Access Fund for Sustainable Travel Revenue Competition - Form

Department for Transport **Application**

Applicant Information

Local transport authority name(s):
Somerset County Council
Bid Manager Name and position:
David Mitchell, Technical Lead Projects and Studies
Contact telephone number: 01823 356789

Email address: dpmitchell@somerset.gov.uk

Postal address: **Highways and Transport Commissioning**
Somerset County Council
County Hall (B2W1)
Taunton
TA1 1AZ

Website address for published bid: http://www.somerset.gov.uk/policies-and-plans/strategies/transport-strategy/

SECTION A - Project description and funding profile

A1. Project name: *Travel Somerset*: Delivering behaviour change that supports economic growth and healthy lives

A2. Headline description:

The *Travel Somerset* project will have 3 key objectives

1. **Support local housing and economic growth**
2. **Increase the levels of physical activity for adults and children**
3. **Show a clear and sustainable legacy**

Taunton is perfectly situated for seeing a fundamental change in the way that its residents perceive their travel choices. With significant change already happening this is the optimum time to support residents and business through a concerted travel behaviour change campaign to embrace sustainable travel. Travel Somerset will lay the foundations of a cultural shift towards cycling and walking as the first choice for short trips.

A3. Type of bid

a) This bid is:

☒ **Revenue only**, and I confirm we have made provisions for a minimum additional 10% matched contribution

☐ **Revenue & Capital**, and I confirm we have sourced the capital funding locally and have made provisions for a minimum additional 10% matched contribution.

A4. Total package cost (£m): £1.2

A5. Total DfT revenue funding contribution sought (£m): £1.08m

A6. Local contribution (£m): £0.12m provided by Taunton Deane Borough Council

A7. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty?
☒ Yes ☐ No

Equalities Implications have been considered and are summarised below. No adverse impacts have been identified for any of the groups with protected characteristics.
- Access
A main focus of the project will be social marketing and behaviour change campaigns using various communication channels and mediums. All collateral created and used by the project will have to meet SCC guidelines and standards for accessibility. The project will support all residents to make changes to travel behaviour which could save money and make it easier to access employment, education or training.

- Equality and Diversity
The project is taking place in some areas which suffer from multiple deprivation. The project will have a positive impact by working with local residents to support them to be more physically active but also to help them access education and employment more easily. .

Community Safety Implications
The project will aim to encourage more people to walk and cycle. Whilst there is a risk of accidents occurring when people walk and cycle there is a large body of evidence to show that the health benefits of increased physical activity far outweigh the risk associated with undertaking that activity.

Sustainability Implications
The aim of the project is to encourage more active and healthy lifestyles by increasing the number of Somerset residents who travel by foot and by bike. This will have a direct and positive impact on the

number of single occupancy cars on the highway network and CO2 emissions by switching trips from car to other modes.

Continued promotion of sustainable travel in the Taunton area supports the development of new businesses and new houses by providing sustainable travel alternatives to the private car and helping to ensure sufficient highway capacity is available to accommodate traffic growth linked to housing and employment growth.

A8. Partnership bodies:

Somerset Public Health Team – The bid has been developed with the support of the public health team with a view to encouraging and enabling active travel opportunities that deliver health benefits.

Taunton Deane Borough Council (TDBC) – Planning authority for the project area and lead body in economic development and regeneration. TDBC will be a key partner and member of the steering group helping to set objectives, work plans and providing expertise and enabling access to local businesses and local communities to ensure the project supports economic growth and delivery of Local Plan targets.

First Great Western – current train operating company and manager of Taunton Railway Station. We are currently working with GWR on two station redevelopment projects at Bridgwater and Taunton. GWR will be responsible for developing their station travel plan whilst *Travel Somerset* will support delivery of the travel plan. Taunton station will form an important part of the project as both a major trip attractor and an important part of the sustainable transport mix.

SECTION B – The Business Case

B1. Project Summary

Travel Somerset will deliver an intensive 'smarter choices' behaviour change campaign in Taunton using well established approaches such as personal travel planning and effective social marketing, community engagement and incentives. The Project will be focused and targeted on addressing specific local barriers to behavior change and use messages which resonate with local people and local business. Taunton is on the undergoing major growth and investment which brings opportunities and challenges. Taunton is a perfect location to encourage a major increase in walking and cycling due to its flat topography, already high levels of cycling and its extensive network of off-road cycle routes. .

Build On Previous Success

Previous investment in encouraging sustainable travel through the Moving Forward campaign saw positive results across Somerset with particular success in Taunton. The *Moving Forward* campaign helped to bring about cycling to work rates that are were more than double the national average, and saw significant reductions in car to school trips. The 2001 census showed that 5% of workers in Somerset cycle to work (7 - 9% in urban areas like Taunton and Bridgwater) compared to the national average of just 3%. The general

trend in Somerset was that cycling trips had been growing steadily by around 0.8% each year, set against a national backdrop of gradual decline. 95% of LEA schools in Somerset (86% of all schools) have also been reported to have a travel plan in operation, developed with assistance from the Council's School Travel Adviser team over the period from 2006 to 2011. Over this time, single-occupancy car use for school travel dropped from 29.2% to 25.3%.

Somerset County Council, with its partners, has a strong track record in delivery of sustainable transport schemes. This includes the successful 'Bridgwater Way' LSTF project and the securing of robust Travel Plans and relevant infrastructure through the planning process. This project is an opportunity to build upon previous success with an injection of new revenue funds and create a culture of cycling and walking as the first choice for short trips in Taunton.

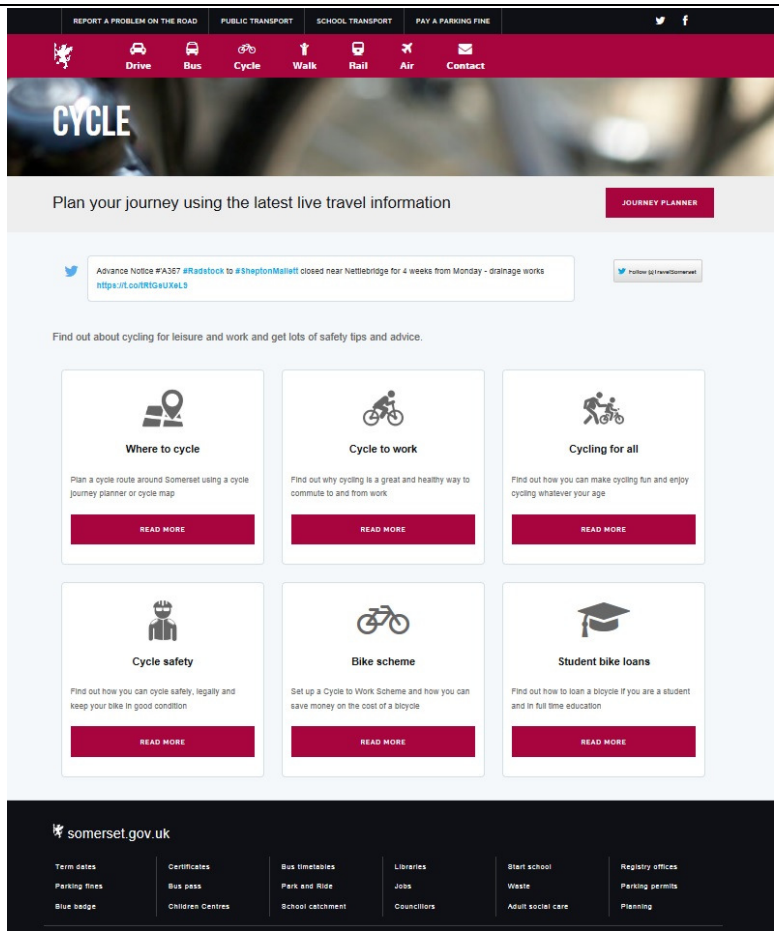
Proposed Measures

The Cycle Network:
The existing cycle network will be one of the projects biggest assets. Taunton has a network of off-road cycle routes which are accessible to relatively large numbers of residential properties and which pass close to some of the key trip attractors across the town. The project will use this network as the basis of 'the offer' to get more people cycling or cycling more regularly, aiming to overcome the misconception that the cycle network is not well connected to key destinations or is of poor quality. This misconception is a result of a lack of knowledge about what actually exists and also a general assumption by many people that cycling is not a practical and feasible option for many of their journeys. As part of the project we will undertake an enhanced maintenance sweep of the core network to ensure that it is in the best possible condition for promotion, removing minor barriers such as overgrown vegetation, missing signs, damaged lighting etc.

Outcome / Outputs:
Raised awareness of and increased use a valuable local resource
Minor barriers to easy access removed

Marketing, Information and awareness raising:
The development of a clear project identity with associated marketing and promotional activities will form the basis of an on-going awareness raising campaign. We will work with local media outlets to raise the general awareness levels of the project and its aims and lay the foundations for behaviour change activities aimed at specific areas and audiences. The campaign will drive people to our improved information offer through the *Travel Somerset* website and social media.

The project will have an accessible website which will be the primary location for project information and a gateway to other sources of information which will support the project to achieve its outcomes. Somerset CC is in the process of rationalising all its travel and transport information under the *Travel Somerset* banner and this project will further develop that offer to provide a one stop location for all transport information from journey planning, to education transport to travel planning guidance for new developments. Example of the Travel Somerset website is shown below.



Where appropriate our web resources will link into other websites which are already delivering a high quality product rather than incurring unnecessary costs 'reinventing the wheel'.

Travel Somerset will invest in improved information for all travel modes in Taunton. New cycling and walking maps will be produced and existing online journey planners promoted. Bus passenger information will be improved through investment in software to produce more accessible bust timetable information. We will work with our passenger transport colleagues on existing projects and explore opportunities to bring forward real time passenger information where possible through the use of smartphone technologies.

Social media channels will be used to share and engage with both the immediate target audiences and wider audiences that can be brought into the project in later phases. The communications and events officer will be responsible for providing relevant, engaging and useful information which will be shared through social media to maintain project awareness and engagement and build up a network of local contacts to work with and also help to raise project awareness.

