduction 3.4%; 11.8% increase in cycling
 - Brighton and Hove: Increase in cycling of 7% to 13% and 40% to 43% in walking, and, based on unspecified Thurrock data, 11.5% decrease in car use
 - Herefordshire: Walking non-leisure journeys increased 5%, while non-leisure cycling increased 2%
 - Isle of Wight: Reduction in car use to employment of 5.5% and 2% increase in cycling
 - North East Lincolnshire: 6% increase in cycling
 - Swindon: 18.5% increase in walking and 9.1% in cycling
 - Gloucester: 8% to 11% switch from car
 - The Department of Transport Cycling and Walking Investment Strategy, March 2016 quotes Manchester's aspiration of 10% of all trips to be by bicycle by 2025.
8. For this appraisal, it was considered that a 5% switch from car to cycling and an increase in walking of 2% of journey to work trips would be a reasonable core assumption, before testing sensitivity to these assumptions.

The tables below show the impact of these increases in cycling and walking on the various measures of overall impact:

Table 4: Change in cycle numbers and share

	Total JTW trips by bicycle (one way)	Increase in JTW trips by cycling	% Increase in cycle trips	Base cycling share	Do Something Cycle share	Change in cycle share
Braintree	320	199	62%	4.9%	8.0%	3.1%
Colchester	2,138	596	28%	7.6%	9.7%	2.1%
Harlow	817	484	59%	4.8%	7.7%	2.8%

Table 5: Change in walking numbers and share

	Total JTW walking trips (one way)	Increase in JTW walking trips	% Increase in walking trips	Base walking share	DS walking share	Change in walking share
Braintree	1,909	38	2.0%	29.3%	30.5%	1.2%
Colchester	7,211	144	2.0%	25.5%	26.5%	1.0%
Harlow	3,646	73	2.0%	21.5%	22.3%	0.9%

9. Other information and data contained in the pro-forma sheet

- Average trip length was estimated based on the Journey to Work origins and destinations with straight line distances adjusted by a factor for each town to obtain an on-road distance
- Average motor vehicle speeds were obtained from a data set of journey times for major roads in each town from 2014/15 Trafficmaster data
- Vehicle-km and vehicle-hours were calculated from the above distances and speeds, with vehicle-km and vehicle-hours savings shown as “avoided” in the Decongestion sheet in the Active Mode Toolkit workbook.

10. With the emphasis of the proposed intervention on a mode change for journey to work trips, the 2011 Census data is the best available source. It does however not cover additional cycling and walking trips for other purposes that will be encouraged by the proposed engagement with commuters and other users of transport.

11. The results of the appraisal and sensitivity test are shown below:-

	Sensitivity Test 1: 10 % switch car to cycling and 5% increase in walking	Core Case 5 % switch car to cycling and 2% increase in walking	Sensitivity Test 2: 3 % switch car to cycling and 1% increase in walking
Braintree			
PVB	1,852,358	882,010	511,539
PVC	258,452	259,924	260,500
BCR	7.17	3.39	1.96
Colchester			
PVB	7,835,692	3,719,223	2,152,085
PVC	641,278	647,446	649,857
BCR	12.22	5.74	3.31
Harlow			
PVB	6,127,210	2,965,340	1,739,898
PVC	381,943	387,041	389,052
BCR	16.04	7.66	4.47
Overall			
PVB	15,815,260	7,566,574	4,403,522
PVC	1,281,673	1,294,411	1,299,409
BCR	12.34	5.85	3.39

The overall BCR for the core case of a switch of 5% from car to cycling and a 2% increase in walking indicates ‘Very High’ value for money. Reducing this to a 3% switch from driving and a 1% increase in walking yields a BCR in the ‘High’ Category.

Braintree

Scheme details

When would the scheme be likely to open?

What is the last year of initial funding?

Decay rate (starting from last year of funding)

WebTAG A5.1 explains - the impacts especially of revenue funded initiatives such as cycle training or personalised travel planning are likely to diminish year by year following the investment. For the case study here this is likely to be conservative.

Appraisal period (should be the expected asset life, maximum 60) 10 yrs

Do Nothing scenario

This is what is most likely to happen if the scheme is not implemented.

The data could for example be from automatic or manual traffic counts.

Number of cycling journeys 639 per day, average length 2.39 km and speed 19.2 kph

Number of walking journey 3,817 per day, average length 1.22 km and speed 5 kph

Ideally the data is taken from 'average weekday' in spring or autumn to avoid seasonal bias.

A return trip involves two journeys and would need to be counted as such.

To identify how many individual users this implies, please estimate the share of journeys that form part of a return trip here: 100%

Do Something scenario

Once your scheme has reached it's full impact (ignoring any initial build up here), how would these figures have changed (due to the intervention)?

Number of cycling journeys 1,037 per day, e.g. from automatic or manual cycle count.

Number of walking journey 3,894 per day

For simplicity it is assumed that the length and speed of journeys is largely unaffected by the intervention.

Journey Quality impacts

WebTAG units A5.1 and A4.1 provides guidance, the Databook provides suggested values that users might place on the improved infrastructure your scheme provides. The values are shown in the WebTAG journey quality tab. The improvement over the 'do nothing' scenario should be valued, rather than the absolut level.

For cyclists pence per minute 0 pence per trip (e.g. shower facilities)

For pedestrians pence per km

As demonstrated in the case study, these values should take account of the proportion of the average journey that would be made on the improved infrastructure.

Decongestion benefits

What proportion of new users would most likely be using a car in the do nothing scenario?

for cyclists 100.0%

for pedestrians 100.0%

Which area type from the drop down is most similar to the area your scheme is located in?

Other Urban

Additional information

Background Growth

If you have an estimate of the growth in background use (in both scenarios), please set

the annual growth rate

0.25%

the period over which this applies

10 years

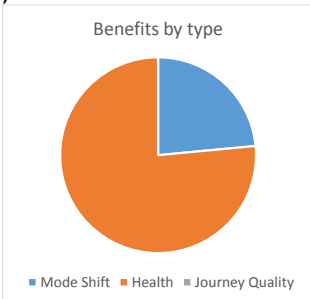
Number of days in the year that you would expect the above usage figures 220 days p.a.

In the case study this is assumed to the typical number of working days - but might more appropriately be set to the number of weekdays.

