

TRAVEL SMART in SURREY



SURREY'S LARGE BID TO THE LOCAL SUSTAINABLE TRANSPORT FUND



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FOREWORD

Travel SMART is our plan to boost Surrey's economy by improving sustainable transport, tackling congestion and reducing carbon emissions.

Surrey has a very strong economy. The county is a net contributor to the Exchequer, with a tax income of £6.12 million per year. In addition, Surrey has a GVA of £26 billion – larger than any area other than London. It is not surprising that the South East in general and Surrey in particular have been called the engine room of the UK economy.

Our excellent location and strong road and rail network have helped to make Surrey a prime location for national and international businesses. A third of the M25 runs through the county. Surrey residents and businesses can enjoy the county's unparalleled environment and still be within an easy commute of London, Heathrow and Gatwick. We have more than 80 rail stations in the county. Surrey is both an excellent place to live and to locate a business.

But these advantages have also brought problems. Surrey's roads are heavily used with more than twice the national average traffic flows. Much of the road network is saturated which means that a traffic incident can cause chronic congestion as drivers look for alternative routes. Many parts of Surrey are well served by rail stations, but most peak-time trains are badly overcrowded. All of our towns are in need of urgent investment to help make them easier to access by walking, cycling and public transport.

We urgently need to invest in Surrey's transport infrastructure. If we do not, there is a real risk that some of our major businesses will leave. Some of our international businesses may choose to relocate overseas, with a substantial loss to the UK economy.

Our aspiration is to more than double the size of the Surrey economy by 2026. We cannot do this with a road network that has been barely improved since the 1960s and a rail network that has hardly changed since the 1930s.

Travel SMART will help to keep Surrey moving. It will turn three of our town centres into well connected places that people will enjoy visiting, whether for shopping or for work. It will link areas of relative deprivation to jobs through continuous and well-signed walking and cycling routes. We will build a new park and ride for Guildford to ease congestion both in the town centre and on the A3 which runs through the town. In Woking we will make access improvements in the Sheerwater area, boosting housing and jobs. In Redhill, a series of improvements will help tackle congestion and make the town a more attractive place to live, shop and do business.

Travel SMART is about helping people to make effective journeys. We will make it easier to walk, cycle and use public transport, but we also recognise that many journeys will still be made by car. That is why we will bring in traffic improvements and better information for drivers. We will do what we can to stop congestion from happening and make journey times more reliable. But if it does happen, we will tell drivers about it as quickly as possible so that they can find a different route.

Learning the lessons from transport policies of the past, our aim is to work with the residents and businesses of Surrey and not against them. Our job is to help them get to where they want to be and give people positive reasons and encouragement to travel smarter.

We cannot claim that this programme is the complete solution to Surrey's transport problems. It focuses on three of our towns: Guildford, Redhill and Woking. Our plan is to extend this approach to the whole of Surrey so other towns can benefit. We know that some of our problems can only be solved with major infrastructure schemes, which are outside the scope of the Local Sustainable Transport Fund. We also need to tackle problems of rail overcrowding.

We will be bringing forward separate proposals for the improvements that cannot be funded from the Local Sustainable Transport Fund.

Travel SMART will be a major boost to Surrey's economy and help to reduce carbon emissions. Given Surrey's importance to the UK economy, it will also bring substantial national benefits.

David Hodge
Leader of Surrey
County Council

Tony Rooth
Leader of Guildford
Borough Council

Mrs Joan Spiers
Leader of Reigate
& Banstead
Borough Council

John Kingsbury
Leader of Woking
Borough Council

Brian Farrugia
Chairman of
Surrey Connects

Geoff French, Chairman
of Enterprise M3 Local
Enterprise Partnership



LSTF Large Project Business Cases – Headline information

Please bind this form into the front of your core document

Project name: Surrey Travel SMART

Local transport authority name(s)*:

Surrey County Council

**(If the bid is a joint proposal, please enter the names of all participating local transport authorities and specify the co-ordinating authority)*

Senior Responsible Owner name and position:

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Website address for published bid: www.surreycc.gov.uk/travelSMART

Headline description:

[SurreyTravelSMART's](#) aim is to promote economic growth and increase sustainable travel (walking, cycling and public transport) throughout Surrey. The programme builds on existing successful initiatives such as the "Cycle Woking" cycling demonstration town, our [Drive SMART](#) anti-social driving initiative, our quality bus partnerships and the Transport for Surrey Partnership. The overarching objective is to use [Cycle Woking](#) as a genuine demonstration town to create a toolbox of cost-effective "high impact-low cost" measures which can be repeated in many other small-medium sized towns and their rural hinterland. Wherever possible, measures will be developed, directed and delivered by local people and stakeholders.

Total package cost (£m): 20.434

Total DfT funding contribution sought (£m):16.0

Spend profile:

Please outline the DfT funding sought over the period 2012-13 to 2014-15, broken down by financial year and split between revenue and capital. Details of any local contribution should also be included. Please enter figures in £000s (i.e. £10,000 = 10).

£K	2012-13	2013-14	2014-15	Total
Revenue funding sought	2118	1929	1753	5800
Capital funding sought	3441	4300	2459	10200

Local contribution	875	1636	1923	4434
Total	6434	7865	6135	20434



EXECUTIVE

EXECUTIVE SUMMARY



SUMMARY

EXECUTIVE SUMMARY



Introduction

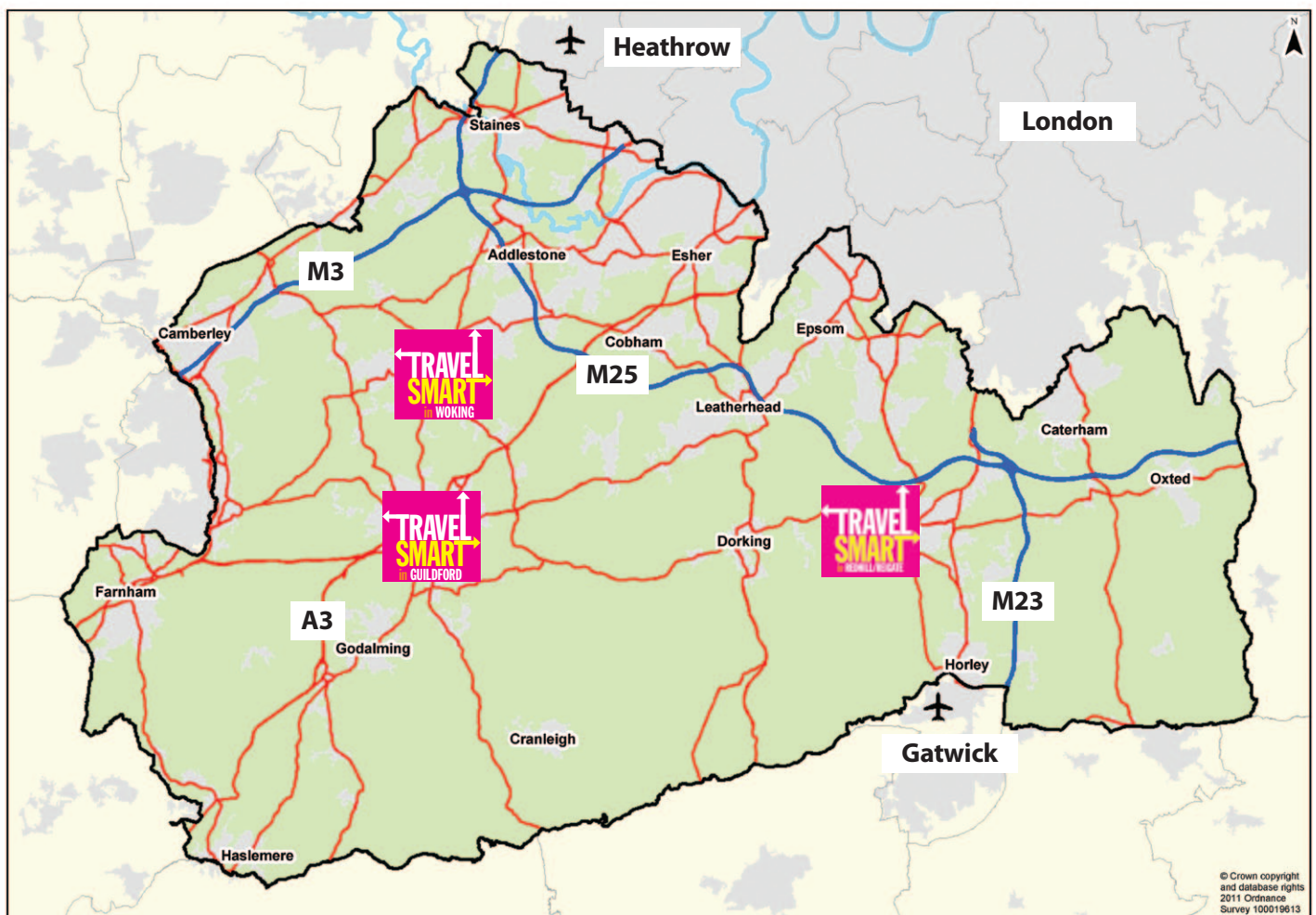
Surrey is a significant net contributor to the national exchequer and has a key role to play in contributing to economic recovery. However the county's current transport infrastructure restricts its potential to deliver that contribution, whilst also providing challenges in meeting carbon reduction targets.

The Travel SMART programme will deliver capital improvements and behaviour change initiatives in three Surrey towns to deliver economic growth and a decrease in carbon. Its aim is to promote sustainable transport and tackle congestion in Guildford, Redhill/Reigate and Woking - our busiest and most economically important towns.

The bid is for £16 million with an additional £4.42 million of secured private sector funding supporting it. At least a further £4.5 million will be spent on complementary measures. The overall scheme has a benefit to cost ratio of 1:3.45. This will safeguard existing employment, potentially increase jobs in the three towns by some 470 and more widely by over 140, as well as achieving carbon savings of over 22 million tonnes.