Website, social marketing and physical resources will be developed in such a way as to be rolled out across Somerset in future years as opportunities arise.

Outcomes / Outputs

Strong project identity and internet platform to engage the general public on

High levels of public engagement from target audiences – 5,000 people signed up to the project through social media

General awareness raising of the opportunities to travel by sustainable modes across Taunton

Improved passenger transport and journey planning information increasing the number of people choosing to travel sustainably

Personalised Travel Planning (PTP) aimed at residential and business audiences

Travel Somerset will commission a provider of PTP services to deliver an extensive project which will engage up to 12,500 individuals either at home or at work.

The PTP will have a carefully focussed geographic and context specific approach which will emanate from the realistic travel options available in any given area. For example, houses with easy access to the cycle network and good walking routes will be targeted for increasing cycling levels; businesses with employees coming from beyond Taunton who are linked to the cycle network will be targeted to increase the number of employees travelling by train and completing their journey by bike. PTP will be focused in areas which have the greatest potential for behaviour change and will deliver observable change in the early parts of the project which motivate others to take part.

At the business level we will engage in the first instance with the largest employers across the town and develop a vanguard of organisations which buy in and support our desire to make changes to travel habits for commuting and business purposes. Travel planning advisors will work to understand the business issues and what will incentivise the businesses to support the project thereby gaining access to employees to work with them and encourage them to change their travel behaviour. Target audiences include Blackbrook Business Park, the Hydrographic Office, Musgrove Park Hospital, Somerset County Council (as one of the largest local employers), Taunton Deane Borough Council, Somerset College of Arts and Technology.

PTP incentives will be a mixture of individual and community or business incentives. Research has shown that personal incentives are good for short term change but more sustainable change comes from offering incentives to the wider community. For example, we may be able to offer a community reward to a street if 50% of the street log 'x' number of trips by bike and by foot over a given timescale. The incentive could be as simple as a street BBQ or providing communal cycle parking for a row of terraced houses. Incentives for business will range from Dr Bike sessions, free breakfast on walk and cycle to work day, support to write and implement a travel plan to part fund improved cycle parking. The project will have flexibility to tailor incentives to business need.

Outcome:

Through PTP activities we estimate that:

A reduction in vehicle trips of between 850 - 1800 per day

An increase in walking of approximately 822 trips per day

An increase in cycling of approximately 173 trips per day

Travel Plan Activities

Travel Plan development and implementation activities will focus on supporting existing businesses without travel plans to develop and implement them and the project team will work closely with SCC's travel planning team to augment the travel plans secured through the planning process and currently being implemented. The project will maximise the benefits of these Travel Plans by helping to coordinate Travel Plan activities across different sites under the *Travel Somerset* banner. The project team will then be able

to draw on project resources and incentives budget to augment, but not replace, Travel Plan activities already committed to through the planning process. SCC has secured a large number of travel plans encompassing over 1400 houses and 37,000m^2 of retail, office and warehouse space across Taunton. This represents a huge opportunity for the project to build upon what is already happening with existing contacts between SCC and the various travel plan coordinators.

Project funds would not pay for existing commitments but would be used to add value and improve outcomes. For example, the project funds could be used to offer adult cycle training to businesses that have a commitment to increase cycling to work in their Travel Plan but just need some additional help to overcome personal barriers to cycling. These would also include promotional activities located at business parks with multiple businesses with Travel Plans to support each business with getting staff travelling differently and ultimately help deliver the Travel Plan outcomes for the businesses. For example, in the past SCC helped to set up and run a travel plan network at Blackbrook Business Park which over time became less active as personnel and businesses changed at the park. *Travel Somerset* will commit to reinstating this network and work with them to develop a long term sustainable model for the business park.

Work on developing and implementing travel plans will be closely aligned with Personal Travel Plan (PTP) activities as people engaged through PTP will, on some occasions, be the same people engaged through business travel plans. This effectively allows us to tackle the barriers to behaviour change from the individual and the business perspective whilst maximising the benefits of the investment in PTP.

Outcomes:
Through Travel Plan activities we estimate that:
4 – 6 Large Businesses engaged as project partners and 'vanguard organisations'
10 – 12 Medium sized businesses engaged in travel planning activities
20 – 30 small businesses engaged in travel planning activities
A reduction in vehicle trips of 325 per day
An increase in walking of approximately 204 trips per day
An increase in cycling of approximately 89 trips per day

Partnership with Great Western Railways - Taunton Train Station Travel Plan
Taunton Train Station is centrally located and adjacent to the committed Firepool Lock mixed-use development area with the potential to see 1,800 new jobs. Much of the residential area is built out and TDBC is working to bring forward the retail, office and leisure areas of the site.

The Station is in the early stages of a redevelopment which will see station facilities and interchange significantly improved through £4.6m of investment from the LEP. In early 2017 a new Taunton Northern Inner Distributor Road (NIDR) will be completed. This road will run directly past the station and will have walking and cycling facilities along its length. The NIDR will make it easier to walk and cycle to and from the station and open up new journey opportunities across the town.

The developments listed above make it an optimal time to work with Great Western Railways (GWR) to develop and implement a Station Travel Plan which will encourage more people to travel to the station

using active and sustainable modes. Working with GWR we will identify passengers who currently drive to the station but could walk or cycle and offer support and incentives to do so.
These activities will be aligned with the wider PTP and Travel Planning activities in business so that opportunities for behaviour change can be targeted at both people already travelling by train who will be engaged at the station and also at people travelling to work in Taunton by car but that could potentially travel by train. PTP advisors will be deployed at the station to offer help and support to those who are interested in traveling differently and will be able to draw on project incentives such as adult cycle training, route planning advice, gamification using a website to log cycle trips as well as other small incentives.

Outcomes / Outputs

Station travel plan completed with costed and funded measures

Improved passenger information at the station to encourage trips to and from the station by sustainable modes

Increased cycle parking at the station

A 20% increase in the number of passengers regularly cycling to and from the station compared to current levels

Asset Based Community Development (ABCD)

In Areas of Multiple Deprivation we will employ the ABCD approach to community engagement and behaviour change. Public Health professionals have undertaken the Asset Based Community Development (ABCD) approach to successfully deliver behaviour change for addressing health issues. The ABCD approach involves building upon existing community 'assets' to better understand local issues and also what the community themselves see as the potential solutions. The ABCD approach will enable the project team to build strong relationships in the community and support people a) to be more active and b) to access opportunities through walking and cycling. This approach will be used in the communities of Halcon and Wedlands to augment work already under way through Public Health and add further value as part of the PTP.

This approach can offer a sustainable approach as the community itself becomes involved in the development and delivery of the project. The Project Officer will be able to drawn on the incentives being used across the wider project but will also have the ability to offer community incentives e.g. funded coffee morning in the community centre once 'X' number of people complete 'X' number of cycle and walking trips, access to 2nd hand bikes to hire to give cycling a go etc. *Travel Somerset* will work closely with the SCC Public Health team to deliver shared objectives in these areas.

Outputs / Outcomes

Hard to reach communities engaged and pride in the local community improved

Activity levels increased in the target communities supporting public health outcomes

Accessibility barriers to education and employment overcome

Schools and Further Education

Active travel is essential in delivering the long term goals of a sustainable transport network and a healthier and more active population. The project aims to improve the physical wellbeing of children and young people and ensure the safety of children travelling to school while encouraging sustainable travel and life skill development. Working with schools and young people is key to embedding a culture of

sustainable travel in future generations. The project will create a culture where cycling for short trips is viewed as a normal activity open and accessible to 'people like me'.

Using lessons learned through delivery of a successful Bike It programme in *The Bridgwater Way* (LSTF funded) programme we will target schools and colleges which have good access to the core cycle network and good walking links and, importantly, which actively want to be part of the project. We will work with the school to understand what the barriers are to encouraging cycling to the schools and we also work with the parents (through PTP) to overcome their barriers to cycling and walking. This two pronged approach will increase the likelihood of positive outcomes by aligning the needs of the school with the needs of the pupils and parents.

A range of incentives and measures will be deployed such as cycle training to pupils and their parents, cycle trains and walking buses organised, walk or cycle to school days and promotional activities with travel advisors on hand to offer help and support to walk and cycle more regularly. From the outset we will work with the schools to understand how the work of *Travel Somerset* can be embedded for the long term beyond the life of the project.

Outcomes / Outputs

1 College engaged in the project

2 Sixth Form Colleges engaged in the project

2 Secondary Schools engaged in the project

6 Primary Schools engaged in the project

Minimum 10% increase in the number of people cycling to each establishment compared to current levels

Additional Project Elements

The target audiences and approaches set out above will be supported by a range of measures and incentives the project team will be able to draw on to deliver change:

Cycle Challenges and Rewards Programme

There are various suppliers offering products which can be used to provide a focused approach to encouraging behaviour change using a mixture of gamification and incentives. SCC will commission one of these suppliers to deliver a 'cycle challenge' for business and individuals to take part in. Rather than one off challenges Travel Somerset will purchase a platform which enable project participants to automatically log cycle and walking trips.

Cycle Services

We will offer a range of cycling related support services to the local community, local businesses and individuals. These will include Dr Bike sessions, adult cycle training, basic bike maintenance training, access to 2nd hand bikes for those without bikes, bike buddy and ride leaders.

Incentives

A budget will be retained to fund incentives which enable engagement from local businesses, local schools and the local community. These will be based upon feedback from project participants but will be relatively small scale and low value e.g. free breakfast on a walk / cycle to work day, part fund additional cycle parking, green travel vouchers, business information and guidance packs. Community benefit provided as

part of ABCD work may include funded coffee morning for the local community, fund community clean-up of a local park.

B2. The Strategic Case

Project Area:
The *Travel Somerset* project will focus on Taunton. As the largest settlement in Somerset and as one of the key growth areas in the County, as recognised by the LEP by its provision of major infrastructure investment in the area. Taunton is experiencing an unprecedented level of planned growth and is one of the fastest growing communities within the Heart of the South West LEP area. Three urban extensions are planned, two have planning permission and an application for the third has been lodged with TDBC. Alongside a number of other developments a total of 13,000 new homes will be delivered in the period to 2026. New employment sites are also planned to ensure the town grows sustainably, these will deliver 12,000 jobs.