Results

Analysis of Monetised Costs and Benefits (in £'000)

Noise	3.17
Local Air Quality	0.00
Greenhouse Gases	11.19
Journey Quality	0.00
Physical Activity (incl. absenteeism)	675.89
Accidents	49.02
Decongestion	193.82
Indirect taxation	-51.08
Private contribution	0.00
Present Value of Benefits (PVB)	882.01
Present Value of Costs (PVC)	259.92
Benefit Cost Ratio (BCR)	3.39



Costs

Please provide estimates for upfront costs as well as future maintenance costs in the table below. Please enter the full costs of the scheme in the first column and any private sector contribution to those costs in the second. All other funds are assumed to be from local or central Government.

Please use a constant price base and specify the year here

2016

Please refer to WebTAG unit A1.2 to set Optimism Bias

15%

Year	Total scheme costs '000£	3rd party contributions '000£
2009		
2010		
2011		
2012		
2013		
2014		
2015		
2016		
2017	113	
2018	85	
2019	85	
2020		
2021		
2022		
2023		
2024		
2025		
2026		
2027		
2028		
2029		
2030		
2031		
2032		
2033		
2034		
2035		
2036		
2037		
2038		
2039		
2040		
2041		
2042		
2043		
2044		
2045		
2046		
2047		
2048		
2049		
2050		
2051		
2052		
2053		
2054		
2055		
2056		
2057		
2058		
2059		
2060		
2061		
2062		
2063		
2064		
2065		
2066		
2067		
2068		
2069		
2070		

Colchester

Scheme details

When would the scheme be likely to open?

What is the last year of initial funding?

Decay rate (starting from last year of funding)

WebTAG A5.1 explains - the impacts especially of revenue funded initiatives such as cycle training or personalised travel planning are likely to diminish year by year following the investment. For the case study here this is likely to be conservative.

Appraisal period (should be the expected asset life, maximum 60) 10 yrs

Do Nothing scenario

This is what is most likely to happen if the scheme is not implemented.

The data could for example be from automatic or manual traffic counts.

Number of cycling journeys 4,276 per day, average length 3.31 km and speed 19.2 kph

Number of walking journey 14,422 per day, average length 1.46 km and speed 5 kph

Ideally the data is taken from 'average weekday' in spring or autumn to avoid seasonal bias.

A return trip involves two journeys and would need to be counted as such.

To identify how many individual users this implies, please estimate the share of journeys that form part of a return trip here: 100%

Do Something scenario

Once your scheme has reached it's full impact (ignoring any initial build up here), how would these figures have changed (due to the intervention)?

Number of cycling journeys 5,468 per day, e.g. from automatic or manual cycle count.

Number of walking journey 14,710 per day

For simplicity it is assumed that the length and speed of journeys is largely unaffected by the intervention.

Journey Quality impacts

WebTAG units A5.1 and A4.1 provides guidance, the Databook provides suggested values that users might place on the improved infrastructure your scheme provides. The values are shown in the WebTAG journey quality tab. The improvement over the 'do nothing' scenario should be valued, rather than the absolut level.

For cyclists 0 pence per minute 0 pence per trip (e.g. shower facilities)

For pedestrians 0 pence per km

As demonstrated in the case study, these values should take account of the proportion of the average journey that would be made on the improved infrastructure.

Decongestion benefits

What proportion of new users would most likely be using a car in the do nothing scenario?

for cyclists 100.0%

for pedestrians 100.0%

Which area type from the drop down is most similar to the area your scheme is located in?

Other Urban

Additional information

Background Growth

If you have an estimate of the growth in background use (in both scenarios), please set the annual growth rate

the period over which this applies 0.25% 10 years

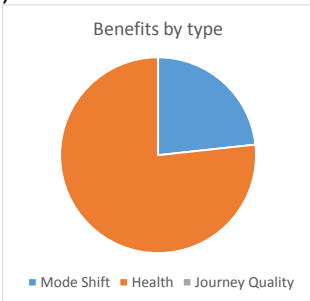
Number of days in the year that you would expect the above usage figures 220 days p.a.

In the case study this is assumed to the typical number of working days - but might more appropriately be set to the number of weekdays.

Results

Analysis of Monetised Costs and Benefits (in £'000)

Noise	13.26
Local Air Quality	0.00
Greenhouse Gases	46.74
Journey Quality	0.00
Physical Activity (incl. absenteeism)	2858.07
Accidents	204.82
Decongestion	809.76
Indirect taxation	-213.43
Private contribution	0.00
Present Value of Benefits (PVB)	3719.22
Present Value of Costs (PVC)	647.45
Benefit Cost Ratio (BCR)	5.74



Costs

Please provide estimates for upfront costs as well as future maintenance costs in the table below. Please enter the full costs of the scheme in the first column and any private sector contribution to those costs in the second. All other funds are assumed to be from local or central Government.

Please use a constant price base and specify the year here

Please refer to WebTAG unit A1.2 to set Optimism Bias

2016

15%

Year	Total scheme costs '000£	3rd party contributions '000£
2009		
2010		
2011		
2012		
2013		
2014		
2015		
2016		
2017	283	
2018	212	
2019	212	
2020		
2021		
2022		
2023		
2024		
2025		
2026		
2027		
2028		
2029		
2030		
2031		
2032		
2033		
2034		
2035		
2036		
2037		
2038		
2039		
2040		
2041		
2042		
2043		
2044		
2045		
2046		
2047		
2048		
2049		
2050		
2051		
2052		
2053		
2054		
2055		
2056		
2057		
2058		
2059		
2060		
2061		
2062		
2063		
2064		
2065		
2066		
2067		
2068		
2069		
2070		

Harlow

Scheme details

When would the scheme be likely to open?

What is the last year of initial funding?

Decay rate (starting from last year of funding)

WebTAG A5.1 explains - the impacts especially of revenue funded initiatives such as cycle training or personalised travel planning are likely to diminish year by year following the investment. For the case study here this is likely to be conservative.

Appraisal period (should be the expected asset life, maximum 60) 10 yrs

Do Nothing scenario

This is what is most likely to happen if the scheme is not implemented.

The data could for example be from automatic or manual traffic counts.