Investment from this bid will be combined with funding already secured from public and private sector sources and enhanced by major redevelopments planned in the three towns. This ensures Travel SMART will offer a long lasting legacy that will benefit Surrey and the UK as a whole.

Surrey's business community and borough councils have been engaged in shaping the programme. A snapshot of their views and support for the proposed solutions have been captured in a short film accompanying this executive summary.



Driving economic recovery

Britain is more reliant on the success of the Surrey economy than any other local authority area outside London. Surrey's economy is worth £28 billion Gross Value Added (GVA), larger than Birmingham (£20.18 billion), Leeds (£17.8 billion) and Liverpool (£8.6 billion).

Surrey's strong economy is based, in part, on its superb environment, excellent location and transport links. The county borders London, Heathrow and Gatwick. Many of our residents live within a few minutes walk of the most heavily wooded countryside in England and less than an hour's rail journey into London. One third of the M25 runs through Surrey, as well as large sections of the M3, M23 and A3.

Guildford, Woking and Reigate and Banstead (the local authority within which Redhill/Reigate sits) have a combined economic value of £9.47 billion and together provide employment for 190,800 people. As such they are Surrey's busiest centres with great potential for further economic growth.

Barriers to growth

Surrey's economic advantages are starting to cause acute problems for the county. Congestion on Surrey's local roads, trunk roads and motorways is estimated to cost Britain's economy £550 million per annum. The road network is saturated with traffic meaning that a single traffic incident on the M25 can cause substantial congestion as drivers seek alternative routes.

Surrey businesses tell us that congestion and unreliable journey times are one of their greatest concerns and could be a reason for relocating out of the county. For some of our international businesses this could mean relocating outside the UK. Congestion and poor access are also major reasons for businesses choosing not to move into Surrey. This is particularly true for retailers as traffic heavy town centres reduce their attraction as shopping destinations.

Car ownership is high in Surrey, arguably a symptom of a successful economy. Around 86% of households have access to a car, with more than 45% having access to two or more cars (more than half as much again compared to the national position). This means there is a high level of suppressed demand for car travel. Providing people with wider travel choices can benefit the economy by enabling everyone to reach their destinations more easily and reliably.

Surrey's towns are currently not well suited to walking and cycling trips. Nearly all of them suffer from severance caused by busy roads, railway lines and rivers which make it difficult for people to walk or cycle to employment, essential services, shops and leisure facilities.

Each of the three towns selected for Travel SMART share these common problems but also have individual issues.

Guildford is one of the 50 most congested cities in Europe. Businesses on the Surrey Research Park tell us it can take up to an hour to travel the half-mile to leave the park. Similar problems are experienced in nearby Lymington.

"The existing problems include congestion. As well as peak commute times, it builds up during lunch times. There is good potential to introduce a park and ride facility to Guildford town centre. We also aspire to hire more local people who could potentially walk and cycle to work."
Richard Foulerton, Allianz Insurance, Guildford.

Woking is world renowned as a sustainability hub. Over the last three years it has had £3.7 million invested in cycling related measures and has seen cycle trips increase by 27%. However there are missing routes and further improvements to traffic management and bus priorities required.

“Congestion is at all times of day and creates particular constraints for cyclists. There is immense pressure on the main road routes. What we need are travel routes that are sensibly managed. Marketing is crucial. Integrated information systems, a one stop shop for all transport needs.”

Martin Knowles, Mayer Brown, Woking.

The Redhill/ Reigate area is a focus for regeneration and economic growth but these adjoining towns share many transport problems.

“Signage is poor around Redhill, which contributes to congestion. Delivery vehicles cause gridlock and congestion 60% of the time during the day. There are difficulties recruiting locally. Better cycling facilities from the station may increase the number of staff cycling to work.”

Andy Nash, Centre Manager, Belfry Shopping Centre, Redhill.

The Travel SMART Programme

Travel SMART will tackle these problems through major investment in tailored packages of infrastructure improvements and activities to stimulate behaviour change in the three towns. The aim is to make travel easier within these towns, whether by walking, cycling, public transport or by car. This will help people to get to work and job seekers to find work, whilst helping to stimulate the retail sector in each town by making it easier for residents to shop locally.

Travel SMART will be aimed at everyone who travels within the local area, regardless of whether they drive, walk, cycle or use public transport. We want to encourage people to leave their car at home some of the time, but also recognise that some journeys can only realistically be made by car.

The programme for each town will have common elements and unique features. For example, all three will have continuous, well signed walking and cycling routes and improvements to bus corridors.

For Guildford we are proposing a park and ride scheme. This will reduce congestion, both within the centre of Guildford and on the A3 trunk road, addressing what businesses say is a major constraint to future success in the town.

In Woking the programme will build on the success of the existing cycling improvements, while the Sheerwater corridor improvements will relieve a local bottleneck and connect a business park close to an area of deprivation, to the town centre. This will secure existing jobs and most importantly generate at least 300 new jobs.

Redhill/Reigate is an area that will soon see significant town centre investment. To ensure maximum local benefit from this, the Travel SMART programme will improve links between the town, train stations and residential areas and make the centre a more attractive shopping and office location.

Also within the programme for each town are pedestrian and cycling improvements to help people to move around safely. This includes improved crossings of busy roads, better signing and joining up of disconnected routes.

Additional activities will encourage and help people to travel more sustainably. These range from cycle training and the promotion of eco-driving, to better information for drivers about congestion problems. An interactive online journey planning tool will help people to make the best travel choices.

To ensure solutions are appropriate to the locality and achieve maximum ownership and impact, we will be setting up an innovative local challenge fund for measures to be designed in collaboration with businesses and residents.

Key outputs of the Travel SMART programme will include:

- Creation of a 550 space park and ride facility in Guildford.
- Bus priority and corridor improvements in Guildford (nine corridors), Woking (four corridors) and Redhill/Reigate (four corridors).
- Over 34 miles of safe, signed walking and cycling routes across the three towns.
- Free travel planner training for every employer of over 100 staff
- Establishing six business travel forums with funding allocated directly to local business communities to help address their travel problems.

Maximising investment

The Travel SMART programme will include at least £4.42 million of developer contributions and also be critical in supporting planned investment. This includes the redevelopment of Guildford and Redhill train stations, significant town centre regeneration and retail expansion in all three towns.

The programme complements other activity and investment across the county, including building on the success of Cycle Woking (which received investment of £3.7 million) and work to map strategic infrastructure needs across the county.

Travel SMART also includes a number of measures to be funded by Surrey County Council and its partners without the need for resources from the Local Sustainable Transport Fund. This includes a new £4 million junction at the entrance to the Surrey Research Park, improving access to the University of Surrey and the Royal Surrey County Hospital, and a £500,000 scheme to promote electric vehicles.

A long lasting legacy

The legacy of the Travel SMART programme will be secured in three ways: through delivering continued economic benefit as key elements move towards becoming self financing; through designing the programme to be replicable; and through tackling transport barriers that currently constrain further investment.

By working closely with the business community, key elements of the behaviour change programme are designed to be self-financing beyond the lifetime of the programme. Charging will be incrementally introduced for key services to business once the business case has been demonstrated.

Travel SMART has been designed to offer a template approach that can be applied relatively easily and cost-effectively to other towns of a similar size, both within Surrey and elsewhere. Effective monitoring and evaluation will ensure that our understanding of what works, in terms of securing economic growth and carbon reduction through transport investment, continues to improve.

The programme will be critical in delivering transport improvements that will provide the building blocks for future private sector investment in Surrey, as confidence increases that the county's transport problems are being addressed.

The amount of funding sought through the LSTF programme for each town, together with the private sector contribution already secured, is summarised in the table below:

Travel SMART investment	Guildford	Redhill/Reigate	Woking	Totals
Park and ride	£4.5	–	–	£4.5
Variable message signing	–	£0.3	–	£0.3
Sheerwater corridor improvements	–	–	£1.0	£1.0
Bus priority and corridor	£1.6	£0.5	£0.7	£2.8
Walking and cycling	£0.6	£0.3	£0.4	£1.3
Information, travel planning and marketing	£2.1	£3.0	£1.0	£6.1
Total per town from LSTF	£8.8	£4.1	£3.1	£16.0
Additional funding secured	£0.4	£0.7	£3.3	£4.4
Overall total	£9.2	£4.8	£6.4	£20.4

(All figures in £ million)

Conclusion

Travel SMART is a programme of measures to deliver economic growth and carbon reduction in Guildford, Woking and Redhill/Reigate, Surrey's busiest and most economically important towns. The Travel SMART programme provides a comprehensive package of capital and behaviour change measures that have been shaped and endorsed by Surrey's business community and are:

- Deliverable within the LSTF timeline and provide a long lasting legacy.
- Aimed at tackling specific barriers in the three towns.
- Linked to wider private and public sector investment plans.

The Travel SMART programme will play a critical role in:

- Ensuring that Surrey contributes fully to the UK's economic recovery, by tackling the transport barriers that currently jeopardise business retention and expansion of key growth sectors (including space technology, pharmaceuticals, electronics and research & development).
- Maximising the local economic and carbon reduction benefits of new development through improving travel choice, access to local employment and town centre vitality.
- Delivering added value through leveraging additional investment and providing a replicable model for other UK towns.

The LSTF funding would provide the critical early investment to kick start a step change in economic recovery.