To meet the needs of the of the expanding town a number of regeneration projects are being brought forward, these are set out within the 2014 Taunton Rethink strategy and will deliver a step change in quality. The strategy is being delivered through key projects at Taunton Station, Firepool, the Coal Orchard and the Market House. These projects will redefine the town centre and provide an attractive active frontage onto the River Tone. In the heart of this is Somerset County Cricket Club that hosts international matches and will also be a host venue for the 2019 Cricket World Cup. In terms of transport the purpose of these projects it to transform access to the town centre by creating new, inviting gateways and an exceptional environment for sustainable movement.

Taunton is a relatively compact town with a topography which is amenable to walking and cycling. Taunton has a good base cycle network with an extensive network of off-road cycle routes which crisscross the town and which link to or pass close to key trip attractors such as employment and education establishments. Taunton also enjoys a relatively high mode share (9%) for residents who currently cycle to work compared to most other areas. For these reasons Taunton is regarded as having the potential to see the greatest benefits of Access Fund investment.

Whilst Somerset County Council and partners are investing significant amounts of money in capital infrastructure to support this growth across Taunton this is not in itself sufficient to support the changes required. A change in perspective with regards what we expect from our highway network and how we travel is essential to maximise the benefits of current investment and ensure that the highway network has the capacity required to support the major housing and employment growth which is coming forward.

Travel Somerset will support residents to recognise the role they have to play in seeing the town grow and prosper. We will enable people to make changes which benefit them as individuals but also have broader social and economic benefits. All residents want their local town to be vibrant and prosperous but to enable this we must all take responsibility and consider how we can benefit from growth but also what we can do to support growth, and part of this is thinking about the impact out travel choices have on our townscape and the quality of our lives.

The *Travel Somerset* project aligns with and will help to deliver national, regional and local objectives on economic growth.

National and Local Objectives

The primary objectives of the *Travel Somerset* project are

1. Support local housing and economic growth
2. Increase the levels of physical activity for adults and children
3. Show a clear and sustainable legacy

By delivering on the objectives above we will also be supporting improvements in air quality levels and the reduction of management of traffic congestion as more people travel by sustainable and active transport modes.

These objectives are aligned with the specific objectives and targets set out in the Cycling and Walking Strategy from the DfT for 2020, which relate to the increase in cycling and walking activity, including trips to the school, and the improvement to highway safety for cyclists.

Travel Somerset's objectives and targets are consistent with, and supported by, local policies and strategies which apply to transport. For example, providing improved access and hence supporting the economy is linked to the Core Aims of the Heart of the South West Local Enterprise Partnership's Strategic Economic Plan (SEP) 2014 – 2030 for the South West region as follows:

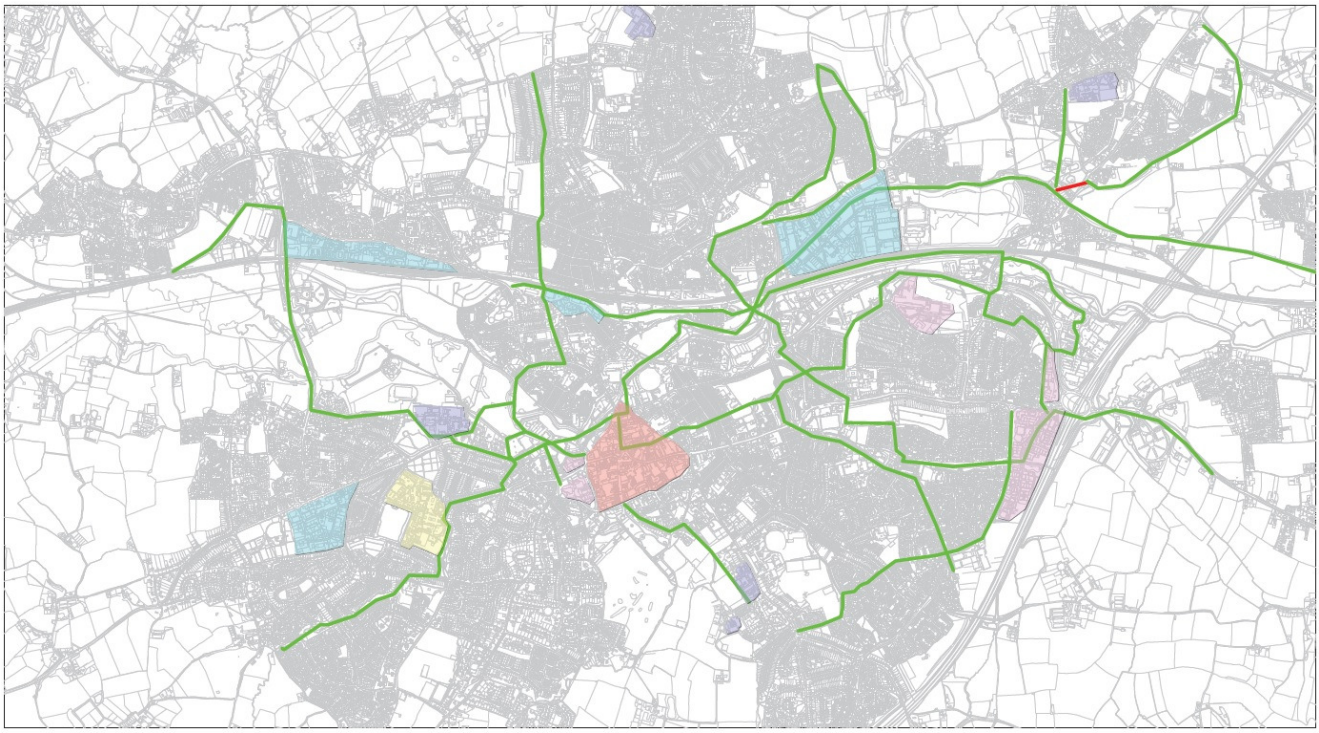
- Creating the conditions for growth: Infrastructure and services to underpin growth (transport infrastructure, broadband and mobile connectivity, skills infrastructure)
- Maximising Productivity and Employment: Stimulating jobs and growth across the whole economy to benefit ALL sectors (including tourism, agriculture and food and drink)
- Capitalising on our Distinctive Assets: Utilising our distinctive assets to create higher value growth and better jobs (transformational opportunities, strengthening research, development and innovation, environmental assets)

The core aims from the SEP are supported by the key objectives from Somerset County Council (SCC) in the Future Transport Plan, which relies on:

- Supporting the Economy: by reducing the use of the strategic network for local trips along with car use for short distance journeys and improve journey time reliability
- Strengthening Communities: by improving accessibility to public transport and providing walking and cycling opportunities, by prioritising access to/from deprived wards and improve levels of physical fitness
- Protecting the Environment: by reducing the rate of growth of greenhouse gas emissions, improve air quality levels and improve the visual appearance of streetscapes
- Making Travel Safer: by reducing cycling, pedestrian and public transport casualties and reduce crime and fear of crime on public transport and in urban spaces

Locally, several key objectives set out in the Taunton Deane Borough Council (TDBC) Adopted Core Strategy in the Vision for Taunton, which focus on delivering local growth by regenerating the town centre and selected major new neighborhoods, will directly benefit from the project as the profile and knowledge of the existing cycle and walking network will be raised and barriers to their use removed improving the accessibility and connectivity of these key growth locations through the use of existing cycling and walking facilities.

The plan overleaf shows the approximate study area included within the project and how it overlaps with various major trip attractors. Activities, in the earlier project stages, to encourage cycling will be focused on residential areas and businesses which can easily access the cycle network.



Legend

- Light Industrial
- Office / Retail
- Secondary / FE
- Musgrove PH
- Town Centre

Cycle Network

- Significant Barrier
- Off-road / Quiet Roads

The Project Area

The Borough of Taunton Deane is predominantly rural in character although over half of the population of 106,800 live within the town of Taunton (population around 64,600). The transport links that provide good access to the town also bring about a number of constraints, for example the railway line is a barrier to north south movement as is the A38 to the southern side of the town. The town is served by J25 of the M5 which makes it easy to access by car but this can also make it difficult to encourage the use of rail for longer commuting journeys.

The Borough has a lower than national average economically active population with a lower percentage of people in senior and management level positions. Median average earnings are significantly lower than the national average. The vision for the Borough involves economic diversification to secure a wider range of higher paid employment for its residents. Improving sustainable transport links to provide enhanced access to employment, learning and skills training opportunities is therefore an important local transport policy objective. Increasing the amount of sustainable and active travel also has social and environmental benefits which make the town a more attractive place to live and work.

There are parts of the Taunton area which fell within the most deprived parts of the country when measured against the Indices of Multiple Deprivation in 2010, whilst many of the rural areas perform poorly against barriers to services and housing indices. The *Travel Somerset* project will actively work with these communities using a public health based approach to community engagement and supporting change.

Economic Issues

Taunton Deane Borough Council's Adopted Core Strategy has clear aspirations and plans for increasing job opportunities and accommodating housing growth across Taunton. The Local Plan places the Taunton urban area as the strategic focus for growth within Taunton Deane Borough and the wider sub-region and as such will be the focal point for new development. 'Project Taunton' is one of the largest town centre regeneration programmes in the South West. It will help create 2,200 new homes in the town centre and support at least 13,000 new homes in mixed use urban extensions and other new developments around the edges of Taunton. Project Taunton will also provide 80,000m² of employment space, 50,000m² of new retail space as well as 9,500 new jobs.

The LEP Growth Deal has allocated one of the major investments for the whole of the South West region to Taunton. Over £9m is being invested in the enhancement of junction 25 of the M5 to improve traffic flow at this key intersection between the strategic road network and the local road network. In addition the Local Transport Board (LTB) has recognised the need to invest in the Toneway corridor in Taunton to significantly improve connectivity between J25 of the M5 and Taunton Town Centre. A business case is currently being prepared for submission to the LTB to fund this improvement; this project is essential to unlock a major urban extension of 3,500 homes at Monkton Heathfield phase 2 and other strategic sites across the town.