Number of cycling journeys 1,634 per day, average length 3.59 km and speed 19.2 kph

Number of walking journey 7,292 per day, average length 1.43 km and speed 5 kph

Ideally the data is taken from 'average weekday' in spring or autumn to avoid seasonal bias.

A return trip involves two journeys and would need to be counted as such.

To identify how many individual users this implies, please estimate the share of journeys that form part of a return trip here: 100%

Do Something scenario

Once your scheme has reached it's full impact (ignoring any initial build up here), how would these figures have changed (due to the intervention)?

Number of cycling journeys 2,601 per day, e.g. from automatic or manual cycle count.

Number of walking journey 7,438 per day

For simplicity it is assumed that the length and speed of journeys is largely unaffected by the intervention.

Journey Quality impacts

WebTAG units A5.1 and A4.1 provides guidance, the Databook provides suggested values that users might place on the improved infrastructure your scheme provides. The values are shown in the WebTAG journey quality tab. The improvement over the 'do nothing' scenario should be valued, rather than the absolut level.

For cyclists pence per minute 0 pence per trip (e.g. shower facilities)

For pedestrians pence per km

As demonstrated in the case study, these values should take account of the proportion of the average journey that would be made on the improved infrastructure.

Decongestion benefits

What proportion of new users would most likely be using a car in the do nothing scenario?

for cyclists 100.0%

for pedestrians 100.0%

Which area type from the drop down is most similar to the area your scheme is located in?

Other Urban

Additional information

Background Growth

If you have an estimate of the growth in background use (in both scenarios), please set

the annual growth rate

0.25%

the period over which this applies

10 years

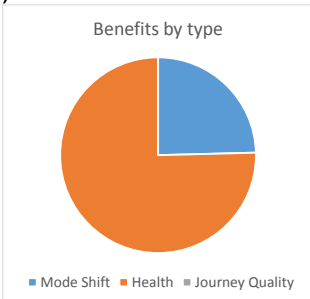
Number of days in the year that you would expect the above usage figures 220 days p.a.

In the case study this is assumed to the typical number of working days - but might more appropriately be set to the number of weekdays.

Results

Analysis of Monetised Costs and Benefits (in £'000)

Noise	11.17
Local Air Quality	0.00
Greenhouse Gases	39.37
Journey Quality	0.00
Physical Activity (incl. absenteeism)	2239.89
Accidents	172.54
Decongestion	682.16
Indirect taxation	-179.79
Private contribution	0.00
Present Value of Benefits (PVB)	2965.34
Present Value of Costs (PVC)	387.04
Benefit Cost Ratio (BCR)	7.66



Costs

Please provide estimates for upfront costs as well as future maintenance costs in the table below. Please enter the full costs of the scheme in the first column and any private sector contribution to those costs in the second. All other funds are assumed to be from local or central Government.

Please use a constant price base and specify the year here

2016

Please refer to WebTAG unit A1.2 to set Optimism Bias

15%

Year	Total scheme costs '000£	3rd party contributions '000£
2009		
2010		
2011		
2012		
2013		
2014		
2015		
2016		
2017	170	
2018	127	
2019	127	
2020		
2021		
2022		
2023		
2024		
2025		
2026		
2027		
2028		
2029		
2030		
2031		
2032		
2033		
2034		
2035		
2036		
2037		
2038		
2039		
2040		
2041		
2042		
2043		
2044		
2045		
2046		
2047		
2048		
2049		
2050		
2051		
2052		
2053		
2054		
2055		
2056		
2057		
2058		
2059		
2060		
2061		
2062		
2063		
2064		
2065		
2066		
2067		
2068		
2069		
2070		

Appendix C

Scheme Impact Pro-forma

Access Fund - Scheme Impact Pro-Forma

Smarter Travel Essex

Access Fund Revenue Competition - Schemes Impact Pro-Forma

For cycling/walking elements of your bid, please provide the following evidence - if available			
Input data	Without Scheme	With Scheme	Reference to supporting information (e.g. section of Economic Appraisal Summary).
Description of infrastructure/facilities	All three town being targeted in the first three years have high proportions of people driving to work over short distances which could be replaced by cycling or walking trips.	A novel approach to engage with road users is proposed to encourage cycling and walking in order to reduce car trips, having the effect of reduced vehicle trips, increased health, safety and improved environment	See application form for how it is proposed to achieve this. Please also refer to Note on Economic Appraisal.
Route length (km)	N/A	N/A	Varies by location and origin destination. Not expected to change and thus does not feature in appraisal.
Average trip length (km)	Braintree: 2.58km Colchester: 4.34km Harlow: 3.95km Average: 2.62km	Braintree: 2.58km Colchester: 4.34km Harlow: 3.95km Average: 2.62km	Based on internal journey to work data in three target towns. Please refer to Note on Economic Appraisal.
Average cycling speed (kph)	19.2 km/h (12mph)	19.2 km/h (12mph)	No extensive local data available but based on Department for Transport Local Transport Note2/08 October 2008 Cycle Infrastructure Design and local staff data collected using Strava. Default in Active Mode Toolkit and WebTAG example is 20km/h.
Number of users (per day)	Internal JTW trips (no users, not trips) Braintree: Cycling: 320, Walking 1909 Colchester: Cycling: 2138, Walking 7211 Harlow: Cycling: 817, Walking 3646	Internal JTW trips (No. users, not trips) Braintree: Cycling: 518, Walking 1947 Colchester: Cycling: 2734, Walking 7355 Harlow: Cycling: 1301, Walking 3719	From 2011 Census Journey to Work Data and change in adopted levels of mode change. Core case: 5% switch from car to cycling and 2% increase in current walking trips. Please see Note on Economic Appraisal, including sensitivity tests.
Percentage of additional users that would have driven a car otherwise.	N.A.	100%	The scheme is intended to directly target journeys to work by car and encourage a switch from car to cycling and walking. Only nominal growth in demand has been allowed for and the possibility of attracting new trips, or from other modes, has not been considered in the appraisal.