STRATEGIC



STRATEGIC CASE



STRATEGIC CASE

CASE



STRATEGIC CASE

Introduction

- 2.1 The UK is more reliant on the success of the Surrey economy than any other local authority area outside London. Surrey's economy was worth £28 billion in 2008, and is greater in size than that of Birmingham (£20.1 billion), Liverpool (£8.6 billion) and Leeds (£17.8 billion). For many years Surrey has had a large, high performing economy, benefiting enormously from good transport links and close proximity to London, Heathrow and Gatwick. Surrey's economy has a critical contribution to make towards the UK's economic recovery.
- 2.2 However there are major transport challenges which are threatening economic recovery and performance:
 - The population in Surrey is predicted to grow 11% by 2026 compared to 2007, placing enormous pressure on transport infrastructure and making it harder to achieve carbon reduction targets.
 - Congestion on Surrey's local roads, trunk roads and motorways, is estimated to cost the UK economy £550 million per annum. In particular the road and rail networks are prone to severe congestion caused by unforeseen incidents.
 - A-roads in Surrey carry 64% more traffic than the national average.
 - Average traffic flows on motorways in Surrey are 83% above the national average and 51% above that for the south east. Approximately one third of the M25 runs through Surrey.
 - Traffic levels along Surrey's motorways have grown 10% between 1998 and 2008.
- 2.3 In relative terms the Surrey and the south east economy is already slipping in the competitiveness stakes. The World Knowledge Competitiveness Index (2008) shows that the south east of England was ranked 74th out of 145 global regions, down from 40th in 2004. The region has also slipped within the European Competitiveness Index (2006/ 07) being ranked 16th among 118 European regions, down from 12th in 2004. If the relative rank of the south east economy is falling then it follows that Surrey's is also falling.
- 2.4 Congestion on Surrey's local roads, trunk roads and motorways, is estimated to cost Britain's economy £550 million per annum. In 2010 Oxford Econometrics told us Britain's GVA could have been increased by £1.6 billion per annum, and tax revenues could have been £750 million higher if investment in south east transport infrastructure had been on a par with the national average. So this proposal is an integral part of Britain's plans for growth.
- 2.5 Travel SMART is designed to promote economic growth and reduce carbon by tackling specific transport problems in three of Surrey's most economically important towns – Guildford, Redhill/ Reigate and Woking. This LSTF large bid for the three areas has a positive benefit cost ratio of 1:3.45
- 2.6 In common with the rest of Surrey, all three towns suffer from high levels of traffic congestion. This can lead to unreliable journeys where it is difficult to predict how long a journey will take. Because the road network is saturated it has little spare capacity to cope with unforeseen incidents, such as collisions, poor weather and road works. This can lead to long queues on several key roads within the county.
- 2.7 A particular challenge is that around one third of the M25 runs through Surrey. When the M25 experiences a traffic problem, such as a collision, this can divert large amounts of motorway traffic onto Surrey's roads. These roads are already heavily used in normal conditions and cannot cope with the additional traffic.
- 2.8 Local businesses are becoming increasingly frustrated by these delays and by the unpredictability of journey times. This can act as a deterrent to new businesses who might otherwise locate to Surrey. In some cases, it can prompt existing Surrey businesses to consider relocating to areas with lower traffic levels. Given the international nature of some of these businesses, this could be a loss to Britain.

- 2.9 All three towns also suffer from a high degree of physical severance. This is caused by busy roads, railway lines or canals cutting the towns in half and separating areas of housing from areas of employment. Because of this, many residents are dissuaded from walking and cycling. Instead they default to car journeys which add to the county's already high congestion levels and carbon emissions.
- 2.10 A further problem for Surrey is that there is a very high level of car ownership. Surrey has car availability levels 55% higher than the national average. This makes it more challenging to encourage more non-car journeys.
- 2.11 Because Surrey has both severe congestion and a large number of cars, there is a high level of suppressed demand for car travel. Surrey residents would drive more if the roads were not so busy. This means that we cannot simply provide more road capacity. This could lead to increased discretionary journeys without providing noticeable relief from congestion or economic growth.
- 2.12 Travel SMART aims to tackle these problems through a coordinated suite of complementary measures. Journey time reliability will be improved by better traffic management and improved information to help people avoid problems on the road and public transport networks. This will be aided by other measures not funded by the Local Sustainable Transport Fund to improve traffic flow, such as the £4 million hospital roundabout project to enhance access to the Surrey Research Park.
- 2.13 The severance caused by roads, railways and canals will be eased by a programme of route improvements and signage, building on the county's successful Cycle Woking project. The aim will be to make it much easier to travel around these three towns, which will in turn encourage people to make more local journeys, whether for work or for shopping.
- 2.14 A programme of information and behaviour change will be used to encourage people to walk and cycle more. In order to tackle the high level of car usage, this programme will encourage people to make small changes, such as walking and cycling for some of their trips. It will also focus on changes to car usage which will reduce emissions, such as car sharing, eco driving and buying more efficient cars.
- 2.15 A large element of the behaviour change programme will be to work with local businesses and communities to tackle the specific problems that they have identified as barriers to sustainable transport. This could include improved cycle storage, improved pedestrian crossings, better information, cycle training, improvement to the street scene and so on.
- 2.16 Public transport will be improved by a programme of route enhancements, including priority routes and real time passenger information on buses and at bus stops. As with road transport, the aim will be to improve journey time reliability which will in turn encourage more people to use buses as a reliable alternative to the car. Bus and rail travel will be made easier through improved passenger information, including better coordination of information through smartphone technology.
- 2.17 A number of projects are planned to tackle problems that are specific to each of the towns. Guildford suffers from high levels of congestion. This is caused by shopping and commuter traffic in the town centre and by through traffic on the A3 trunk road which runs through the middle of the town. To tackle both problems, the programme includes an additional park and ride site on the A3. This will reduce congestion by removing some local traffic from the A3 and will also attract workers and shoppers who would otherwise have parked in the town centre. However, we are not proposing a park and ride system for Woking and Redhill/Reigate.
- 2.18 Redhill suffers from town centre congestion caused, amongst other things, by shoppers looking for a freely available car parking space. This will be eased by installing variable message signs to direct drivers to car parks with available space. These signs are already in place in Woking and Guildford and have proved to be very successful.

- 2.19 The Woking component includes a scheme to provide a new access road to the Sheerwater development. This will provide inward investment to the area, create employment opportunities and generate economic growth. Woking Borough Council has a specific local development framework policy to provide a positive framework for regeneration of the Sheerwater area. This includes 250 new homes and at least 300 new jobs.

Developing a targeted approach

- 2.20 A high proportion of the economic activity in Surrey is centred in and around the three areas of Guildford, Woking and Redhill/Reigate. These areas are critical to the future economic prosperity of the county but they also correspond with some of the greatest development pressures and the most severe transport problems. A large proportion of Surrey's housing and commercial development over the next 15 years will be located in these three areas. Annex 1 provides further information on the economic, environmental and social issues. This includes the latest statistics on the labour market including unemployment, employment and skills, data on competitiveness and information on social and environmental variables.
- 2.21 The package of measures in the large project bid builds on our key component bid. It also builds on the original large project bid, which set out our initial proposals. The key component bid was focused principally on Guildford and Woking, drawing on the success of the Woking cycling town project, with a countywide traffic and transport information programme and a small investment within Redhill/Reigate (Reigate & Banstead) for Bike IT. The large project bid initial proposals were directed at Guildford, Woking, Redhill/Reigate, Epsom, Camberley and Egham.
- 2.22 Following feedback from the Department for Transport, the county council carried out a methodology criteria check based on economic and transport issues, the prospect of regeneration in each town and match funding opportunities for each of the original six towns. The outcome provided two distinctive groups, with Guildford, Redhill/Reigate and Woking in the first group and Camberley, Egham and Epsom in the second group. This conclusion fitted neatly with the investment being made with the key component. It has therefore been agreed on this occasion to focus on the first three of these areas, where the scale of the transport problems is marginally greater, there is scope for early interventions and the economic benefits are greater. Other areas, including Epsom, Camberley and Egham remain high priorities and also require transport investment in order to support economic growth and regeneration.

The Travel SMART principles

- 2.23 This latest bid and the package of measures for the three areas has been developed around a number of key principles:
- Prioritise cost-effective transport measures which have the greatest impact in supporting businesses, improving access to employment opportunities, boosting economic growth, cutting carbon, and improving the quality of life for communities in Surrey.
 - Build on best practice such as the cycling demonstration town projects including Woking, and the approach to sustainable transport in towns such as Worcester, Darlington and Peterborough.
 - Work closely with the borough councils, local businesses and the wider community in development and implementation of the bid.
 - Tackle congestion by improving journey time reliability and information provided to the travelling public.
 - Widen the travel and non travel options available to help businesses and residents avoid congestion, for example by promoting working from home and travelling outside the peak hours.

- Encourage positive changes in travel behaviour by targeting different segments of the population and business.
- Maximise the impact of the bid by integrating it with other funding sources and initiatives as part of a lasting programme.
- Ensure that the design and aesthetic quality of new infrastructure, for example improved signing, enhances the character of the area whilst achieving excellent value for money.
- Create a legacy of sustainable transport that can be replicated in other areas, thereby removing barriers to economic growth and cutting carbon.

The package of measures reflects the aims of Surrey Connects (Surrey's emerging Local Enterprise Partnership), in achieving smart economic growth. Smart economic growth will help to achieve a sustainable Surrey and promote increased productivity without harming quality of life. For Surrey Connects this includes sustainable transport solutions to address Surrey's transport problems; problems that businesses recognise are damaging to economic growth.

Logic maps have been produced covering bus priority and corridor improvements as well as the walking and cycling elements within each of the three towns and these can be found in Annex 2. Examples of information, travel planning and marketing have been provided within each of the towns packages.

Options assessment

- 2.24 The decision making process and the rationale for the preferred package of measures is centred around a robust assessment of the options. The options assessment was a six-stage process as illustrated in figure A and outlined below:
- 1) An analysis of the existing and future problems faced by Surrey businesses and residents.
 - 2) An initial long list of capital and revenue transport measures was drawn from a wide range of sources, including evidence from best practice.
 - 3) The long list of measures was then tested with stakeholders, including members, local borough councils, Transport for Guildford, Transport for Woking, the Redhill Regeneration Forum, transport operators and representative community groups. Options were also tested against the scope of the LSTF and its objectives, to understand the fit with the project. Measures that were unaffordable, lacked clarity on economic impact, or didn't fit with the objectives were removed at this stage.
 - 4) This shorter list of options was then taken through two parallel stages. A programme of business engagement gave an opportunity for the business community to refine the list of measures against identified transport problems and priorities for growth.
 - 5) Running in parallel with this process, potential measures were modelled to ensure a significant contribution to the key objectives of economic growth and reducing carbon emissions.
 - 6) The final adopted package of measures was developed from combined outputs of the modelling exercise and the business testing stage to produce a robust package of measures.
- 2.25 The Early Assessment and Sifting Tool (EAST) has been used to help develop the preferred package of measures, as suggested in the LSTF guidance. Further information about this is provided in the economic case. We have also made use of the LSTF resource library. This has been used to assess the likely behavioural changes, and to access the carbon tool.