It is expected that in order to accommodate this level of future growth the following transport issues will need to be addressed:

- At the times of high demand, approximately 65% of journeys are for work purposes;
- There is not enough space on popular routes for all those who want to use them, so queuing and delay occur – it is anticipated that this will worsen over time;
- Access to low cost, town centre, long-stay parking encourages people to drive;
- During peak periods, over a third of car drivers are making journeys of less than 3km. Almost 12,113 people within the town boundary are driving to work in and around the town centre. A large proportion of these trips will be less than 3km in distance.
- Alternatives to the car are perceived as expensive, unreliable and poor quality;

- Trips made by people are not predictable so often cannot be planned into public transport routes; and
- Increases in traffic in Taunton are likely to reduce the ease with which people can access services and facilities in their community.
- Perceptions of rising local highway congestion.
- To achieve a reduction in congestion it is important to engage people and businesses to understand that they have a role to play in addressing congestion and they can derive benefits from helping tackle it.
- Perceived highway safety concerns for cyclists, which affect the ability to maximise the potential number of cycling trips within Taunton for commuting and education trips under 5kms.
- Perceptions that the existing walking and cycling infrastructure is of poor quality, despite recent and planned network investment in these modes. This perception is affected by the current lack of information and encouragement that make people hesitate before embarking on a walking or cycle trip to reach their destination.

Notwithstanding the existing wider strategies, there remains a clear need to better manage the demand for car and motor vehicle travel in and around the town. Measures within the proposed project will be focused on providing better and more reliable information for the use of alternative modes of transport to the private car and make it easier for people to walk and cycle. SCC and TDBC is working to ensure that new developments, providing houses and jobs for the growth of the town, are designed to minimise future traffic growth and brought forward in a way that increases the long term sustainability of these sites and reduces the reliance on the car.

The Adopted Core Strategy states that self-containment for the town is high with around 82% of those living within the town also working there. A key challenge for the Core Strategy is to deliver employment-led growth alongside new housing so as to ensure that high levels of self-containment are maintained as the town grows.

Health Issues

Somerset County Council recognises that one of the biggest negative health impacts of motorised road transport is sedentary lifestyles. In Somerset obesity in adults is higher than the national average at 25.9%. Somerset Primary Care Trust estimates that the cost related to diseases associated with this type of sedentary population was £133.8m in 2007 and was expected to be £148.4m in 2015. Priorities in Taunton Deane include tackling health inequalities, alcohol use, obesity, smoking, self-harm and improving educational attainment, and the health of children and young people. Somerset has a higher proportion of older residents than many other areas and a lower proportion of young people resulting in increasing pressures on local government and NHS resources. It is a priority for Somerset County Council to help people live healthier, independent lives for longer and reduce the call on social and health services. Increasing levels of physical activity through sustainable travel can play a key role in improving health and decreasing the incidences of disease caused by sedentary and unhealthy lifestyles.

Somerset County Council recognises that active and sustainable travel is not an end in itself but is an enabler. The bid to the Access Fund will give local residents the confidence to pursue opportunities by making it easier to access jobs and education by healthy and affordable means and will promote physical

activity. By supporting people making these short trips to change travel mode to walking and cycling we can realise multiple benefits. People will be healthier, economic benefits of a healthier population can be realised and highway capacity can be released.

Beyond the project area:
Hinkley Point C nuclear new build, a nationally significant infrastructure project, is being progressed less than 15 miles from Taunton. Hinkley Point will create many opportunities and present many challenges, not least from a transport perspective. The primary transport impacts are expected to be felt in Bridgwater 9 miles from Taunton. 15,000 jobs will be created during the life of this project with the potential for many people located in Taunton as it is recognised as one of the Hinkley housing zones. Through the development consent order significant sums were secured to invest in sustainable travel in and around Bridgwater. *Travel Somerset* and the Hinkley Point team will work closely together to maximise the benefits of these investments across Bridgwater and Taunton. The work in these areas will form the basis of a lasting legacy as the success of these travel behavior campaigns will be evidence of the benefits of this type of investment. Somerset CC has secured £1.2m to improve Bridgwater Station as part of the Hinkley project and also secured £4.6m from the LEP to invest in Taunton train station. *Travel Somerset* is the perfect vehicle to make the most of this investment by being able to actively drive people to use the stations for travel between Taunton and Bridgwater.

B3. The Economic Case – Value for Money

The proposed measures that form part of the Project have been assessed using the DfT Active Mode Appraisal Toolkit from March 2015. The analysis has followed the methodology applied in the document "TAG UNIT A5.1. Active Mode Appraisal" (DfT, January 2014). The results of the analysis carried out for the economic benefits generated by the Project show that this offers a Very High Value for Money. An economic appraisal summary is provided as appendix A.

The key interventions are as follows:

- Personalised Travel Planning (PTP) engagement to provide focused individualised support
- Travel Planning Activities to support businesses to make the best of their Travel Plans and encourage employees to commute more sustainably
- Community Development Approach in areas of multiple deprivation
- Address specific issues at selected education facilities and at the train station
- Marketing awareness campaign to publicise the benefits of sustainable travel and the availability of the existing infrastructure

Travel Somerset will directly engage approximately 12,000 people to deliver the necessary scale of behaviour change. We estimate the BCR (Benefit Cost Ratio) for the Project to be 8.17. This result has been based on the difference between the present value of benefits (PVB) of £8.4 Million and the present value of costs (PVC) of £1.0 Million (prices adjusted to a 2010 base).

The impact of the proposed measures has been compared to the reference case scenario without the scheme after applying the background growth associated to the forecast of cycling and walking trips by NTEM.

An appraisal period of 20 years has been assumed. DfT recognises that most walking and cycling schemes will have finite project lives and that, particularly for demand management schemes, there will be significant uncertainty around the longevity of the impact of these schemes. This is also in line with the DfT document "Investing in Cycling and Walking - The Economic Case for Action" (DfT, 2015).

It should be noted that no specific account has been taken of the future benefits of the marketing / awareness campaign elements of work of the package as. Rather, it has been assumed that these will support the travel planning/personalised travel planning (PTP) measures and therefore ensure that this appraisal is robust.

The table below summarises the Analysis of Monetised Costs and Benefits of the Package. This has estimated the monetary impacts generated by the Project in terms of physical activity (comprising health and absenteeism impacts), journey quality, accidents and environmental impacts.

Table: Analysis of Monetised Costs and Benefits

Item	*Present Value Benefit (PVB)*
Noise	*£4,180*
Local Air Quality	*£0.00 (Not Assessed)*
Greenhouse Gases	*£13,550*
Journey Quality	*£2,035,090*
Physical Activity (incl. Absenteeism)	*£6,109,860*
Accidents	*£62,400*
Decongestion	*£258,260*
Indirect Taxation	*-£71,440*
Private Contribution	*£0.00*
Present Value of Benefits (PVB)	***£8,411,870***
Present Value of Costs (PVC)	*£1,030,575*
Benefit Cost Ratio (BCR)	***8.17***

Quantifiable benefits:

The BCR is primarily generated by calculating the increase in the numbers of people cycling more regularly, people walking more regularly and a reduction in the number of vehicle kilometres as a result of the increase in walking and cycling. These changes are summarised below with the detailed explanation in the appraisal summary in appendix A along with the excel files containing the active-mode appraisal toolkit. Once adjusted to remove any elements of double counting between the personal travel planning work and the workplace engagement we estimate the following changes.

Vehicle Trip Reduction

Range of Vehicle Trips Reduced per Day through to PTP	850 – 1,821
Number of Vehicle Trips Reduced per Day through Workplace TPs	325
Range of Vehicle Trips Reduced per Day	1,175 – 2,146
Range of Vehicle Trips Reduced per Year	394,658 – 749,058

A reduction in the number of vehicle trips will be an important contributor to meeting the growth aspirations of Taunton. Taunton has a constrained highway network with limited potential for delivering increased capacity at a reasonable cost without significantly impacting on existing properties. However, great potential to change the culture of travel across Taunton exists and *Travel Somerset* will create the conditions and provide the relevant support structures for major change. The impact of these changes will in essence result in the 'banking' of vehicle trips which free up capacity for future housing and business developments to take advantage of. The project's ability to deliver this behaviour change will potentially decrease the quantum of mitigation required to be funded through mechanisms such as S106 improving the viability of development sites. These benefits directly support both national and local objectives to encourage economic growth.

Increase Walking and Cycling Trips

Increase in walking trips per day through PTP	822
Increase in walking trips per day through workplace TPs	204
Total increase in walking trips per day	988
Total increase in walking trips per year	343,000
Increase in cycling trips per day through PTP	173
Increase in cycling trips per day through workplace TPs	89
Total increase in cycling trips per day	245
Total increase in cycling trips per year	82,000

The greatest value (£6m+) of quantifiable benefits are accrued through the health benefits realised by increased physical activity from more walking and cycling. These benefits represent the cost savings to the NHS of a healthier population and productivity gains attributed to people living longer, healthier more productive lives. These economic benefits accrue at a macro level in large part as reduction in the cost to government of treating avoidable health issues and may not be immediately obvious to the local residents and businesses involved in the project. Somerset has an ageing population which will increase the call on NHS and Public Health resources. The project can set the foundations for creating a culture in Taunton where people are more active for longer improving their health, quality of life and ultimately reducing costs to the public purse.

Qualitative benefits

Some of the benefits are unquantifiable however these are also part of the *Travel Somerset story.* By working to change the culture of Taunton to one where walking and cycling is the first choice for short trips the quality of life for all residents can be improved. The economic benefits of improved health are quantified above but we know that increased physical activity is also good for psychological wellbeing and this will be experienced at the individual level. Increased walking and cycling and a reduction in vehicle KMs in local communities creates a more pleasant environment for all residents with some evidence showing that fewer vehicle movements can increase social interaction between and across local streets. The *Travel Somerset* project will work closely with Public Health colleagues to support public health

outcomes particularly in areas of multiple deprivation. The project will help build community confidence and spirit and through encouraging active travel bring the community together and help people to more easily access employment and education.