If you are expecting your project to reduce car travel, please provide the following information			
Input data	Without Scheme	With Scheme	Reference to supporting information (e.g. section of Economic Appraisal Summary).
Traffic levels (Vehicle km) in the affected area	Braintree: 4,578,542 Colchester: 30,398,608 Harlow: 19,390,608	Braintree: 4,348,766 Colchester: 29,438,616 Harlow: 18,581,893	Annual vehicle kms for internal journey to work trips only. Savings from 'Decongestion' in Active Mode Toolkit
Traffic levels (Vehicle hours) in the affected area	Braintree: 194,832 Colchester: 1,211,100 Harlow: 570,312	Braintree: 185,054 Colchester: 1,172,853 Harlow: 546,526	Internal Journey to work data using veh-km and average speed from above. Reduction based on veh-km savings in Active Mode Toolkit and average speed
Average Speed in the Morning Peak	Braintree: 23.5 km/h Colchester: 25.1 km/h Harlow: 34.1 km/h	Unchanged Braintree: 23.5 km/h Colchester: 25.1 km/h Harlow: 34.1 km/h	Speeds based on Trafficmaster data for major roads in the towns
Mode share (in person trips)			From 2011 Census Journey to Work Data and change in adopted levels of mode change. Core case: 5% switch from car to cycling and 2% increase in current walking trips. Please see Note on Economic Appraisal, including sensitivity tests.
Car Driver	Braintree: 61.9% Colchester: 56.3% Harlow: 65.6%	Braintree: 57.7% Colchester: 53.2% Harlow: 61.9%	
Car Passenger	Not considered in the analysis		
Bus passenger	Braintree: 3.9% Colchester: 10.6% Harlow: 8.1%	Braintree: 3.9% Colchester: 10.6% Harlow: 8.1%	
Rail Passenger	Not considered in the analysis		
Cyclist	Braintree: 4.9% Colchester: 7.6% Harlow: 4.8%	Braintree: 8.0% Colchester: 9.7% Harlow: 7.7%	
Walking	Braintree: 29.3% Colchester: 25.5% Harlow: 21.5%	Braintree: 30.5% Colchester: 26.5% Harlow: 22.3%	

Appendix D

Project Plan

Smarter Travel Essex Project Plan

				Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017	Jul 2017	Aug 2017	Sep 2017	Oct 2017	Nov 2017	Dec 2017	Jan 2018	Feb 2018	Mar 2018	Apr 2018	May 2018	Jun 2018	Jul 2018	Aug 2018	Sep 2018	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	
	Start	End	Duration (days)																																								
Pre-project planning	January 2017	March 2017	65																																								
Procure Vehicle and Conversion	January 2017	March 2017	65																																								
Set up governance including appoint pm	February 2017	March 2017	40																																								
Commission materials and enablers (inc Dr Bike and Bike Loan etc)	April 2017	May 2017	40																																								
Commission Marketing, Website/Platform	April 2017	May 2017	40																																								
Commission travel planning packages	April 2017	May 2017	40																																								
Training of partners and volunteers	April 2017	May 2017	30																																								
Produce Year 1 schedule for Pop Up	April 2017	May 2017	30																																								
Produce Yr 1 Events Schedule (Harlow/Colchester/Braintree)	April 2017	May 2017	30																																								
Launch Smarter Travel Essex Brand	May 2017	May 2017	15																																								
Yr 1 Schedule	May 2017	March 2018	240																																								
Yr 1 Events	June 2017	September 2017	87																																								
Produce Year 2 schedule for pop up	February 2018	March 2018	30																																								
Produce Yr 1 Monitoring Reports (Date Collection & Analysis)	April 2018	April 2018	21																																								
Produce Year 2 Events Schedule	April 2018	April 2018	20																																								
Year 2 Schedule	April 2018	March 2019	260																																								
Year 2 Events	April 2018	September 2018	130																																								
Produce Year 3 schedule for pop up	February 2019	March 2019	30																																								
Produce Yr 2 Monitoring Reports (Date Collection & Analysis)	April 2019	April 2019	22																																								
Produce Year 3 Events Schedule	April 2019	April 2019	20																																								
Year 3 Schedule	April 2019	March 2020	262																																								
Year 3 Events	April 2019	September 2019	131																																								
Legacy Planning	February 2020	March 2020	42																																								
Produce Yr 3 Monitoring Reports (Date Collection & Analysis)	April 2020	April 2020	22																																								

Appendix E

Letters of Support

Abellio Greater Anglia

11th Floor
One Stratford Place
Montfitchet Road
London E20 1EJ

t 0845 600 7245

f 01603 675243

w abelliogreateranglia.co.uk

Jayne Sumner
Essex County Council
County Hall
Chelmsford
Essex
CM1 1LX

5 September 2016

Dear Ms Sumner,

Sunshine Coast Line Campaign

Thank you for submitting the proposal for the marketing campaign for the Sunshine Coast line.

We are happy to support the principle of a campaign to encourage peak rail travel on the Sunshine Coast line between Colchester and Clacton / Walton on Naze.

The campaign timings need to be agreed with us if we are to offer a limited offer price on fares and it would be useful to see a fully fleshed out campaign plan, including other media and some ideas for measuring the success of the campaign.

It would also be helpful if the campaign focused on the key service attributes such as frequency and convenience as well as price to encourage current non users to try the train. Looking ahead there would be value in researching the reasons why non-users don't use rail and what would incentivise them to change their mode of travel so we can target future activity more closely. Finally, please involve Chantal and Rebecca in the concept development for the scheme

There is capacity to increase patronage on this route during peak times and we welcome the CRPs campaign to try and do so.

Yours sincerely,

Jonathan Denby
Head of Corporate Affairs

From: Emma Taylor [<mailto:taylor.sc@arriva.co.uk>]
Sent: 08 September 2016 15:49
To: Julian Sanchez, Commissioning Delivery Manager; Pam Nelson
Subject: RE: Letter of support for ECC bid to DfT Access Fund for Sustainable Travel

Hi Julian/Pam

Thank you for this additional information.

Arriva support Essex County Council's bid to the DfT Access Fund for Sustainable Travel. Arriva believe that working in partnership we can continue to deliver service improvements throughout Essex.

- Better, more readily available information to potential customers
- Better journeys – more reliable and punctual through the development of PIPs, QBPs and better infrastructure to give priority to the bus
- Better vehicles offering a higher quality customer experience, reducing emissions and improving air quality
- Better value journeys, with a simple range of ticket products available over multiple channels
- Better planning through understanding the impacts of Local Plans, working with planners to assess the viability of bus travel from new developments and more information about upcoming highway projects and roadworks.