Behaviour change methodology

2.26 Behaviour change is one of the key mechanisms for delivering the objectives of the Travel SMART programme. Both the concept and design of the project deliver measures that complement each other using Surrey County Council's four 'I's behaviour change approach:

- Involvement – working with businesses and local communities to identify problems, shape programmes, build internal capacity and implement projects.
- Infrastructure – build highly visible and effective infrastructure with targeted awareness campaigns to maximise take up.
- Information – ensuring signage, web tools and mapping is high quality and target users receive the right messages.
- Intervention points – pulling together involvement, infrastructure and information to maximise behavioural change at key points and times.

Table 1 – Surrey's four I's and enabling behaviour change

I principle	Enabling behaviours
Involvement	More prevalent; more me
Infrastructure	More doable
Information	More me; more doable; more prevalent
Intervention points	More advantageous

2.27 This approach enables the project to be designed so that it has value to the people it is targeted towards. The target audiences for the project can be broadly defined into three groups - businesses, local residents, and people using the town centre. In each of the towns, a rationale for the behaviour change approach has been outlined, with one particular intervention highlighted in greater detail to illustrate the approach. Annex 3 provides further information on the approach to segmentation and the Surrey four Is model.

Principles for long-term legacy of Travel SMART

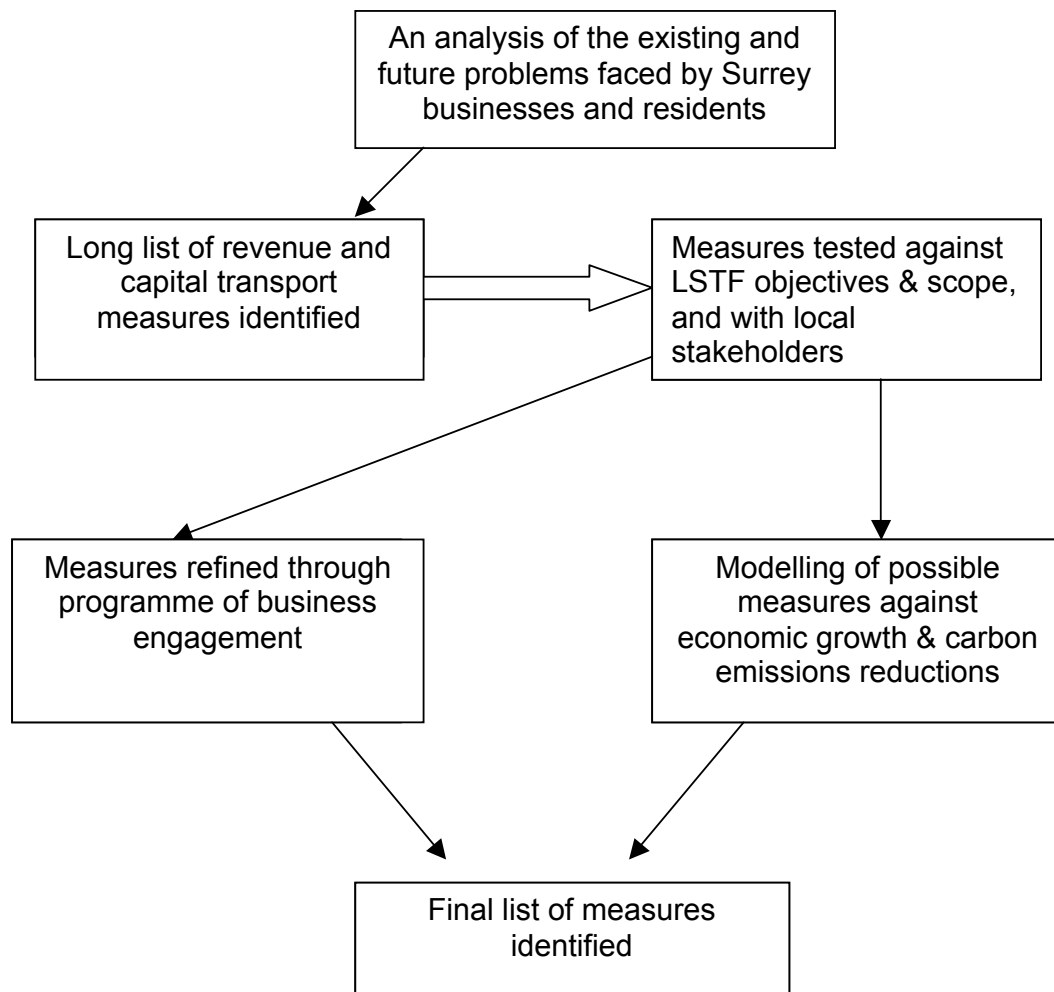
2.28 Travel SMART has been designed so that over the life of the programme, it will generate a revenue stream. In the first year of the project, soft measures aimed at businesses will be delivered free of charge, as a 'loss leader' in order to build up recognition and confidence in the brand. In years 2 and 3, measures will be provided for a subsidised price. The revenue generated from this will be held until the end of the project, when it will be provided as initial financing to set up an appropriate vehicle for continuing the work of the Travel SMART programme.

2.29 There are three possible approaches that could be used to continue the work of Travel SMART after LSTF funding has finished:

1. Retain the programme in-house, using the revenue generated from providing services to businesses to fund ongoing measures from the project.
2. Establish a Community Interest Company, which would provide charged-for services to businesses and communities. This company would continue to work closely with the county council to ensure that future investment in infrastructure complements the programme and the aspirations of the local businesses and the communities it would affect.

3. Sell the concept and brand to a commercial organisation that would be able to continue providing services to businesses and communities on a fully commercial basis, with the income from the sale reinvested in sustainable transport measures. An assessment will need to be made on the level of brand equity and therefore its value to any potential purchasers, to understand if this could be a viable option.
- 2.30 At the end of the 2013/14 financial year an assessment will be made on the brand equity, income level and possible interest from partners and commercial organisations to decide which approach will be the most effective in securing the longevity and impact of the project. Should any organisations have an interest in continuing the programme either as a community interest company or commercial entity a bidding process will be undertaken to ensure the best result.
- 2.31 Whichever approach is selected to continue the work of Travel SMART we would expect the following elements of the project to be continued for the longer term:
- Brand and marketing activities of the project.
 - Provide bikeability cycle training.
 - Providing businesses with ongoing material support for travel planning.
 - Support to business travel forums.

Figure A: six stage options assessment





Summary of the Guildford package

At the heart of our proposals is the need to sustain and increase the international competitiveness of Guildford. It is the most competitive location in Britain outside London, with a town population of nearly 67,000. Every working day, an estimated 100,000 people travel through Guildford to shop in the town centre and travel to their places of work. It is the county's main retail centre and is home to multi-nationals including Phillips and Syngenta. It hosts an internationally renowned university and a research park engaged in cutting edge research and development in the space, pharmaceutical and electronics sectors.



Businesses tell us the main constraints to future success here are congestion, severance and accessibility. This is preventing business from operating effectively, and is a deterrent to people travelling to employment and retail centres. Severance by the A3, the railway line, Wey navigation and other geography in Guildford is a barrier to walking and cycling. Some radial routes are good, but cross-town routes are not. There is also poor accessibility, especially between the railway station and bus station. Housing, public transport and retail are not well linked. When combined, the effect of these historic infrastructure barriers is to drive business away. We already have examples of businesses re-locating out of the area. The risk to UK PLC is that multi-national companies with UK bases and headquarters in Guildford will move their businesses out of the UK.

The Guildford measures will connect people with key destinations. The park and ride is designed to reduce congestion in the town centre by giving shoppers and commuters a way to get to the town centre without driving all the way there. It will also reduce congestion on the A3 trunk road. Job seekers will be able to access new retail and skilled job opportunities. These jobs are being created at the Friary Centre, which is set to increase retail capacity by at least 22,500sqm. Tangible outcomes of investment will be leases renewed within the next three years at Ladymead Retail Park and Guildford business estates. With the LSTF large bid investment, Guildford will continue to provide housing and employment growth. It will continue to fuel Britain's economy. This justifies such a substantial investment.

Transport problems acting as barriers to economic growth and carbon reduction in Guildford

- 2.32 Guildford is one of the south east's main regional centres with an economy worth nearly £4 billion Gross Value Added (GVA) in 2007, 14% of the Surrey total. In 2010 the UK Competitiveness Index ranked Guildford as the most competitive city in the UK outside London. Guildford's economy has international significance in the Government's high priority growth areas, notably health and life sciences, space, professional services, digital, and creative media.
- 2.33 Major employers in Guildford include Allianz Cornhill Insurance Plc, Phillips, Syngenta and Ericsson. There are 10 employment sites in the town with more than 500 staff. The town is also emerging as a hub of computer game design in the UK. Several successful game studios have been acquired by global brands including Microsoft and Electronic Arts.