B4. The Financial Case – Project Costs

Table A: Funding profile (Nominal terms)

£000s	2017/18	2018/19	2019/20
DfT funding sought	300	400	320
Local Authority contribution	0.4	0.4	0.4
Third Party contribution including LGF			
TOTAL	340	470	390
Project Total			**1,200**

Estimate of project element costs averaged out over 3 years:

Element	Approximate Cost over 3 years
Project Staff (included on-costs)	Project Manger - £160k Project Officer - £133k Comms, marketing and events officer - £133k
Personalised travel planning and business travel planning (PTP)	£500k based upon an assumption of between £40 and £50 per person for 10,000 – 12,500 people
Marketing and promotion campaign and activities	£120k
Cycle / Walk challenges or web platform for recording activity	£50k
New cycle and walking maps aligned with online journey planners	£30k
Cycle services e.g. Dr Bike, cycle training, maintenance training etc.	£15,000
Incentives budget – flexible to draw on to provide incentives and support for schools, business, local residents and Great Western Railways	£55,000

B4. Management Case - Delivery

A programme for year 1 has been set out in Appendix 5. Future years programme will be defined in consultation with the chosen PTP provider and based upon feedback from business and local community regarding the most effective time to work with them

B5. Management Case – Statutory Powers and Consents

Not applicable

B6. Management Case – Governance

Somerset County Council has an established Prince 2 project management methodology which will ensure the project is delivered on time and on budget.

The project team consisting of a project manager and two project officers will report to the project board which will contain representatives from SCC transport policy and public health, TDBC and Great Western Railways. Reporting will be by monthly highlight reports raising issues by exception. Where necessary issues can raised to the senior responsible owner for a resolution. The governance structure is based upon the structure used to successfully deliver the LSTF funded Bridgwater Way.

Stakeholders such as business, local community representatives, schools, Sustrans etc. will be engaged and consulted during project development and throughout the project. It will be the responsibility of the project manager to ensure stakeholders are informed and engaged.

B7. Management Case - Risk Management – See Appendix 4

B8. Management Case - Stakeholder Management

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

☐ Yes ☒ No

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

☐ Yes ☒ No

B9. The Commercial Case

Somerset County Council has an experienced commercial and procurement team who are continually working to ensure good value for money for the Council. SCC has a range of procurement options in place or currently being set in place which will enable the majority of project elements to have contracts in place for early in the new financial year.

Staff recruitment: Once funding is confirmed SCC will initiate a recruitment process for the project team to run between January and March 2017.

Personalised and Business Travel Planning, Cycle and Waking Maps: SCC has a framework contract in place which was specifically designed to deliver revenue funded behaviour change campaigns. This was set up as direct result of lessons learned from a previous LSTF funded project. The contract has a range of providers with extensive experience delivering PTP and business travel planning. The contract has several lots which also includes a lot for wayfinding and legibility. Procurement timescales are flexible but we would propose to issue the ITT and run the mini-competition between January and March 2017 for a contract start date of April 1st.

Marketing, Communications and Promotional Activity: As part of the Hinkley Point C project SCC is currently developing a travel behaviour change campaign and as part of this will be letting a contract for

marketing and communications support. *Travel Somerset* will be able to draw on this contract to develop its marketing and communication resources.

Cycle network enhanced maintenance: *Travel Somerset* can draw on the current SCC term maintenance contract if necessary. However we will consider a joint procurement with Rights of Way Colleagues at the start of 2017 for vegetation clearance and minor works as this may be a more cost effective approach for minor works on off-road cycle networks.

Smaller scale project elements: Somerset CC commercial and procurement (C&P) team will advise and support in the procurement of additional services such as cycle challenges, cycle services such as cycle training and maintenance and specific incentives and project promotions. Through the C&P team we will retain flexibility within the project to react to community feedback and project learning to tailor project activities and incentives to what is working well and ensure the greatest benefit for the investment.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

A robust monitoring and evaluation programme will be put in place from the outset.

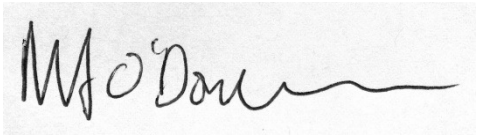
The primary measure of success will an increase in the numbers of cycling and walking trips taking place across the project area. Cycle trips will be monitored using our existing network of automatic cycle counters on the off-road cycle network. Where necessary new cycle counters will be installed as part of the project. Walking trips will be monitored using a series of cordon counts at key locations such as the Town Centre, Train Station and local business parks repeated at intervals throughout the project.

Additional monitoring will be undertaken through the PTP and travel plan work where participants will be surveyed on their travel behaviour to capture changes over time.

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

☒ Yes ☐ No

SECTION D - Declarations

D1. Senior Responsible Owner Declaration	
As Senior Responsible Owner for [*scheme name*] I hereby submit this request for approval to DfT on behalf of [*name of authority*] and confirm that I have the necessary authority to do so. I confirm that [*name of authority*] will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.	
Name: Mike O'Dowd-Jones	Signed: 
Position: Strategic Commissioning Manager	

D2. Section 151 Officer Declaration	
As Section 151 Officer for [*name of authority**] I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that [*name of authority*] - 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: Kevin Nacey – Assistant Director Financial Services	Signed: 

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

Appendix A – ECONOMIC APPRAISAL REPORT

Introduction

Somerset County Council is bidding for funding support to deliver a £1,246,000 package of schemes to promote sustainable travel initiatives in the main town of Taunton.

The project aims to increase the number of people using sustainable travel options within Taunton. The key interventions are as follows:

- Personalised Travel Planning (PTP) engagement to provide focused individualised support
- Travel Planning Activities to support businesses to make the best of their Travel Plans and encourage employees to commute more sustainably
- Community Development Approach in areas of multiple deprivation
- Address specific issues at selected education facilities and at the train station
- Marketing awareness campaign to publicise the benefits of sustainable travel and the availability of the existing infrastructure

Purpose of this Economic Appraisal

The purpose of the Economic Appraisal Report is to outline the assumptions and methodology for the calculation of the economic impacts that will be generated by the proposed measures included as part of the Project.

The economic appraisal has been based only on the impact of the PTP and Travel Planning elements of the Project and no monetised benefits have been assumed for the marketing / awareness campaign measures, which form a significant part of the work to be undertaken as part of the Project. Rather, it has been assumed that these will support the travel planning/personalised travel planning (PTP) measures and therefore ensure that this appraisal is robust.

Main Inputs

Table 3 below summarises the main inputs and assumptions made for the Economic Appraisal.

Table 3: Main Inputs and Assumptions

Input	*Value*	*Source*
Urban population of Taunton	*64,600*	*2011 Census Statistics*
Active Workplace Population Included in Target Area	*27,454*	*2011 Census Statistics*
People who Live and Work in Target Area	*5,207*	*2011 Census Statistics*
Population Engaged through PTP	*10,000*	*Assumed £500,000 package at £50 per head*
Population Engaged through the Workplace TPs	*2,500*	*Assumed average cost of £50 per head*
Maximum Percentage of Commuters Approached by both PTP and Workplace TPs (to inform deduction for double counting)	*19%*	*People who Live and Work in Target Area / Active Workplace Population in Target Area*
Population to Be Discounted because of Potential Double Counting	*475*	*Population Engaged through the Workplace TPs × Percentage of Population Approached by both PTP and Workplace TPs*
Total Population Engaged through the Full Package	*12,025*	*After Applying Double Counting Adjustment*
Average Length for Cycling Journeys	*4.98kms*	*National Travel Survey*
Average Length for Walking Journeys	*1.2kms*	*National Travel Survey*

The annualisation factor of 260 days has been applied to commuting trips only. Data from the National Travel Survey has been based on a total of 365 days per year.

Allowance for Double Counting

The analysis carried out for the Economic Appraisal Report has been based on the assumption that up to 19% of those people approached by the Workplace Travel Plan Initiatives live within the study area and would have been engaged by the Personalised Travel Planning (PTP) scheme. We have assumed that no further benefits will be associated with those individuals, so a deduction to the total number of people benefitting has been made based on the following formula:

(People who live and work in target area – 5,207 people) /

(Active workplace population in target area – 27,454 people[1])

In addition the impact of the marketing and awareness campaign have not been subject to a separate analysis; rather it is considered for appraisal purposes that they will support the PTP and Travel Planning, ensuring that the assumptions below are robust.[2]

Vehicle Trip Reduction

Personalised Travel Planning (PTP) Measures

The total number of vehicle trips undertaken by the target audience of the PTP measures has been estimated from the average number of vehicle trips undertaken per person per year for the South West region[3].

The reduction in the number of vehicle trips has been based on DfT evidence for the implementation of PTP measures that suggests potential for a reduction of 7 to 15% of total vehicle trips[4] made by those engaged.

This has been based on a total of 365 days and has allowed the calculation of vehicle trips per day.

Table 4: Vehicle Trip Reduction through PTP Measures

Input	*Value*	*Source*
Car Trips Undertaken per Person per Year	*443*	*National Travel Survey Adjusted for South West Region*
Population Engaged through PTP	*10,000*	*Assumed £500,000 package at £50 per head*
Potential Reduction in Overall Vehicle Trips in Urban Areas through PTP	*7-15%*	*Based on DfT Evidence on Similar PTP Schemes*
Range of Vehicle Trips Reduced per Day	*850 - 1,821*	*Car Trips per Person per Year × Population Engaged × Potential Reduction through PTP*
Range of Vehicle Trips Reduced per Year	*310,100 - 664,500*	*Vehicle Trips Reduced per Day × 365*

Workplace Travel Planning Initiatives

The total number of vehicle trips undertaken by the target audience of the Workplace Travel Planning Initiatives has been estimated from the car/van modal share for the number of people driving to work with origins and destinations in the Borough of Taunton Deane for commuting purposes. Two trips per person have been assumed as these initiatives would be focused on vehicle drivers travelling to and from their workplace.