Hope this is of help

Emma



From: Crabb, Lee [<mailto:leecr@braintree.gov.uk>]
Sent: 08 September 2016 14:29
To: Julian Sanchez, Commissioning Delivery Manager
Cc: Butler, Faye; Krischock, John
Subject: FW: Access Fund Hack
Importance: High

Hi Julian,

Just to confirm that Braintree will offer localised support for the project.

Lee

Lee Crabb

Head of Environment & Leisure

Braintree District Council | Causeway House, Bocking End, Braintree, CM7 9HB

☎ 01376 552525 Ext. 2227 | www.braintree.gov.uk | ✉ lee.crabb@braintree.gov.uk



"30 minutes of sport or physical activity 5 times a week... make it your target!"



Prime Minister
The Rt Hon Theresa May MP
10 Downing Street
London
SW1A 2AA

Thursday 1 September 2016

Dear Prime Minister,

The Great Britain Cycling Team athletes topped the cycling medal table for the third Olympic Games in a row at Rio 2016. It was a truly outstanding performance and enhances Britain's status as the world's leading elite cycling nation.

You were widely reported in the media as saying that there will be "no limits" on the honours that could be bestowed on our medal winners. But the best way to honour the achievements of our athletes would be a legacy of every-day cycling in this country – a place where cycling is the choice form of transport for people to get around in their daily lives.

Your predecessor called for a "cycling revolution" and your government's manifesto sets out a target to "double" the number of journeys cycled. While some steps have been made, cycling is still a transport mode which does not enjoy the government investment or political leadership given to roads, rail or aviation.

The government is now considering feedback on the draft Cycling and Walking Investment Strategy (CWIS). We urge the government to publish this and set out a timeline to address the chronic underfunding and lack of leadership which is keeping cycling for transport in the slow lane. Only networks of segregated cycle lanes in towns and cities across the country can achieve and influence growth.

The success of the CWIS will be felt not only across government but in all areas of the nation's life. The government's sports strategy seeks to extend the number of people living physically active lives and could be truly transformative. Active travel – walking and cycling – is the easiest way for people of all ages to fit physical activity into their lives. Currently, only one in five people achieve the recommended levels of physical activity.

Around one in three children is overweight or obese. The government's childhood obesity strategy recognises the value of physical activity and the importance of walking and cycling to school. I am sure you know that this will seem a fanciful idea for most parents without the convenient walking

and cycling routes which would give them the confidence that their children will be safe getting to school. Yet we know it can be achieved – in the Netherlands, 50% of education-age children cycle to school.

As cities like Copenhagen and New York have shown, cycling also creates better places to live and work. More cycling cuts congestion, reduces noise pollution and fuels local economies. Small businesses in New York have seen a 49% increase in business where cycle lanes have been installed.

There is huge latent demand for cycling. Two thirds of people would cycle more if they felt safer on the roads. The government's road safety statement reiterates the manifesto commitment to reduce the number of cyclists killed or injured. The CWIS needs to set targets to improve road maintenance, enhance enforcement of the laws, and update the rules of the road to better consider the needs of cyclists.

To make this happen, we need 5% of the government's transport spend allocated to cycling. This is the only way that cycling will be integrated into transport strategy and given the priority it deserves.

Investment in cycling as a form of transport isn't purely an investment in cycle lanes. It is an investment that will pay off for the nation's health, wealth, transport infrastructure and the vibrancy of our towns and cities. It has the added benefit of just making it easier for ordinary families to get to work and get to school.

Our athletes have inspired the country and now we urge the government to take cycling seriously as a transport option for everyone.

British Cycling's policy adviser Chris Boardman would welcome a meeting to discuss this further. We look forward to hearing from you.

Yours sincerely,

Chris Boardman, policy adviser, British Cycling and Olympic gold medalist

Sir Chris Hoy, six-time Olympic gold medallist, joint most successful British Olympian

Laura Trott, four-time Olympic gold medallist and Britain's most successful female Olympian

Jason Kenny, six-time Olympic gold medallist, joint most successful British Olympian

Mark Cavendish, Olympic silver medallist

Joanna Rowsell Shand, double Olympic gold medallist

Callum Skinner, Olympic gold and silver medallist

Elinor Barker, Olympic gold medallist

Owain Doull, Olympic gold medallist

Katie Archibald, Olympic gold medallist

Becky James, double Olympic silver medallist

Katy Marchant, bronze medallist



Colchester Borough Council
Rowan House, 33 Sheepen Road,
Colchester, CO3 3WG

Essex County Council
Julian Sanchez
Commissioning Delivery Manager
County Hall
Chelmsford
Essex
CM1 1QH

Contact	Paul Wilkinson
Phone	01206 282787
Email	paul.wilkinson@colchester.gov.uk
Your ref	
Our ref	
Date	8 September 2016

Dear Julian

Access Fund for Sustainable Transport

Colchester Borough Council supports the Essex County Council submission to the Government for the Access Fund. As a local planning authority Colchester recognises the need to invest in sustainable transport to support economic growth, manage congestion and improve personal health. Colchester is growing and delivering jobs and houses to support the economy. Colchester has major further and higher education establishments and a major hospital all providing learning and employment opportunities.

The Borough has worked very closely with Essex County Council on travel change behaviour, cycling programmes and securing funding for travel plans. The Borough has secured £300,000 contribution for travel planning at a private student accommodation unit and is working with the University to extend its "way finding app". This year, new homes bonus has been invested into the Best Foot Forward travel change behaviour programme focused in a local community in a congested area, experiencing a high level of housing and economic growth.

Essex County Council is a partner in the Colchester Travel Plan Club along with CBC, the Hospital, the University and the Institute. The Borough has a good record of working in partnership. This bid by ECC makes best use of the club and allows for the ECC programme to be delivered promptly. The Borough Council has for over 10 years funded the Colchester Travel plan club at £10,000 per year. If the bid is successful the Borough will continue to fund and host the club coordinator.

Yours sincerely

Mike Lilley

Portfolio Holder for Safer Communities and Licensing



Textphone users dial 18001 followed by the full number that you wish to call.