- 2.34 Guildford is home to the University of Surrey and the Surrey Research Park. Both have been successful in attracting international and local businesses and make a major contribution to the regional economy. Surrey Research Park is regarded as one of the best of its kind in the UK. It is home to significant sector clusters such as information communications technology, software firms involved in the computer games sector and biomedicine. Many of the 114 firms based on the site are involved in the commercialisation of a wide range of sciences, including the International Space Innovation Centre-Surrey. The University has a turnover in the region of £200 million per annum, 11,800 students, and contributes around £280 million per annum to the Guildford economy. The research park's contribution to the Guildford economy is around £350 million per annum.
- 2.35 Transport problems in the town present major barriers to economic growth and carbon reduction, notably congestion and poor transport accessibility in some areas. Business and industrial areas within the town suffer major severance from the town centre, rail station and residential areas, making local travel extremely difficult. The main causes of this severance are the A3 trunk road, the Wey navigation and the railway lines. These divide the town and act as major barriers for pedestrians, cyclists, buses, cars and heavy goods vehicles.
- 2.36 Guildford is one of the premier shopping centres in the south of England, and therefore attracts a significant number of daytime visitors. The retail sector employs around 9,200 people, across a range of retail activities, although retail has seen a loss of 1,000 jobs over the last five years. There is significant further retail development potential in the town centre, however the growth and success of these developments will rely on higher town centre footfall. Additional capacity cannot be delivered through extra car parking provision in the town centre, as this would exacerbate existing congestion problems. It can be achieved by increasing the number of park and ride sites on the outskirts of the town.
- 2.37 A survey carried out as part of an economic development study of Guildford in 2009, revealed that 46% of firms were considering relocating out of the borough, citing traffic congestion as the most significant factor. One respondent summarised the concerns as follows:
- ‘Increasingly access through Guildford, particularly on and off the research park at peak times, is causing delays and lost work time and having a negative impact on the start and finish hours of both staff and visitors.... we are looking at our options and are in the process of considering relocating the company elsewhere.’
- 2.38 This concern is further illustrated by a Surrey County Council study, which investigated the potential impact of the South East Plan levels of development, and the potential impact of park and ride in Guildford. This found that congestion would rise to unacceptable levels unless mitigation measures were applied. Traffic problems in Guildford are driving business away. There are already examples of businesses re-locating out of the area. The risk to UK PLC is that multi-national companies with UK bases and headquarters in Guildford will move their businesses out of the UK.
- 2.39 Congestion in Guildford is acting as a very serious constraint upon the local and sub regional economy. The annual average daily traffic on main routes in Guildford is 15,630 vehicles, with 18% of traffic within the peak hours of 08:00 – 09:00 and 17:00 – 18:00. These large volumes of traffic result in congestion and delays at the start and end of the working day. For example, on main routes into the town during the morning peak period, average speed is just 14mph, equivalent to 4 minutes 23 seconds per mile. Car ownership is high in Guildford, with 45% of households owning two or more cars, compared with the South East average of 38%. High levels of car use and ownership are reflected in the town's road transport energy consumption, which totalled 124,000 tonnes in 2008. This is the highest in Surrey and is ranked tenth out of local authorities in the South East.
- 2.40 Existing bus, walking and cycling infrastructure to areas of employment is considered inadequate by local businesses. Particular examples are the Guildford Business Park, Cathedral Hill Industrial Estate and Middleton Industrial Estate, collectively known as the Guildford business estates. Together these sites employ around 5,000 people.

- 2.41 Organisations on the Guildford Business Estates have reported concerns that they are struggling to recruit highly skilled graduates to work for them. This is due in part to the difficulty accessing the site from the town centre and train station. Some organisations on the estates have short remaining leases on their buildings and are seriously considering relocating away from the area because of the congestion and access problems.
- 2.42 As well as deterring existing businesses from remaining in Guildford, traffic congestion is also acting as a barrier to new development opportunities. The borough council has concerns that high levels of congestion will dampen prospects for the redevelopment of sites in and around the town centre, jeopardising future economic growth. Dr Malcolm Parry OBE, Managing Director of the Surrey Research Park, has cited that £43 million of investment on the park cannot be made until the impact on congestion is reduced. Businesses on the park cannot grow, and new businesses cannot be attracted because congestions acts as too significant a barrier in the area.
- 2.43 Access by bus is poor between some of the local employment areas and Guildford rail station. Penny Hardcastle of Motion Transport stated that few buses serve the rail station, and even fewer link from the station directly to the major areas of employment outside of the town centre. This can lead to connection times of over 30 minutes for journeys of 1.5 to 2 miles. This acts as a significant barrier to people travelling to work by train, despite the excellent rail connections enjoyed by Guildford station.
- 2.44 Some residential areas have poor connectivity with local employment. Westborough is the fourth most deprived area in Surrey (IMD 2007). In October, 2011 3.2% of the working age population in Westborough were claiming Job Seekers Allowance, compared to 1.8% for Guildford borough. 12.5% of Westborough residents claimed key out of work benefits, compared to the borough figure of 7.1% (May 2011). 37% of residents in Westborough have no qualifications compared to 24.3% across the borough. Potential sources of employment are available nearby at the Slyfield and Middleton Road industrial estates but they are not readily accessible by walking, cycling or public transport. Relatively low car ownership in the area further exacerbates the issue. The Westborough/Park Barn area has a car ownership rate of 1.08 cars per household, compared with 1.44 for Guildford borough.
- 2.45 The Guildford Town Centre Management Group has cited signage to be a major problem throughout the town. Motorists are not given clear signing for some destinations adding to congestion in the town. Signage is also out of date in some places. The management group also have concerns about inadequate signing between the town centre and both the bus and rail stations.
- 2.46 Areas where severe traffic congestion and/or poor accessibility is acting as a barrier to economic growth and carbon reduction in Guildford include the following:
- Widespread congestion in Guildford town centre, exacerbated by severance from the railway, Wey navigation and gyratory system.
 - Congestion on local network adjoining the research park, Royal Surrey County Hospital and University of Surrey, exacerbated by A3 trunk road severance.
 - Congestion along the A320 adjoining the Slyfield industrial estate.
 - Poor accessibility between Guildford rail station, bus station, town centre, and Surrey Research Park, Guildford business estates and Guildford gateway, exacerbated by severance by the railway, Wey navigation and gyratory system.
 - Poor accessibility between the Westborough/Park Barn area and local centres of employment, exacerbated by A3 trunk road severance.
 - Inadequate signing in parts of the town, making it difficult to find key locations such as the rail station.
- 2.47 The package for Guildford has a range of measures to tackle these problems.

Objectives for Guildford

- 2.48 The objectives for Guildford take into account Guildford Borough Council's Local Development Framework, the objectives of the Surrey Transport Plan (the third Local Transport Plan), and the core objectives of the Local Sustainable Transport Fund. The objectives for Guildford are to:
- Help tackle congestion in the Guildford area, which is exacerbated by severance from the A3 trunk road, the Wey navigation and the railway lines.
 - Support existing businesses and future employment opportunities at the business parks and in the town centre.
 - Improve accessibility from areas of deprivation and other neighbourhoods to centres of employment.
 - Improve permeability from Guildford rail station to areas of employment, with clear signing and safe continuous routes.
- 2.49 The vision of the Surrey Transport Plan is: **To help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life.**
- 2.50 The 2009 consultation version of Guildford Borough Council's Local Development Framework Core Strategy contains a strategic objective for Guildford town centre that seeks to reinforce its role as the county's prime shopping centre and location for cultural, leisure, office and civic facilities. This is supported by area visions for the town centre and Guildford urban area which includes the following statements:
- Guildford town centre will maintain and enhance its function as a transport hub.
 - Its retail and commercial offers will be enhanced.
 - Improved transport links will facilitate travel to local services and between urban and rural areas.
 - Cycling and pedestrian routes will complement the main rail and road links.

Proposed package of measures for Guildford

- 2.51 The Guildford package is designed to target congestion and accessibility problems, address the concerns of the business community, and hence overcome the barriers to economic growth and carbon reduction. The key elements of the package are illustrated in figures A and B and set out below:
- Park and ride system extended with new services to the west of Guildford adjacent to the A3 trunk road.
 - Bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Guildford, including traffic management measures to address the local bottleneck at the junction of Farnham Road and Guildford Park Road.
 - Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including:
 - Guildford rail station to the town centre, University, Hospital and the Surrey Research Park.
 - Westborough/ Park Barn and local centres of employment.
 - Information, travel planning and marketing supporting new infrastructure, enabling the economy to grow and helping people to make the best travel choices in Guildford. This will include improved signing to enhance access to key locations in Guildford.

- Associated key component measures
 - Other bus priority and corridor improvements.
 - Other walking and cycling measures.
 - Traffic and transport information.
 - Travel planning and promotion.
 - Complementary third party funded schemes including car clubs, electric vehicles, and traffic management measures to address the local bottleneck at hospital roundabout.

Park and ride system extension

2.52 The extension of Guildford's park and ride system is designed to help overcome congestion and accessibility problems in the town centre and along corridors leading to the town from the west. It will also help reduce congestion on the A3 trunk road. Figure B indicates the location of the planned park and ride site. The scheme will offer drivers, particularly those using the A3 trunk road and the A31, an alternative to driving into the congested centre of Guildford. This will complement the three existing park and ride sites that operate Monday to Saturday, capturing traffic entering Guildford from the north, east and south.



- 2.53 The planned park and ride car park will be located on a 1.9 hectares site at Manor Farm Guildford, next to the A3. The site will accommodate 550 surface level parking spaces. Initially access to the site will be via the improved hospital junction. In the longer term a new and more direct access will be created via a slip road from the A3, avoiding the hospital junction. However, this new access would only go ahead as part of a comprehensive scheme to improve the A31/A3 junction. Rail users would also be encouraged to park on site, and use the park and ride bus to Guildford rail station for rail services to London and other destinations.
- 2.54 Complementary traffic management measures include improvements at two major junctions on the route of the planned park and ride bus services. These are described below as part of the bus priority and corridor improvements.
- 2.55 The cost of the park and ride scheme is estimated at £4.5 million. Discussions have been held with potential operators. The operators would supply six new high quality buses to operate the park and ride on a commercial basis. The new buses are valued at approximately £900,000.
- 2.56 Once operational the park and ride site will require revenue support funding for up to 18 months. Beyond this period we expect it to operate on a commercial basis.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£4.5 million	£0	£0.9 million

Bus priority and corridor improvements

- 2.57 The bus priority and corridor improvements are focused on key routes in Guildford, to improve accessibility and reduce the impact of congestion. This includes corridors linking the town centre, the rail station, the University of Surrey, the research park, Royal Surrey County Hospital, the A25 retail park, Slyfield industrial estate, and residential areas, dovetailing with the key component bid.