[1] ONS Census 2011
[2] Cairns S, Sloman L, Newson C, Anable J, Kirkbride A & Goodwin P (2004): *'Smarter Choices – Changing the Way We Travel'*
[3] Source: National Travel Survey
[4] "Soft measures – hard facts. The value for money of transport measures which change travel behaviour. A review of the evidence (Dept of Health – South West, 2011)

The reduction in the number of vehicle trips has been estimated based on DfT evidence for the implementation of Workplace Travel Planning Initiatives that suggests potential for a 14% reduction in the number of vehicle trips[5] undertaken for commuting purposes.

The total number has been based on the annualisation factor of 260 working days per year.

Table 5: Vehicle Trip Reduction through Workplace Travel Plan Initiatives

Input	Value	Source
Car Trips Undertaken per Person per Year	443	National Travel Survey Adjusted for South West Region
Population Engaged through Workplace TPs	2,500	Assumed average cost of £50 per head
Potential Reduction in Overall Vehicle Trips through Workplace TPs	14%	Based on DfT Evidence on Similar Workplace TP Schemes
Number of Trips per Commuter	2	2011 Census Data for Method of Travel to Work Based on One-Way Journeys
Annualisation Factor for Commuting Trips	260	Assumed Working Days per Year
Number of Vehicle Trips Reduced per Day	325	Car Trips per Person per Year × Population Engaged × Potential Reduction through Workplace TPs
Number of Vehicle Trips Reduced per Year	84,558	Vehicle Trips Reduced per Day × Annualisation Factor

Results after Adjusted for Double Counting

This adjustment has been applied in order to discount the number of people that could have been double counted in the analysis. This has been based on the assumption that up to 19% of those people approached by the Workplace Travel Plan Initiatives live within the study area and would have been engaged by the Personalised Travel Planning (PTP) scheme. The calculations are shown in Table 6 below. After allowing for double counting, as discussed above, the total number of vehicle trips that could be taken out from the local highway network ranges between -1,175 and -2,146 per day, which equals to a total of between **-394,658 and -749,058 vehicle trips per year**.

Table 6: Vehicle Trip Reduction after Adjustment for Double Counting

Input	Value	Source
Range of Vehicle Trips Reduced per Day through to PTP	850 - 1,821	Car Trips per Person per Year × Population Engaged × Potential Reduction through PTP
Number of Vehicle Trips Reduced per Day through Workplace TPs	325	Car Trips per Person per Year × Population Engaged × Potential Reduction through Workplace TPs
Maximum Percentage of Commuters Approached by both PTP and Workplace TPs	19%	People who Live and Work in Target Area / Active Workplace Population in Target Area
Range of Vehicle Trips Reduced per Day	1,175 - 2,146	Range of Vehicle Trips Reduced per Day through PTP + (Number of Vehicle Trips Reduced per Day through Workplace TPs × Percentage of Commuters Approached by both PTP and Workplace TPs)
Range of Vehicle Trips Reduced per Year	394,658-749,058	Adjusted to the Respective Annualisation Factors of 365 Days for PTP Measures and 260 Days for Workplace TPs

Increase in Walking and Cycling Trips

Personalised Travel Planning (PTP) Measures

[5] "Soft measures – hard facts. The value for money of transport measures which change travel behaviour. A review of the evidence (Dept of Health – South West, 2011)

The total number of walking and cycling trips undertaken by the target audience (10,000 people) of the PTP measures has been estimated from the average number of walking and cycling trips undertaken per person per year in England.

The increase in the number of walking and cycling trips has been estimated based on DfT evidence for the implementation of PTP measures that suggests potential for a 35% increase in the number of cycling trips and a 15% increase in walking trips[6].

This has been based on a total of 365 days per year and has allowed the calculation of walking and cycling trips per day.

Table 7: Increase in Walking Trips through PTP Measures

Input	Value	Source
Number of Walking Trips Undertaken per Person per Year	200	National Travel Survey
Population Engaged through PTP	10,000	Assumed £500,000 package at £50 per head
Daily Walking Trips in Target Area	5,479	Number of Walking Trips Undertaken per Person per Year × Population Engaged through PTP / 365
Percentage of Potential Increase in Walking Trips through PTP	15%	Based on DfT Evidence on Similar Schemes
Increase in Walking Trips per Day	822	Daily Walking Trips in Target Area × Percentage of Increase through PTP
Increase in Walking Trips per Year	300,000	Increase in Walking Trips per Day × 365

Table 8: Increase in Cycling Trips through PTP Measures

Input	Value	Source
Number of Cycling Trips Undertaken per Person per Year	18	National Travel Survey
Population Engaged through PTP	10,000	Assumed £500,000 package at £50 per head
Daily Cycling Trips in Target Area	493	Number of Cycling Trips Undertaken per Person per Year × Population Engaged through PTP / 365
Percentage of Potential Increase in Cycling Trips through PTP	35%	Based on DfT Evidence on Similar Schemes
Increase in Cycling Trips per Day	173	Daily Cycling Trips in Target Area × Percentage of Increase through PTP
Increase in Cycling Trips per Year	63,000	Increase in Cycling Trips per Day × 365

Workplace Travel Planning Initiatives

The total number of walking and cycling trips undertaken by the target audience (2,500 people) of the Workplace Travel Planning Initiatives has been estimated from the walking and cycling modal share for travel to work with origins and destinations in the Borough of Taunton Deane for commuting purposes.

Two trips per person have been assumed as these initiatives would be focused on vehicle drivers travelling to and from their workplace and shifting from the car to walking or cycling.

The same potential for reduction in the number of vehicle trips has been applied as in the Vehicle Trip Reduction section for Workplace Travel Planning Initiatives, which is 14%. This reduction in vehicle trips has been re-distributed to walking and cycling trips based on the modal share for daily trips undertaken with origin and destination in the Borough of Taunton Deane for commuting purposes.

The total number of trips has been based on the annualisation factor of 260 working days per year.

[6] "Soft measures – hard facts. The value for money of transport measures which change travel behaviour. A review of the evidence (Dept of Health – South West, 2011)

Table 9: Increase in Walking Trips through Workplace TP Initiatives

Input	Value	Source
Population Engaged through Workplace TPs	2,500	Assumed average cost of £50 per head
Number of Trips per Commuter	2	2011 Census Data for Method of Travel to Work Based on One-Way Journeys
Annualisation Factor for Commuting Trips	260	Assumed Working Days per Year
Modal Share for Walking Trips in Study Area for Commuting Purposes	21.7%	2011 Census Data
Daily Walking Trips in Target Area	1,086	Population Engaged through Workplace TPs × Trips per Commuter × Modal Share for Walking Trips
Potential Reduction in Overall Vehicle Trips through Workplace TPs	14%	Based on DfT Evidence on Similar Workplace TP Schemes
Modal Share for Vehicle Trips in Study Area for Commuting Purposes	57.3%	2011 Census Data
Daily Vehicle Trips in Target Area	2,867	Population Engaged through Workplace TPs × Trips per Commuter × Modal Share for Vehicle Trips
Percentage of Modal Shift from Vehicle Trips to Walking Trips	50.9%	Modal Share for Walking Trips / (1 - Modal Share for Vehicle Trips)
Increase in Walking Trips per Day	204	Daily Vehicle Trips in Target Area × Potential Reduction in Vehicle Trips × Percentage of Modal Shift from Vehicle to Walking
Increase in Walking Trips per Year	53,169	Increase in Walking Trips per Day × Annualisation Factor

Table 10: Increase in Cycling Trips through Workplace TP Initiatives

Input	Value	Source
Population Engaged through Workplace TPs	2,500	Assumed average cost of £50 per head
Number of Trips per Commuter	2	2011 Census Data for Method of Travel to Work Based on One-Way Journeys
Annualisation Factor for Commuting Trips	260	Assumed Working Days per Year
Modal Share for Cycling Trips in Study Area for Commuting Purposes	9.4%	2011 Census Data
Daily Cycling Trips in Target Area	472	Population Engaged through Workplace TPs × Trips per Commuter × Modal Share for Cycling Trips
Potential Reduction in Overall Vehicle Trips through Workplace TPs	14%	Based on DfT Evidence on Similar Workplace TP Schemes
Modal Share for Vehicle Trips in Study Area for Commuting Purposes	57.3%	2011 Census Data
Daily Vehicle Trips in Target Area	2,867	Population Engaged through Workplace TPs × Trips per Commuter × Modal Share for Vehicle Trips
Percentage of Modal Shift from Vehicle Trips to Cycling Trips	22.1%	Modal Share for Cycling Trips / (1 - Modal Share for Vehicle Trips)
Increase in Cycling Trips per Day	89	Daily Vehicle Trips in Target Area × Potential Reduction in Vehicle Trips × Percentage of Modal Shift from Vehicle to Cycling
Increase in Cycling Trips per Year	23,116	Increase in Cycling Trips per Day × Annualisation Factor

Adjustment for Double Counting

The same adjustment for double counting has been applied as per the Vehicle Trip Reduction section with a 19% reduction in the number of walking and cycling trips undertaken for commuting purposes with origin and destination within the Borough of Taunton Deane.
Following this adjustment, there is a net increase in the number of walking and cycling trips of 245 cycling trips and 988 walking trips per day. This would result in a total increase of **81,730 cycling trips and 343,081 walking trips per year**.