From: William Bramhill [<mailto:william@bramhill.net>]
Sent: 05 September 2016 17:22
To: Julian Sanchez, Commissioning Delivery Manager
Cc: Pam Nelson; bikecom@googlegroups.com
Subject: Support for bid

Dear Mr Sanchez

Colchester Cycling Campaign supports ECC's bid to the DfT Access Fund for Sustainable Travel.

Best wishes

Will Bramhill
Planning officer
Colchester Cycling Campaign

Chris Stevenson
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

08 September 2016
Ref: AJA/lw/AJA196 Access Fund 2017-2020

Dear Chris

Access Fund 2017-2020 - Joint bid by Colchester Institute and Colchester Borough Council

Colchester Institute supports the joint bid to the Access Fund by Essex County Council and Colchester Borough Council for Access Funds, for improvements to sustainable travel, working in particular with three key institutions in the town – the General Hospital, the University of Essex and Colchester Institute.

Colchester Institute is located in the centre of town and provides further and higher education to students predominantly from the Colchester, Braintree and Tendring areas. The campus is used by around 11,000 students in any one year and around 700 staff each day. Students range in age from 14 to over 60 and the travel to learn distances range from a short walk to journeys of over fifty miles in some cases.

Colchester Institute, is already one of the key partners supporting Essex County Council's and Colchester Borough Council's focus on walking, cycling, and adopts a range of strategies to assist staff, students and other campus users to access work, education and training in a sustainable way. Unfortunately, car parking at the College's Sheepen Road Colchester campus is problematic, staff and students often have to wait long periods for car parking spaces to become available, leading to lateness and congestion on surrounding roads. More initiatives to encourage the use of active travel or multi-modal would be of huge benefit to the College, its users and the local community.

In particular, Colchester Institute would like to explore providing an opportunity for real work experience for a number of its 16-19 year old students in becoming ambassadors for sustainable and mixed mode travel options. The role would involve researching and then encouraging both staff and other students to adopt more active and sustainable transport initiatives. The ambassadors' work would not need to be restricted to staff and students of Colchester Institute – but could extend to work with users of both the University and the General Hospital.

As a key stakeholder and a member of the Colchester Travel Plan Club, we fully endorse all initiatives funded by this bid. We are pleased to be a part of the bid and look forward to working in partnership with Essex County Council and Colchester Borough Council.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Alison Andreas'.

Alison Andreas
Principal and Chief Executive

Sheepen Road
Colchester
Essex
CO3 3LL

Julian Sanchez
Commissioning Delivery Manager
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

6 September 2016

Dear Julian

Essex County Council's Access Fund bid

I write to express Cycling UK's support for Essex County Council's bid to the Department for Transport for Access Funding.

Cycling UK is an independent charity, and our vision is of a healthier, happier and cleaner world, because more people cycle. We want people of all ages, backgrounds and abilities to be able to cycle safely, easily and enjoyably, and have championed the cause of cycling for well over a century.

For this reason, we fully support the bid's aims to encourage cycling and walking. We are particularly impressed by the proposals to work with business partners in three major Essex towns (e.g. with the three largest employers in Colchester – the University of Essex, Colchester Institute and Colchester Hospital). This will not only promote increased levels of physical activity, but also support the local economy by opening up healthy travel options to employment, education and training hubs.

Investing revenue funding in 'smarter choice' measures can be highly cost-effective, providing excellent value for money through the resulting health, economic and other benefits.

Cycling UK also believes these measures need to complement investment in creating a high-quality cycle-friendly environment, suitable for all ages and abilities, if the Government's ambition to normalise cycling is to be achieved. Through the national Space for Cycling campaign, co-ordinated by Cycling UK, we aim to promote positive dialogue between councils

and local communities to help plan and prioritise local cycle networks and schemes, as part of councils' Local Cycling and Walking Infrastructure Plans (LCWIPs). We therefore hope to work with you, not only to offer opportunities for under-represented groups to take up cycling, but also to support the development of Space for Cycling as part of your LCWIP.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Ian Richardson', with a stylized, flowing script.

Ian Richardson
Director of Cycling
Cycling UK

Colchester Office
8 & 9 St Peters
Court
Colchester
Essex CO1 1WD

Tel: 01206 765277

Julian Sanchez
Commissioning Delivery Manager
Essex County Council
County Hall
Chelmsford

6th September 2016

Dear Julian

Bid to DfT Access Fund for Sustainable Travel

I am writing on behalf of Essex Chambers of Commerce to register our support for this bid which we understand will be focused on Braintree, Colchester and Harlow. We are the leading business organization in the county with members ranging from sole traders through to national and multinational companies.

As I understand it, this innovative proposal, will involve working with partners to remove barriers to cycling and walking, to change perceptions and behaviour and contribute towards implementation of the Essex Cycling Strategy through a 'Hub and Hack' approach.

The suite of tailored interventions will encourage walking and cycling, either by taking the 'offer' to businesses and organisations, or attending community hubs where specific local needs will be identified. This will help provide access to jobs, and highlight health benefits of active travel.

The new brand and strong marketing will reinforce the message and support interventions in three major Essex towns. We will be happy to promote the campaign to our members where appropriate.

With kind regards

David Burch

David Burch
Director of Policy
Essex Chambers of Commerce

Julian Sanchez
Commissioning Delivery Manager
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

Westway
Chelmsford
Essex CM1 3AR
Tel: +44 (0) 1245 293 436
Fax: +44 (0) 1245 293 491

9th September 2016

Support for ECC bid to DfT Access Fund for Sustainable Travel

Thank you for the opportunity to support your bid. First Essex extends its support to Essex County Council's bid to the DfT Access Fund for Sustainable Travel.

We understand that this will improve access to employment, learning and labour markets, by promoting access to information and support through a targeted package of interventions. These aim to promote physical activity and sustainable travel, while improving access to opportunities and ensuring that as far as possible, transport is not a barrier. We believe that this will support the local economy by supporting access to new and existing employment, education and training and also actively promote increased levels of physical activity through walking and cycling, thereby reducing pollution and congestion.

In summary, we are very pleased to be a part of the bid and look forward to working in partnership with our local authority partners.

Yours sincerely

A handwritten signature in black ink, appearing to read "Alex Jones".