- 2.58 The locations of the planned bus priority and corridor improvements are shown in figure B, and set out below:
- 1) University of Surrey / Royal Surrey County Hospital and Surrey Research Park to Guildford town centre.
 - 2) Aldershot to Guildford town centre, via Woodbridge Road/Aldershot Road/A323.
 - 3) Woking to Guildford town centre via Woodbridge Road/Worplesdon Road/A322.
 - 4) Slyfield industrial estate to Guildford town centre via Stoke Road/A320.
 - 5) Burpham to Guildford town centre via London Road/A3100.
 - 6) Merrow to Guildford town centre via Epsom Road/A246.
 - 7) Godalming to Guildford town centre via Portsmouth Road/A3100.
 - 8) Shalford / Cranleigh to Guildford town centre via Shalford Road/A281.
 - 9) Farnham to Guildford town centre A31/Farnham Road.
- 2.59 These nine corridor improvements will have a major impact in improving connectivity in Guildford. They link areas of business activity, areas of deprivation, local communities, rail stations, Guildford town centre, and other sites which are key to the economic prosperity of the town.
- 2.60 Complementary traffic management measures are planned along with the bus corridor improvements and park and ride proposals. These include work at two junctions which cause severe congestion. The hospital roundabout and the Guildford Park Road junction with Farnham Road. The hospital roundabout' scheme has been funded by The University of Surrey (£2.5 million) and Surrey County Council (£2 million). The scheme will start during the spring of 2012, for completion before commencement of the new park and ride service. The existing mini roundabout at Guildford Park Road junction with Farnham Road is planned to be signalised at a cost of £0.3 million using grant funding included within this bid.
- 2.61 The bus priority and corridor improvements will include intelligent bus priority measures at signalised junctions, traffic management in the form of clearways, bus cages and revised waiting restrictions at bus stops. Passengers will benefit from access improvements at bus stops, travel information and bus shelters. Multi-modal transport access points will be created to upgrade key bus stops. The multi-modal transport access points, represent a new vision for the bus stop. The intention is to greatly improve interchange between bus services, cyclists and pedestrians, and build on the key component work. They will be sited at local hubs of community activity (shopping parades, near health facilities etc) and on cycle routes. Facilities will include cycle parking, travel information, lighting, closed circuit television coverage, and raised kerbing to give easy access onto buses. They will become 'muster points' at which community transport and education transport pick-up/drop-offs can be focussed and where people can wait in comfort and safety.
- 2.62 The package of measures within this bid would count towards the county council's contribution to the expansion of quality bus partnerships, potentially including revenue-funded measures such as publicity. Further real time passenger information (RTPI) related measures will also be prime candidates for delivery through quality bus partnerships. This could include route-wide or network-wide roll out of short message service (SMS) plates at bus stops. Due to the partnership arrangements, quality bus partnerships represent opportunities to bring in external funding to support the LSTF bid.
- 2.63 Preliminary discussions with transport operators have identified up to £2 million of investment that the operators would make if this LSTF bid were successful. They would provide approximately 12 new buses, upgraded services, promotional activity, real time passenger information maintenance, and a contribution to the overall infrastructure maintenance. Letters of support are attached in Annex 4.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£1.61 million	£0.06 million	£2.5 million

Walking and cycling improvements

2.64 The walking and cycling improvements for Guildford will provide a network of 14 routes, and connections to the existing National Cycle Route network. These are depicted in figure X.X, and will be continuous, well-signed, safe and direct routes between communities and places of work, schools, leisure, shopping, and public transport. The network will include routes linking Guildford rail station, the town centre, university, hospital and the research park, and also between Westborough/Park Barn and local centres of employment, directly addressing the concerns of many local businesses.

2.65 The Guildford package includes walking and cycling improvements to form 14 routes that will make up the new network, together with the National Cycle Route:

- 1) Merrow to Guildford town centre via Epsom Road.
- 2) Bushy Hill to Guildford town centre via London Road rail station.
- 3) Burpham to Guildford town centre via London Road rail station.
- 4) Jacobs Well to Guildford town centre via A320/Wey navigation towpath.
- 5) Woking town centre to Guildford town centre via A320 (Guildford section).
- 6) Pitch Place to Guildford town centre via Wooden Bridge.
- 7) Stoughton to Guildford town centre via Wooden Bridge.
- 8) Rydeshill to Guildford town centre via Wooden Bridge.
- 9) Park Barn to University of Surrey/Guildford railway station/town centre.
- 10) Surrey Research Park/Royal Surrey County Hospital to town centre via railway station.
- 11) Onslow village to town centre via Guildford Park.
- 12) Godalming to Guildford town centre.
- 13) University of Surrey/Royal Surrey County Hospital to Merrow.
- 14) The Spectrum leisure centre to Guildford town centre via Guildford College.



The National Cycle Route network

- NCR 223 Woking town centre via Sutton Green to Guildford town centre via London Road railway station.
- NCR 22 Farnham to Guildford town centre.
- NCR 22 Dorking to Guildford town centre.

2.66 The intention is to improve accessibility around Guildford, overcome the severance caused by barriers such as the A3, the railway lines and the Wey navigation, thereby bringing economic benefits to the area, cutting carbon and encouraging healthier lifestyles. The 14 routes comprising the network will be appropriately branded, and linked in with two cross-town National Cycle Routes (NCR 22 and 223).

2.67 The package of walking and cycling measures within the bid represents a continuation of the successful work within Woking (cycling town 2008–2011) by rolling this out to Guildford. Investment will focus on removing barriers and gaps in the existing network. This includes the crossing of the A25 at Woodbridge Meadows, and improved approaches to the Wooden Bridge crossing the A25 and A3, dovetailing with the key component bid.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£0.57 million	£0.36 million	£0.0 million

Information, travel planning and marketing

- 2.68 The information, travel planning and marketing interventions are designed to maximise the impact of the new infrastructure, enabling the economy to grow, and helping people to make more sustainable travel choices in Guildford. The main measures include:
- Maps installed at stations and car parks.
 - Surrey traffic and travel information website.
 - Travel planning training.
 - Business travel plan forums.
 - Expansion of the Brompton Dock scheme.
 - Eco Driver training.
 - Car sharing scheme.
 - Intensive targeted marketing.
 - Cycle training.
 - Wayfinder mapping.
- 2.69 Problems of accessibility around Guildford arise from physical barriers such as the Wey navigation, the A3 trunk road, and the railway, but are also due to the lack of clear legible routes from key access points into the town. To help overcome this, large maps will be installed at exits from the rail and bus stations, and multi storey car parks at Farnham Road and York Road. This will reinforce the improved signage available throughout the town.
- 2.70 At key bus stops along the proposed bus priority corridors, improved mapping will be produced to illustrate the onward journey possibilities for pedestrians and cyclists, as well as available bus connections.
- 2.71 As part of the key component funding, a town wide interactive mapping tool is being produced giving people a wealth of information about the options for travelling to and around Guildford. In order to develop this project further, additional funding from the large bid is required to integrate the system into the Surrey traffic and travel information website. This will enable people to gather real time information on all modes of transport in one single place. An awareness campaign to promote the use of this site is also underway.
- 2.72 Businesses can find it difficult to effectively influence the travel behaviour of their employees. Having the right skills and resources is key to making this work. It is therefore proposed that professional travel planner training will be offered to all Guildford businesses with over 100 employees. This will involve specialist training being provided for up to three employees from each business, at a cost of approximately £1,000 per business. The main areas of focus for this will be three major business areas of the Surrey Research Park, Guildford Business Estate, and Guildford Gateway. Materials and marketing support will be provided for businesses that take up this opportunity. In order to receive the training, travel planners will need to commit to offering three hours of travel planning advice to a local SME (small or medium sized enterprise) once a year. This will ensure that good quality travel planning backed up with local knowledge can be provided to as many businesses as possible within Guildford.
- 2.73 Three business travel forums, with independent support and a budget of £50,000 per financial year each (half revenue, half capital) will be set up. Businesses will be able to fund travel SMART measures that will directly benefit them. It may be possible for this forum to operate out of one of the existing business networks in the area such as the Guildford Business Estates tenants' forum. All forum measures will be backed up by monitoring via the County travel plan monitoring system and will be free of charge to the businesses. Several businesses have highlighted bus connectivity from the train station to their office base as a major problem for them. One clear remit of the business forums is to help facilitate discussions and the presentation of a business case to bus operators to tackle this problem.



- 2.74 To support new cycle and walking infrastructure and improve connectivity between the train station and business parks, an expansion of the Brompton Dock offer in Guildford is proposed. There is currently an 80 bike dock located at Guildford training station. This was provided in a partnership between Brompton Dock Ltd and South West Trains. Businesses will be encouraged to site a dock on their premises. If they agree to the dock being part of a Guildford wide publicly accessible system, they will enjoy a reduced set up and maintenance cost for the system for the first two years.
- 2.75 Eco Driver training will be provided for Middleton Road, Slyfield and Merrow industrial estates, focusing on higher mileage drivers of over 15,000 miles per annum. Organisations operating fleet and/or delivery vehicles can benefit from an on average 13% saving on fuel bills. This will deliver both a business cost saving and a carbon reduction for the organisation.
- 2.76 Slyfield Industrial Estate is home to at least 17 car dealership and vehicle mechanics which generate high levels of car trips and contribute to local congestion along the A320. The travel plan relating to the Audi Dealership on the estate identifies a single occupancy vehicle figure of 89%. A new dealership car sharing scheme will be produced which will enable the car dealerships to co-ordinate journeys for vehicle drop off and pick up, for their customers, reducing total trip numbers.
- 2.77 Limited personalised travel planning advice will be made available for smaller businesses in Guildford. This applies to businesses with fewer than 100 employees who will not be eligible for travel planner training.
- 2.78 Part of the funding from Surrey's successful key component bid is being used to test marketing techniques that could be used as part of the larger scheme. In particular, extensive targeted marketing along the improved bus corridors and new cycle routes will be undertaken, with all businesses and households within a 300m buffer receiving some intervention. If this method delivers positive results then it will be rolled out across the rest of the project.
- 2.79 Residents and businesses within the cycle route buffer zones will also be entitled to discounted cycle training. Launch events will accompany the completion and marketing of routes, to try and generate interest from the local population who are most likely to use the route.
- 2.80 Additional funding for the Westborough/Stoughton community fund will be allocated. This fund is being set up with resources from the key component bid and will assist residents to improve access to local areas of employment. The Westborough plan identifies improved links to areas such as Slyfield industrial estate as a key issue for local residents.
- 2.81 As the travel offer in Guildford improves, this will be supported by a more general travel awareness campaign, co-ordinating messages from operators. The campaign will be supported by the interactive website.