Table 11: Increase in Walking Trips after Adjustment for Double Counting

Input	Value	Source
Increase in Walking Trips per Day through PTP	822	Daily Walking Trips in Target Area × Percentage of Increase through PTP
Increase in Walking Trips per Day through Workplace TPs	204	Daily Vehicle Trips in Target Area × Potential Reduction in Vehicle Trips × Percentage of Modal Shift from Vehicle to Walking
Maximum Percentage of Commuters Approached by both PTP and Workplace TPs	19%	People who Live and Work in Target Area / Active Workplace Population in Target Area
Increase in Walking Trips per Day after Adjustment	988	Increase in Walking Trips per Day through PTP + (Increase in Walking per Day through Workplace TPs × Percentage of Commuters Not Approached by both PTP and Workplace TPs)
Increase in Walking Trips per Year after Adjustment	343,081	Adjusted to the Respective Annualisation Factors of 365 Days for PTP Measures and 260 Days for Workplace TPs

Table 12: Increase in Cycling Trips after Adjustment for Double Counting

Input	Value	Source
Increase in Cycling Trips per Day through PTP	173	Daily Cycling Trips in Target Area × Percentage of Increase through PTP
Increase in Cycling Trips per Day through Workplace TPs	89	Daily Vehicle Trips in Target Area × Potential Reduction in Vehicle Trips × Percentage of Modal Shift from Vehicle to Cycling
Maximum Percentage of Commuters Approached by both PTP and Workplace TPs	19%	People who Live and Work in Target Area / Active Workplace Population in Target Area
Increase in Cycling Trips per Day after Adjustment	245	Increase in Cycling Trips per Day through PTP + (Increase in Cycling per Day through Workplace TPs × Percentage of Commuters Not Approached by both PTP and Workplace TPs)
Increase in Cycling Trips per Year after Adjustment	81,730	Adjusted to the Respective Annualisation Factors of 365 Days for PTP Measures and 260 Days for Workplace TPs

Indicators Used in the Economic Appraisal

Table 13 below shows the key indicators that have been considered for the appraisal (taken from DfT TAG Unit A5.1 Table 2).

Table 13. Indicators Used in the Economic Appraisal of Walking and Cycling Schemes

Indicator	Used to Appraise
Cycling and Walking Users	Journey Quality
New Individuals Cycling or Walking	Physical Activity
	Journey Quality
Car Kilometres Saved	Accidents
	GHG Emissions, Air Quality and Noise
	Indirect Tax Revenue
	Travel Time (Decongestion)
Commuter Trips Generated	Absenteeism

Source: TAG Unit A5.1 Active Mode Appraisal (DfT, 2014)

These indicators and the costs and benefits associated to each of them as part of the Project are discussed in the following paragraphs:

Physical Activity Impacts

DfT states in TAG Unit A5.1 that physical activity impacts are calculated from the report "Quantifying the health effects of cycling and walking" (WHO, 2007)[7] and its accompanying model, the Health Economic Assessment Tool (HEAT).

This method estimates of the number of new walkers or cyclists as a result of the scheme; the time per day they will spend active; and mortality rates applicable to the group affected by the scheme. More detailed guidance is provided in the physical activity section of TAG Unit A4.1 "Social Impact Appraisal" (DfT, 2014).

The physical activity impacts have been calculated using the assumptions set out in Table 14 for walkers and Table 15 for cyclists.

Table 14: Values used for Calculation of Physical Activity Benefits for Pedestrians

Input	Value	Source
Average Length for Walking Journeys	1.2kms	National Travel Survey
Reference Value Minutes Active	21.5	Key Assumption from HEAT
Reference Value Relative Risk	0.22	Key Assumption from HEAT
Proportion of Increase in Walking Attributable to Intervention	15%	Assumption Based on DfT Evidence on Similar Schemes
New Users	543	Estimate Based on Assumption as Above, Target Area and 2011 Census Data
Active Time per Day	26	Distance / Speed × Days per Year of New Users Walking
Mortality Risk	0.00235	Key Assumption from HEAT
Expected Deaths Amongst New Walkers	1.2770	New Users × Mortality Rate
Do Something Relative Risk	0.190838	Active Time with Project / Reference Value Minutes Active × Reference Value Relative Risk
Lives Saved in Do Something	0.2437	Expected Deaths amongst New Users × Relative Risk with Project
Value of a Statistical Life	£1,653,687	Key Assumption from HEAT
Value per Year per Annum	£403,001	Lives Saved × Value of a Statistical Life

Table 15: Values used for Calculation of Physical Activity Benefits for Cyclists

Input	Value	Source
Average Length for Cycling Journeys	4.98kms	National Travel Survey
Reference Value Minutes Active	36	Key Assumption from HEAT
Reference Value Relative Risk	0.28	Key Assumption from HEAT
Proportion of Increase in Cycling Attributable to Intervention	35%	Assumption Based on DfT Evidence on Similar Schemes
New Users	135	Estimate Based on Assumption as Above, Target Area and 2011 Census Data
Active Time per Day	27	Distance / Speed × Days per Year of New Users Cycling
Mortality Risk	0.00235	Key Assumption from HEAT
Expected Deaths Amongst New Cyclists	0.3167	New Users × Mortality Rate
Do Something Relative Risk	0.25	Active Time with Project / Reference Value Minutes Active × Reference Value Relative Risk
Lives Saved in Do Something	0.079	Expected Deaths amongst New Users × Relative Risk with

[7] Walking and for Cycling. Methodology and User Guide. Economic Assessment of Transport Infrastructure and Policies. 2014 Update (WHO, 2014)

		Project
Value of a Statistical Life	*£1,653,687*	*Key Assumption from HEAT*
Value per Year per Annum	*£130,751*	*Lives Saved × Value of a Statistical Life*

Absenteeism Impacts

DfT states in TAG Unit A5.1 "Active Mode Appraisal" that absenteeism from work is expected to decrease where people become more active on their commuting trips. It has been observed that moderate physical activity leads to a reduction in sick days taken from work and this provides a benefit to the employer. These benefits can be estimated using the methods in the document "A Business Case and Evaluation of the Impacts of Cycling in London (Draft)" (TfL, 2004), details of which are given in TAG Unit A4.1.
This method requires estimates of the number of new walkers and cyclists who are commuting; the time per day they will spend active; and average absenteeism rates and labour costs.

Table 16: Values used for the Calculation of Absenteeism Impacts

Input	***Value***	***Source***
New Walkers	*452*	*Estimate Based on Assumption as Above, Target Area and 2011 Census Data*
New Cyclists	*95*	*Estimate Based on Assumption as Above, Target Area and 2011 Census Data*
Minutes Spent Walking with the Project	*26*	*National Travel Survey - Trip Time Based on Average Distance and Speed*
Minutes Spent Cycling with the Project	*27*	*National Travel Survey - Trip Time Based on Average Distance and Speed*
Expected Reduction in Absenteeism from 30 Minutes of Physical Activity per Day	*6%*	*World Health Organisation (WHO) - Health and Development through Physical Activity and Sport, 2003*
Minutes of Physical Activity per Day to Achieve 6% Reduction in Absenteeism	*30*	*World Health Organisation (WHO) - Health and Development through Physical Activity and Sport, 2003*
Average Short-Term Sick Leave Absence in the UK (Days per Year)	*6.46*	*WebTAG*
Average Reduction in Short-Term Sick Leave Days per Walker	*0.3383*	*Average Short-Term Sick Leave Absence in the UK × Expected Reduction in Absenteeism from 30 Minutes of Physical Activity per Day × Minutes Spent Walking with the Project / Minutes of Physical Activity per Day to Achieve 6% Reduction in Absenteeism*
Average Reduction in Short-Term Sick Leave Days per Cyclist	*0.3510*	*Average Short-Term Sick Leave Absence in the UK × Expected Reduction in Absenteeism from 30 Minutes of Physical Activity per Day × Minutes Spent Walking with the Project / Minutes of Physical Activity per Day to Achieve 6% Reduction in Absenteeism*
Reduction in Number of Days for Absenteeism	*186.32*	*New Users with the Project × Average Reduction in Short Term Sick Leave*
Value of Time per Hour Average Business	*£27.07*	*WebTAG*
Output Lost from Day Leave	*£203.05*	*Based on WebTAG for 7.5 Hours/Day*
Increased Output from Reduced Absenteeism per Year	*£46,926*	*Reduction in Number of Days for Absenteeism × Output Lost from Day Leave*

Marginal External Costs (MEC)

The Marginal External Cost (MEC) method has been used to calculate the number of car kilometres saved by the Project in terms of decongestion, indirect tax and environmental impacts. The TAG Unit A5.4 "Marginal External Costs" describes how these impacts can be estimated using the MEC method.
It is acknowledged that the use of road vehicles incurs both private costs borne by the individual traveller (such as fuel costs and personal travel time) and external costs borne by others, which comprise congestion, air pollution, noise, infrastructure and accident costs.
The MEC method has then been applied based on the change in these external costs arising from an additional (or removed) vehicle (or vehicle km) on the network. These costs have been estimated from the DfT National Transport Model and Surface Transport Costs and Charges: Great Britain 1998[8].
The DfT states in TAG Unit A5.1 "Active Mode Appraisal" that accident analysis should take account of changes in accidents involving pedestrians and cyclists, resulting from changes in walking and cycling and the infrastructure used, and the impact of mode switch on accidents involving other road users. More information is provided on TAG Unit A4.1 "Social Impact Appraisal".
The assessment of disbenefits such as noise, air pollution and greenhouse gases are explained in TAG Unit A3 "Environmental Impact Appraisal". It is assumed that the environmental benefits from a walk or cycling scheme are achieved through a reduction in motorised traffic and hence a reduction in the associated externalities.
Modal shift from car to other active modes like walking and cycling will benefit those who continue to use the highways (decongestion benefit) and impact on indirect tax revenues.
Table 17 below shows the value in pence per kilometre for each of the elements that comprise the Marginal External Costs in terms of benefits provided by the Project. This Table shows the values in 2010, and thereafter for the year of commencement of the Project for the appraisal period in intervals of 5 years.

The DfT Active Mode Appraisal Tool shows a total reduction of 170,757 vehicle kilometres achieved by the Project. Of these, 84,154 vehicle kilometres have shifted to walking and the remaining 86,603 vehicle kilometres to cycling. This results in an additional MEC value of £269,060 accrued to the economic benefits generated by the Project.