Alex Jones
Managing Director
First Essex Buses Ltd

Julian Sanchez
Commissioning Delivery Manager
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

Support for DfT Access fund for sustainable travel bid

Thank you for the opportunity to lend our support to your upcoming bid for the Access Fund from the DfT. With the two following key aims:

- Ø To support the local economy by supporting access to new and existing employment, education and training; and
- Ø To actively promote increased levels of physical activity through walking and cycling

Please accept this letter as confirmation of our support for this bid.

Yours sincerely



Gavin Hunter
Managing Director
H C Chambers and Sons Ltd
Hedingham and District Omnibuses Ltd.

From: Peter & Carole [<mailto:pete.carole@btinternet.com>]
Sent: 08 September 2016 09:34
To: Julian Sanchez, Commissioning Delivery Manager
Subject: Essex bid to DfT Access Fund for Sustainable Transport

Julian

This is Pete Hewitt, Chair of Myland Community Council (MCC).

This email is in support of the above Essex bid. The aims of this appear to be in line with our Myland and Braiswick Neighbourhood Plan Policy RAT1, "Maximising opportunities to walk and cycle".

Pete

Julian Sanchez
Commissioning Delivery Manager
Essex County Council

8th September 2016

Dear Julian,

Re Healthy Transport Access Fund Bid

Further to the public health input that my team have provided so far for the above, I write to formally express my strong support for this bid as a key programme by which we achieve the important public health outcome of people adopting healthier transport options. It is readily apparent that behavioural programmes must be combined and co-ordinated with environmental programmes for us to be successful in getting people to be more physically active as part of their daily routine. It is also readily apparent that factors such as journey time reliability and reducing congestion are key determinants of economic growth, which is, of itself, an important public health determinant.

We must learn from poor practice across the country previously, and cannot continue with the historical approach of behavioural interventions which are not co-ordinated with programmes looking at healthy transport infrastructure.

The pop up hacks, whereby roadshows are taken to key sites across Essex to discuss face to face with people their transport options, combined with behavioural interventions to increase their physical activity, gives us the best chance of achieving the transport modal shift needed. It also provides essential insight from our carefully chosen target audiences which allows us to develop, with them through an iterative process, the type of behavioural support and infrastructure which is most likely to give us a sustained modal shift.

Yours sincerely,



Dr Mike Gogarty
Director of Public Health
Essex County Council

From: Nicola Foster [<mailto:Nicola.Foster@essexhighways.org>]
Sent: 08 September 2016 16:27
To: Hilary Wicks; Andrew Harris; Julian Sanchez, Commissioning Delivery Manager
Cc: Katie Brimley; Liz Burr
Subject: RE: Support for Bid

Dear Julian,

SERP is supportive of the Travel Smarter Essex Toolkit bid to the Access Fund for sustainable transport as SERP believes that adult bikeability will lead to enhanced safety on the roads. It should enable adult cyclists to ride safely on the roads thereby removing the need for them to use footways, which is something the public has raised with SERP through Essex Police. It ticks many of SERP's boxes.

Please let me know if you need any further information about this exciting project which we hope will save lives and encourage more adults to cycle and travel sustainably and healthily.

Kind regards

Nicola Foster FIHE, I.Eng MSc | Group Manager Road Safety
Chairman of Safer Essex Roads Partnership
Ringway Jacobs | Essex County Council
Seax House, 2nd Floor, Victoria Road South, Chelmsford, CM1 1QH

T: 01245 342899 | 07786125711
E: nicola.foster@essexhighways.org
W: www.saferessexroads.org



Please consider the environment before printing this email.



South East LEP Secretariat
c/o Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

Mr Julian Sanchez
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

6th September 2016

Dear Julian

DfT Access Fund 2017/18 – 2019/20: Application by Essex County Council

The South East Local Enterprise Partnership is pleased to support Essex County Council's bid for the DfT Access Fund.


DfT Access Fund investment in Essex County Council's bid will be targeted on improving access to employment, learning and labour markets, by promoting access to information and support through a targeted package of interventions. These aim to promote physical activity and sustainable travel, while improving access to opportunities and ensuring that as far as possible, transport is not a barrier to those who are seeking new employment or who are looking to enhance their skills.

Essex County Council is taking an innovative approach to offer a toolkit of targeted interventions, which will be focussed on Braintree, Colchester and Harlow.

The South East Local Enterprise Partnership strongly acknowledges the benefits of revenue funding investment in sustainable transport initiatives through supporting access to employment, education and training in the South East as a key growth area.

I am pleased to support the bid and we look forward to continuing to work in partnership with Essex County Council in supporting the delivery of sustainable transport interventions to facilitate growth.

Yours sincerely

A handwritten signature in black ink, appearing to read 'A J Bryan', with a stylized flourish at the end.

Adam Bryan

Managing Director

South East Local Enterprise Partnership



1st Floor The Library, Hawthorn Avenue
Colchester, CO4 3QE
Tel: 01206 861800
Email: spg@sign-post.info

2nd September 2016

Julian Sanchez
Commissioning Delivery Manager
Essex County Council
County Hall, Market Road
Chelmsford CM1 1QH

Dear Mr Sanchez

Support for DfT Access fund for sustainable travel bid

Signpost is a small, independent charity helping people of all ages and all backgrounds to find employment.

Our primary aim is to deliver job search success and support to long-term unemployed people from the most deprived areas of Essex. We achieve this by offering practical help, expert advice and physical workstations on the doorsteps of the people who most need our assistance; our centres are based in the hearts of impoverished communities in Jaywick, Colchester and Basildon.

We would like to lend our support to your upcoming bid for the Access Fund from the DfT. We would obviously be keen to support access to new and existing employment, education and training opportunities. Also to enable our service users to access our resource centre, interviews and their work place.

Please accept this letter as confirmation of our support for the bid.

Yours sincerely

Sara Kulikowski
Centre Manager

Signpost Resource Centres is a Trading Name of Signpost (Colchester) Ltd
Company Registered No. 4974877 Registered Charity No. 1102485



Tendring
District Council

Julian Sanchez
Commissioning Delivery Manager
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

E. Julian.Sanchez@essex.gov.uk

East of England
Keebles Chambers
18 Cowgate
Peterborough
PE1 1NA

T: 01733 319 981

Information: 0845 113 0065

www.sustrans.org.uk

Dear Julian,

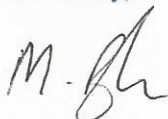
I am writing to confirm our support for Essex County Council's bid for the Access Fund for Sustainable Travel.