For pedestrians wayfinder mapping will be installed on-street in Guildford town centre and at the key gateway points. This is likely to be similar to the Legible London or Glasgow Street sign concept. Approximately 15 signs will be required.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£2.06 million	£0 million	£0 million

Associated key component measures

- 2.82 The key component bid measures for Guildford include the following:
- Initial bus priority and corridor improvements, with a multi-modal transport access point, intelligent bus priority systems and real-time information.
 - Initial walking and cycling improvements.
 - Countywide traffic and transport information.
 - Travel planning and promotion.
 - Complementary third party funded measures to support the growth of car clubs and electric vehicles.
- 2.83 Guildford has been allocated £0.26 million to initially start bus priority and corridor improvements on key routes within the town. This work will only start the process of improvements that will require the addition of the £1.61 million included within this bid.
- 2.84 Guildford's walking and cycling programme has had £0.9 million set aside for upgrading of certain routes and to create new routes which are more direct, continuous and connecting where people live to local businesses and retailers. An additional £0.57 million has been included within this bid to create further connectivity between residential areas/transport hubs and areas of employment/retail.

Impact of the package in supporting economic growth and carbon reduction in Guildford

- 2.85 There is clear evidence to show that the package of measures for Guildford would have strong benefits for economic growth and carbon reduction. Table 2 sets out the transport problems, objectives, package measures and the beneficial impacts that would arise. These are the additional benefits the project will deliver, over and above those already planned in the Surrey local transport plan, and those funded from alternative sources. Summarised below are the principal impacts that the package would have for both economic growth and carbon reduction in Guildford. The economic case provides detailed evidence to substantiate the journey time savings, reduced vehicle flows, bus patronage figures and other benefits as referred to below and in Table 2.
- 2.86 Support for business operations through reducing congestion problems in Guildford town centre, adjoining the research park, Royal Surrey County Hospital, the university, the A320 adjoining the Slyfield industrial estate and other corridors into the town. This will be achieved by increasing mode choice to encourage a shift away from the car. The resulting improvement in capacity will allow businesses to recruit from a larger pool of people therefore widening the skills base that employers will have access to. The evidence for this includes:
- Reduced journey times for remaining car and business/freight trips due to the diversion of car trips to park and ride, bus, walking and cycling and a corresponding change in journey time isochrones.
- 2.87 Increase in the total number of employees travelling into Guildford town centre in the peak period. A larger number will use the improved bus services and cycle routes being created, freeing up road capacity to be used by others who need to travel by car. The evidence for this is:
- Isochrones illustrating that the catchment area for Guildford has increased while maintaining journey time thresholds.
- 2.88 Increased 'footfall' in Guildford town centre in the inter-peak period to boost shopping turnover and support plans for commercial development. The evidence for this increase in people coming into the town centre includes:
- In excess of 950 additional passengers daily on weekdays arising from the new park and ride service and bus priority corridors into Guildford town centre.
 - Increased cycle trips on improved cycle routes into the town centre.

- 2.89 Economic growth and job creation, generated by the redevelopment of car park space in the town centre. This economic stimulus is made possible by replacing existing parking space with the extra capacity at the new park and ride service and other elements of the package. Evidence includes:
- The assessment of the new park and ride service and increased bus patronage on bus priority corridors.
 - The potential for an increase in the number of jobs.
- 2.90 Increased accessibility to employment sites at the research park, Guildford business estate, Guildford Gateway and Slyfield industrial estate, to and from the rail station, bus station and town centre. Evidence includes:
- Increased bus patronage on bus priority corridors linking with the major employment sites.
 - Increased cycle trips on improved cycle routes into the major employment sites.
- 2.91 Improved reliability and predictability of journey times for all traffic between the town centre, employment sites and residential areas surrounding the town centre, due to the bus priority corridor improvements and other elements of the package.
- 2.92 Reduction in carbon emissions generated by traffic in the Guildford area as a result of the package of LSTF measures. Evidence using the Department for Transport carbon tool and the LSTF resource library, as referred to in the economic case:
- Reduced carbon emissions of 13.1 million tonnes.
- 2.93 New employment opportunities for local people from the more deprived areas at Westborough/ Park Barn and other parts of Guildford. There will also be an increased pool of labour available to employers. The evidence demonstrates:
- 283 jobs created in Guildford due to Travel SMART measures.
 - An additional 6.7% of the local population fall within a 30 minute drive time of Guildford.
- 2.94 Increased workforce productivity due to improved health and reduced absenteeism:
- £5.8 million worth of health benefits and a reduction in absenteeism worth £0.271million.
- 2.95 Enhanced signing in Guildford to improve access between the rail station, bus station and town centre, and to employment sites at the research park, Guildford business estate, Guildford Gateway and Slyfield industrial estate.
- 2.96 Employees based in the above locations have been established as the key target audience. In creating new and improved routes to these destinations, clear comprehensive signage and maps are also required, similar to the successful experience in Aylesbury (Gemstones Routes) and Woking (Planet Trails). In both these towns, high quality signing was used which also acted as an advert to potential motorists stuck in congested traffic to use these routes.

Future major developments in Guildford

- 2.97 A number of major developments are anticipated to take place by 2015. These will bring complementary measures that will dovetail with the improvements within this bid. The major developments include:
- Westfield Friary shopping centre extension - planning application awaited.
 - Guildford bus station relocation to Bedford Road - planning application awaited.
 - Ladymead retail park - various planning applications for increased retail floor space.
 - Belleby theatre, mixed retail and community development - pre-planning discussions with potential retailer.
 - University of Surrey Manor Park campus - the university continues to implement the campus master plan.

- Guildford Station development for mixed use scheme - pre-planning discussions ongoing.
- Slyfield industrial estate community recycling centre - Surrey County Council intend to submit a planning application in 2012.

Consequences if the Guildford LSTF package is not funded

2.98 If the LSTF large package bid is unsuccessful then the benefits set out above and in Table 2 will be lost, at least in the foreseeable future. As a consequence, the transport problems in Guildford will become increasingly severe, prohibiting economic growth and carbon reduction. Although the key component funding is helpful, it only goes part way to solving the existing transport issues within Guildford.



2.99 The principal consequences for Guildford if the LSTF package is not funded can be summarised as follows:

- Traffic congestion, delays and unreliable traffic conditions would have a greater impact on the economy. Business operations in the town centre, the research park Guildford business estate, Guildford Gateway, Slyfield industrial estate and other parts of the town already hampered by congestion and poor accessibility would become untenable. If the LSTF improvements are unfunded then companies would carry out the threat to leave the area, many could relocate abroad, expansion plans would be put on hold, jobs would be lost and economic recovery would be jeopardised. 46% of the firms in Guildford are already considering leaving because of the severe traffic congestion. Without the LSTF improvements the contribution which the Guildford economy makes to the UK - worth almost £4 billion in 2007 - would decline.
- Prospects for retail development in Guildford town centre would be undermined. This is because there would be no increase in footfall in the town centre if the LSTF proposals to increase bus patronage and cycle use, and bring more people into the town were not forthcoming. More jobs would be lost in the retail sector in Guildford, adding to the 1,000 already lost in the last five years.
- Economic growth and job creation would be put at risk. In particular, car parking space in Guildford town centre that would be released for development would need to be retained as parking space. If the LSTF bid is successful, the improved park and ride and bus services will bring more people into the town centre, allowing car parking space to be used for growth and job creation.
- Businesses would have increasing difficulty in attracting employees to Guildford because of the congestion problems in peak hours. Companies on the Guildford business estates are already reporting problems recruiting highly skilled graduates. The developing space technology, computer games and other sectors in Guildford could move abroad.
- Carbon emissions would increase, along with continued reliance on the car for most journeys. Unless the LSTF package of sustainable transport measures is funded the opportunity to achieve carbon savings will be lost.

- Higher levels of unemployment would continue in areas of deprivation such as Westborough/Park Barn. This is because the accessibility between these areas and the employment sites in Guildford would continue to be inadequate unless the LSTF package is funded. The high proportion (currently 12.5%) of Westborough residents claiming key out of work benefits would continue and could increase.
- **Poorer health, productivity and absenteeism levels would continue**, because of the typically lower levels of physical activity associated with dependence on the car. The LSTF proposals for more sustainable forms of transport such as walking and cycling will improve fitness, health, morale and productivity of the workforce.