Journey Quality Impacts

Journey quality impacts include fear of potential accidents and concerns are mainly about safety. Journey quality also includes infrastructure and environmental conditions on a route.
DfT states in TAG Unit A5.1 "Active Mode Appraisal" that there is significant uncertainty around the use of the techniques and the valuations for the monetisation and estimation of the economic benefits related to Journey Quality Impacts. It is recognised that the evidence in this area is fairly limited. The journey quality section of TAG Unit A4.1 "Social Impact Appraisal" provides further guidance and the values for estimating journey quality impacts for cyclists and pedestrians are given in the TAG Data Book, respectively.
The economic benefits arising from Journey Quality improvements related to the scheme have been based on the data available from DfT based on the values provided in the Active Mode Appraisal Toolkit.
These economic benefits have resulted in a total value of £124,068.24 per year.

Costs and Benefits of the Project

The overall cost of the package is £1,246,000 (2016 prices).

[8] Sansom, T., Nash, C., Mackie, P., Shires, J., & Watkiss, P. (2001) 'Surface Transport Costs & Charges: Great Britain 1998' Department of the Environment, Transport and the Regions, London.

We estimate the **BCR of the Project to be 8.17** based on the impacts assessed and that have been monetised following the DfT's Active Mode Appraisal Toolkit, with the result of the Project offering a very high value for money.

This comes from present value of benefits (PVB) of £8.4 Million and present value of costs (PVC) of £1.0 Million discounted to 2010 prices. These are shown in the Table below.

Table 18. Analysis of Monetised Costs and Benefits

Item	***Present Value Benefit (PVB)***
Noise	*£4,180*
Local Air Quality	*£0.00 (Not Assessed)*
Greenhouse Gases	*£13,550*
Journey Quality	*£2,035,090*
Physical Activity (incl. Absenteeism)	*£6,109,860*
Accidents	*£62,400*
Decongestion	*£258,260*
Indirect Taxation	*-£71,440*
Private Contribution	*£0.00*
Present Value of Benefits (PVB)	***£8,411,870***
Present Value of Costs (PVC)	*£1,030,575*
Benefit Cost Ratio (BCR)	***8.17***

Appendix 2 – Scheme Impact Proforma and Active Mode Appraisal Toolkit Files

Access Fund Revenue Competition - Schemes Impact Pro-Forma - Walking

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	There is currently a gap in the provision of information and support to encourage people to travel more sustainably.	Individuals, schools, local community and local businesses will benefit from large suite of information and support ranging from personal travel planning to, travel planning to small scale incentives to overcome barriers to behaviour change.	*The economic appraisal results show that personal travel planning and focussed travel planning activities with local business has great potential to deliver quantifiable behaviour change. The economic appraisal is based upon Webtag guidance, the DfT Active Mode Travel Toolkit and with reference to other similar projects undertaken in other areas.*
Route length (km)	60km	no change	*No change to the walking network in the target area is proposed*
Average trip length (km)	1.2km	no change	*for appraisal purposes it was assumed there would be no change to the average trip length*
Average cycling speed (kph)	5kph	no change	*for appraisal purposes it was assumed there would be no change to the average speed*
Number of users (per day)	5645 per day	6634 per day	*Please note this calculation is related only to the project target area and not the whole of Taunton i.e. the 12,500 people within residential areas and businesses which will be targeted by the PTP and Travel Plan activities. Figures are based upon average trip lengths taken from the national travel survey and changes in the number of trips as calculated using the DfT Active Mode appraisal toolkit*
Percentage of additional users that would have driven a car otherwise.	N.A.	27%	*Figure based upon appraisal using the DfT Active Travel Toolkit*

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		Between 394,658 and 749,058 fewer car trips per year	Please note this calculation is related only to the project target area and not the whole of Taunton i.e. the 12,500 people within residential areas and businesses which will be targeted by the PTP and Travel Plan activities. Please economic appraisal summary and active mode appraisal toolkit for detailed calculations.
Traffic levels (Vehicle hours) in the affected area			
Average Speed in the Morning Peak			
Mode share (in person trips)			
Car Driver	57.3	49.3	
Car Passenger	6.4	7.6	
Bus passenger	3	3.6	
Rail Passenger	0.2	0.2	
Cyclist	9.4	11.2	
Walking	21.7	25.8	

For Bus elements of your bid please fill in the following table			
Input data	**Without Scheme**	**With Scheme**	**Reference to supporting information (e.g. section of Economic Appraisal Summary).**
Annual number of passenger trips			*Please explain how you have estimated the impact of your activities - referring e.g. to previous experience in your authority or elsewhere of similar interventions*
Average trip distance (km)			
Total bus kilometres travelled (km), only change if 'with' scheme includes new bus services			
Average wait time (mins)			
Average fare per trip (£)			
Average in-vehicle time (mins)			
Description of your intervention	*E.g. provision of Real time information at bus stops/ through a website, announcements of next stop on board/ CCTV at stops/on boars, improved bus shelters. Or increased frequency - impact on wait time / Bus priority - impact on travel time*		

Access Fund Revenue Competition - Schemes Impact Pro-Forma - Cycling

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	There is currently a gap in the provision of information and support to encourage people to travel more sustainably.	Individuals, schools, local community and local businesses will benefit from large suite of information and support ranging from personal travel planning to, travel planning to small scale incentives to overcome barriers to behaviour change.	*The economic appraisal results show that personal travel planning and focussed travel planning activities with local business has great potential to deliver quantifiable behaviour change. The economic appraisal is based upon Webtag guidance and reference to other similar projects undertaken in other areas.*
Route length (km)	33km	no change	*No change in kms of new route but we do propose to undertake an enhanced maintenance programme to bring the existing network up to as high a standard as possible in advance of promoting the network*
Average trip length (km)	4.98km	no change	*for appraisal purposes it was assumed there would be no change to the average trip length*
Average cycling speed (kph)	20kph	no change	*for appraisal purposes it was assumed there would be no change to the average speed*
Number of users (per day)	899 per day	245 per day	*Please note this calculation is related only to the project target area and not the whole of Taunton i.e. the 12,500 people within residential areas and businesses which will be targeted by the PTP and Travel Plan activities. Figures are based upon average trip lengths taken from the national travel survey and changes in the number of trips as calculated using the DfT Active Mode appraisal toolkit*
Percentage of additional users that would have driven a car otherwise.	N.A.	27%	*Figure based upon appraisal using the DfT Active Travel Toolkit*

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		Between 394,658 and 749,058 fewer car trips per year	Please note this calculation is related only to the project target area and not the whole of Taunton i.e. the 12,500 people within residential areas and businesses which will be targeted by the PTP and Travel Plan activities. Please economic appraisal summary and active mode appraisal toolkit for detailed calculations.
Traffic levels (Vehicle hours) in the affected area			
Average Speed in the Morning Peak			
Mode share (in person trips)			
Car Driver	57.3	49.3	
Car Passenger	6.4	7.6	
Bus passenger	3	3.6	
Rail Passenger	0.2	0.2	
Cyclist	9.4	11.2	
Walking	21.7	25.8	

For Bus elements of your bid please fill in the following table			
Input data	**Without Scheme**	**With Scheme**	**Reference to supporting information (e.g. section of Economic Appraisal Summary).**
Annual number of passenger trips			*Please explain how you have estimated the impact of your activities - referring e.g. to previous experience in your authority or elsewhere of similar interventions*
Average trip distance (km)			
Total bus kilometres travelled (km), only change if 'with' scheme includes new bus services			
Average wait time (mins)			
Average fare per trip (£)			
Average in-vehicle time (mins)			
Description of your intervention	*E.g. provision of Real time information at bus stops/ through a website, announcements of next stop on board/ CCTV at stops/on boars, improved bus shelters. Or increased frequency - impact on wait time / Bus priority - impact on travel time*		

 active-mode-apprais al-toolkit_PTP.xlsx	 active-mode-apprais al-toolkit_Travel Plan

Appendix 3 – Letters of Support

LettersofSupport.pdf

Appendix 4 Risk Register

Risk Id	Risk	Likelihood	Impact	Score	Mitigation	Likelihood	Impact	Score
1	Lack of resources to deliver project	2	5	10	Programme delivery will be commissioned out to external supplier	1	5	5
2	Project goes over budget	2	5	10	Rigorous procurement and contract management will be employed. Budget monitoring and early interventions to address potential overspends.	1	5	5
3	Unable to commission suppliers in time	2	4	8	Framework contracts are already in place to be called off against for most activities	1	4	4
4	Failure to engage local businesses to take part in the project	2	5	10	Working with our partner Taunton Deane Borough Council we will draw on the joint resources of the council to engage business. Early discussion will take place. Focus will initially be on large employers likely to have more resources available to engage.	1	5	5
5	Schools do not engage with the project	3	3	9	Use existing education contacts and engage with schools between Jan 17 and March 17	2	3	6
6	PTP project fails to reach engagement targets	3	5	15	SCC has an existing framework contract containing suppliers with extensive experience in delivering PTP providing confidence that using established methods targets will be met.	2	5	10
7	Contractual dispute with supplier	2	4	8	Ensure outcomes and outputs are clearly defined in the ITT and accepted by the supplier in advance of signing contract	1	4	4
8	Desired outcomes not realised	2	5	10	Outcomes and outputs based upon a sound evidence base and recent experience of running similar projects. Experience and learning from these will be carried over into this project.	1	5	5

Appendix 5 – Year 1 Programme

	2016	2017											
Activity	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Bid approval													
Staff recruitment													
Initiate procurement process													
Early business engagement													
Early community engagement													
Early school engagement													
Project Inception													
Award Contracts													
Develop marketing strategy and prepare project collateral													
Travel Planning relationship building with local business													
Travel planning liaison with existing sites and TPCs													
ABCD Community engagement project inception													
ABCD Community engagement phase 1 Halcon													
Project marketing and promotion go live													
Media and promotional summer push													
PTP Phase 1 -													
Actively work with 'vanguard' businesses													
Schools - walk / cycle to school promotional campaign in phase 1 schools													
Business engagement and travel planning work													
Maintenance sweep of cycle and walking network													