Sustrans has worked with Essex County Council for nearly 20 years and we have been involved in a variety of infrastructure and smarter choices projects during that time. One area, which we are particularly proud of has been our engagement with educational establishments, across Essex, over the past eight years or so, which began with the Cycle Towns project in Colchester during 2008 and is still running successfully today.

We are pleased to see a clear focus on the towns of Braintree, Colchester and Harlow, all of which Sustrans has worked in before and all of which we think have considerable potential for change. We also think the decision to look at supporting access to new and existing employment, education and training around the Colchester Travel Plan Club and your three largest employers – University of Essex, Colchester Institute and Colchester Hospital is pragmatic and would have a considerable impact. We were also impressed to hear about some of your innovative ideas around the use of Hubs (something that Sustrans has done a lot of) and how to upskill employees and support them to be more productive and to reduce the productivity gap.

As aforementioned, Sustrans has a long and successful history of delivering projects, which help people to walk and cycle more in Essex, and we would be delighted to help deliver certain aspects of your Access Fund, if you were to be successful.

Yours sincerely,



Matthew Barber
Head of Partnerships, Midlands and East



30 August 2016

Chris Stevenson
Essex County Council
County Hall
Market Road
Chelmsford
CM1 1QH

Dear Chris,

Access Fund 2017-2020 – Joint bid by Essex County Council and Colchester Borough Council

The University of Essex extends its support to the joint bid by Essex County Council and Colchester Borough Council for Access Funds, which I understand is designed to support and continue the excellent legacy work from the very successful Colchester Cycle Town funds.

If successful, Essex County Council and Colchester Borough Council will be able to deliver active and sustainable transport initiatives across Colchester and importantly the 3 key partners; the Hospital, the Institute and the University to promote economic growth and access to skill, education and jobs.

The University of Essex, as partners, also supports Essex County Council and Colchester Borough Council focus on walking, cycling, and helping people access work, education and training in a sustainable way; as all these points are of specific interest to the University as our campus is located in the centre of town and provides higher education to students from all over the UK and overseas. We currently have 14,000 students and 2500 staff and are the major employer and Higher Education provider in the area.

Colchester has exceptional heritage and is currently under major economic growth as one of the fastest growing districts in the country in terms of population, with 18,000 new homes by 2023 and 14,000 new jobs by 2021 investment of this kind will make a significant difference.

As a key stakeholder, a long term member of the Colchester Travel Plan Club and holder of Essex County Council's Travel Plan Accreditation Awards over the past 5 years, we endorse this bid and hope to engage fully with Essex County Council and Colchester Borough Council's sustainable transport projects. This will enhance our own travel plan and demonstrate how we work with our partners to deliver sustainable transport in and around Colchester.

As commitment to this bid, I will provide £5k each year of funding to Colchester Borough's Travel Plan Club for membership, who I anticipate having a significant role in the delivery of this project. I can also confirm that my team and I are committed to promoting and supporting all initiatives funded by this bid.

In summary, we are very pleased to be a part of the bid and look forward to again working in partnership with the Essex County Council and Colchester Borough Council.

Yours faithfully

Charlotte Humphries
Transport Policy Manager

From: Wivenhoe Bike Kitchen [<mailto:bicyclewiv@gmail.com>]
Sent: 08 September 2016 08:15
To: Julian Sanchez, Commissioning Delivery Manager
Cc: Pam Nelson; Jay Pettitt; Wivenhoe Bike Kitchen
Subject: Letter of support for DfT bid

Wivenhoe Bike Kitchen are pleased to write in support of Essex County Council's bid to the DfT for funding to support sustainable travel in Essex.

In the past two years our volunteer team have helped carry out over 2000 bicycle repairs with visitors to the project, aided by the financial support we receive from ECC for premises rent and training. We know that the support provided by our service is highly valued by our users, and makes a real difference to people's ability to keep on cycling or get started with cycling for everyday and leisure needs; and that this in turn supports a modal shift away from private car use.

All the evidence shows that greater numbers of people will choose to cycle and walk when high quality fit for purpose infrastructure making it safe and therefore enjoyable to do so is provided. We look forward to the delivery of such infrastructure across Essex to make possible the behaviour change that any DfT funded promotional efforts seek to achieve.

Kind regards
Jo Wheatley
Coordinator

--

Like [us on Facebook!](#)
[Wivenhoe Bike Kitchen](#)
07926 463568

WBK runs on volunteers, donations & tea.
& support from Essex County and Wivenhoe Town Councils



WIVENHOE TOWN COUNCIL

Town Mayor: Cllr. Asa Aldis ~ Town Clerk: Antoinette Stinson

77 High Street, Wivenhoe, Essex CO7 9AB

Tel: 01206 822864 ~ Fax: 01206 827298

www.wivenhoe.gov.uk e-mail: wivenhoe_council@btconnect.com

Julian Sanchez,
Commissioning Delivery Manager
Essex County Council
Chelmsford
Essex

5 September 2016

Letter of support for ECC bid to DfT Access Fund for Sustainable Travel

Wivenhoe Town Council extends its support to the ECC's bid to DfT Access Fund for Sustainable Travel.

This innovative proposal will contribute towards implementation of the Essex Cycling Strategy and will encourage walking and cycling, support the local economy by access to new and existing employment, education and training and at the same time actively promote increased level of physical activity, highlighting the health benefits of active travel.

The ECC bid is focussed on improving access to employment, learning and labour markets, by promoting access to information and support through a targeted package of interventions. These aim to promote physical activity and sustainable travel, while improving access to opportunities and ensuring that as far as possible, transport is not a barrier.

Yours faithfully,

Antoinette Stinson

TOWN CLERK



This information is issued by

Essex County Council, Integrated Transport

You can contact us in the following ways

@ Alistair.southgate@essex.gov.uk

🌐 www.essex.gov.uk

☎ 01245 437702

Essex County Council

County Hall

Market Road

Chelmsford

CM1 1QH

Sign up to Keep Me Posted email updates
on topics you want to hear about at:

essex.gov.uk/keepmeposted

🐦 **Essex_CC** 📘 **facebook.com/essexcountycouncil**

The information contained in this leaflet can be translated,
and/or made available in alternative formats, on request.

Published September 2016