Table 2: The impact of the Guildford package of measures

Problems Barriers to economic growth and carbon reduction.	Objectives Derived from the problems	
<p>Widespread congestion in Guildford town centre, exacerbated by severance from the railway, Wey navigation and gyratory system.</p> <p>Congestion on local network adjoining the research park, Royal Surrey County Hospital and University of Surrey, exacerbated by A3 trunk road severance.</p>	<p>To help tackle congestion in the Guildford area, which is exacerbated by severance from the A3 trunk road, the Wey navigation and the railway lines.</p>	
<p>Congestion along the A320 adjoining the Slyfield industrial estate.</p> <p>Poor accessibility between Guildford rail station, bus station, town centre, research park, Guildford business estates and Guildford Gateway, exacerbated by severance from the railway, Wey navigation and gyratory system.</p>	<p>To support existing businesses and future employment opportunities at the business parks and in the town centre.</p>	
<p>Poor accessibility between the Westborough/Park Barn area and local centres of employment, exacerbated by A3 trunk road severance.</p>	<p>To improve accessibility from areas of deprivation and other neighbourhoods to centres of employment.</p>	
<p>Inadequate signing in parts of the town, making it difficult to find key locations such as the rail station.</p>	<p>To improve permeability from Guildford rail station to areas of employment, with clear signing and safe continuous routes.</p>	

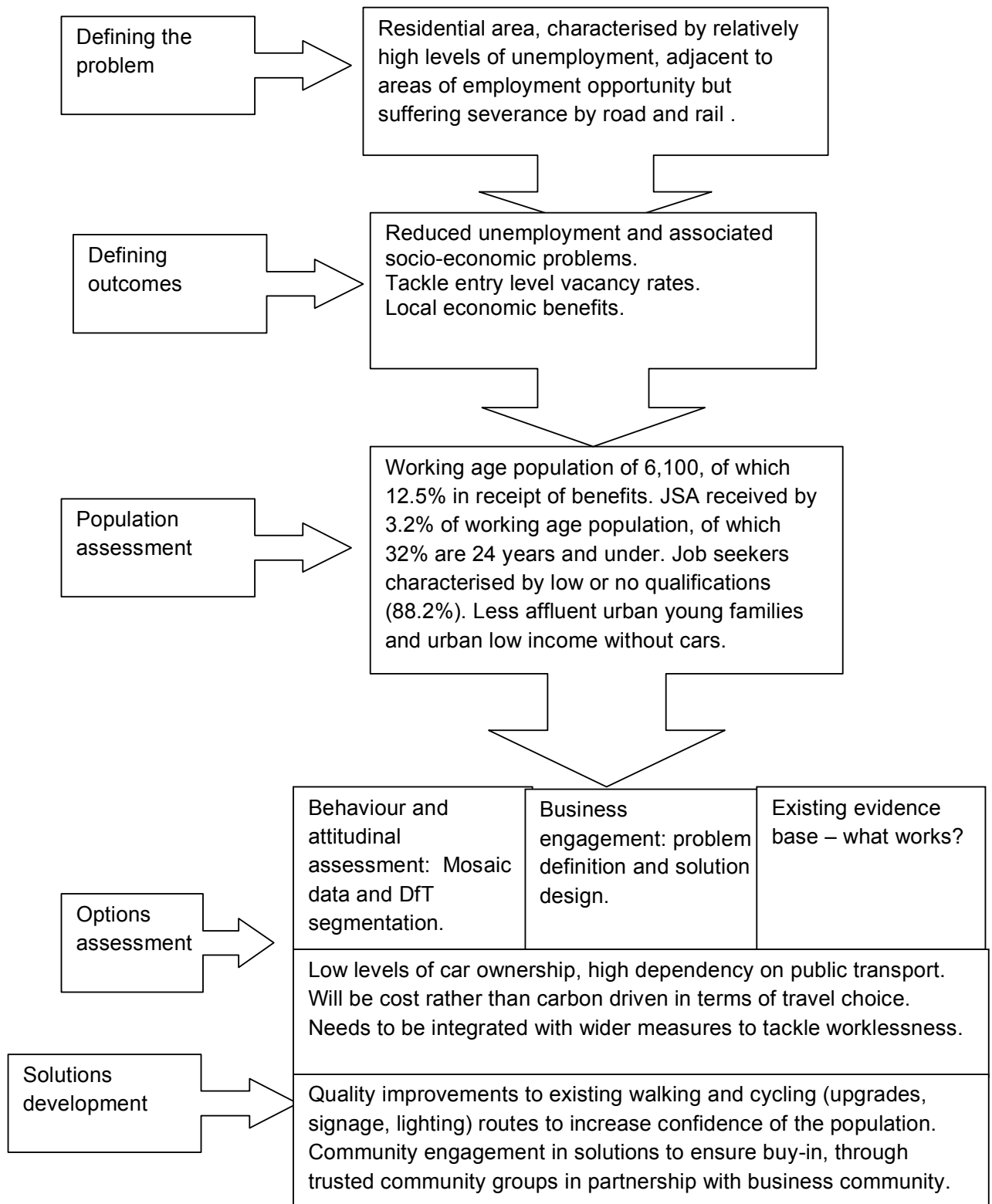
Measures Aimed at addressing the problems and objectives	Impacts Benefits for economic growth and carbon reduction (detailed evidence of the impacts is provided in the economic case)
<p>Park and ride system extended with new services to the west of Guildford, adjacent to the A3 trunk road.</p> <p>Bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Guildford. This includes traffic management measures to address the local bottleneck at Farnham Road/ Guildford Park Road junction.</p>	<p>Support for business operations through reducing congestion problems in Guildford town centre, adjoining the research park, Royal Surrey County Hospital, the university, the A320 adjoining the Slyfield industrial estate and other corridors into the town. Journey time and vehicle operating cost savings total £19.5m (2002 prices and values).</p> <p>Improved reliability and predictability of journey times for all traffic between the town centre, employment sites and residential areas surrounding the town centre.</p> <p>Reduction in carbon emissions generated by traffic in the Guildford area as a result of the package of LSTF measures. Reduced carbon emissions of 13.1m tonnes.</p>
<p>Walking and cycling improvements providing continuous, well-signed, safe and direct cycle routes including: Guildford rail station to the town centre, the university, hospital and the research park. Westborough/Park Barn and local centres of employment.</p>	<p>Increase in the total number of employees travelling into Guildford town centre in the peak period.</p> <p>Increased 'footfall' in Guildford town centre in the inter-peak period to boost shopping turnover and support plans for commercial development.</p> <p>Economic growth and job creation, generated by redevelopment of car park space in the town centre. This will be made possible by replacing existing parking space with the extra capacity provided by the new park and ride service and other elements of the package. Potential for job creation in the borough is 283 jobs.</p> <p>Increased accessibility to employment sites at the research park, Guildford business estates, Guildford Gateway and Slyfield industrial estate, to and from the rail station, bus station and town centre. Widens employers' access to population (workers and skills) within 30 minute drive time by 6.7%.</p> <p>Improved reliability and predictability of journey times for all traffic between the town centre, employment sites and residential areas surrounding the town centre.</p> <p>Increased workforce productivity due to improved health and reduced absenteeism. Health benefits = £5.8m. Absenteeism benefits = £0.271m. (2002 prices and values).</p>
<p>Walking and cycling improvements providing continuous, well-signed, safe and direct cycle routes including: Guildford rail station to the town centre, the university, hospital and the research park. Westborough/Park Barn and local centres of employment.</p>	<p>Increase in the total number of employees travelling into Guildford town centre in the peak period.</p> <p>New employment opportunities for local people from the more deprived areas at Westborough/Park Barn and other parts of Guildford. There will also be an increased pool of labour available to employers.</p>
<p>Information, travel planning and marketing supporting new infrastructure, enabling the economy to grow and helping people to make the best travel choices in Guildford. This will include improved signing to enhance access to key locations in Guildford.</p>	<p>Enhanced signing in Guildford to improve access between the rail station, bus station and town centre, and to employment sites.</p>

Behaviour change in Guildford

2.100 The approach used to influence travel behaviour is demonstrated in the example below. This illustrates the process from problem definition to the development of solutions in the Westborough area of Guildford.

Linking residential and deprived areas to areas of employment opportunity

Guildford – Westborough



Partnership working and community participation in Guildford

- 2.101 Active engagement and partnership working are central to the design and delivery of the package. The development of the bid has been carried out with a wide range of stakeholders. This includes Transport for Surrey partnership, the Transport for Guildford partnership, transport operators, Surrey Economic Partnership, the Surrey Planning Officers Association, Guildford Borough Council, the local cycle forum and Surrey Police. Local businesses in Guildford have been directly involved, including through stakeholder engagement events.
- 2.102 The business community was engaged at the beginning of this process to ensure that:
- Key transport-related issues affecting local businesses were identified.
 - Businesses had an opportunity to put forward their ideas to help shape the content of the bid.
 - Elements of the scheme could be identified for businesses to take forward as part of the legacy concept.
- 2.103 A number of business forums and networks already operate in Guildford through the Surrey Economic Partnership, the Chambers of Commerce and the travel plan forum and networks. However, to ensure the involvement of the wide variety of organisations that are located in Guildford, further engagement work was undertaken.
- 2.104 The Travel SMART brand and website was created to promote the role of the business community in shaping the bid. Local organisations were then contacted, informed about Travel SMART and invited to complete an electronic survey about transport issues. They were also encouraged to attend a Travel SMART workshop. In addition, the project team attended the Guildford Town Centre Management Group at which transport issues were considered.
- 2.105 A wide range of organisations in Guildford completed The Travel SMART survey, which collectively employ approximately 6,000 staff. This included organisations from the retail, finance, leisure, public, education and commercial sectors, as well as the Royal Surrey County Hospital. The survey was also completed by the Surrey and Borders Partnership NHS Foundation Trust, who have a major office in Guildford borough.
- 2.106 The survey asked organisations to identify:
- How different modes of transport are used within their industry.
 - How transport related problems affect their business.
 - The existing barriers to change in and around the organisation.
 - Measures currently employed to encourage sustainable travel.
 - The impact of existing measures employed by Surrey County Council on sustainable travel.
 - How Surrey County Council could help to bring about behavioural change.
 - What organisations need in order to address transport issues.
- 2.107 The Travel SMART workshop was held at the University of Surrey in Guildford. This was attended by Allianz Insurance, Colgate-Palmolive, Motion Transport Planning and representatives from Surrey's Chambers of Commerce and Local Economic Partnership. Discussion about local transport issues was map-based. This helped participants to locate specific transport problems and to suggest how they could be improved. Following the workshop, the organisations were asked for follow-up information about their attitude to soft travel measures. The evidence gathered from the engagement process has helped shape the LSTF bid.

Figure A: any town map

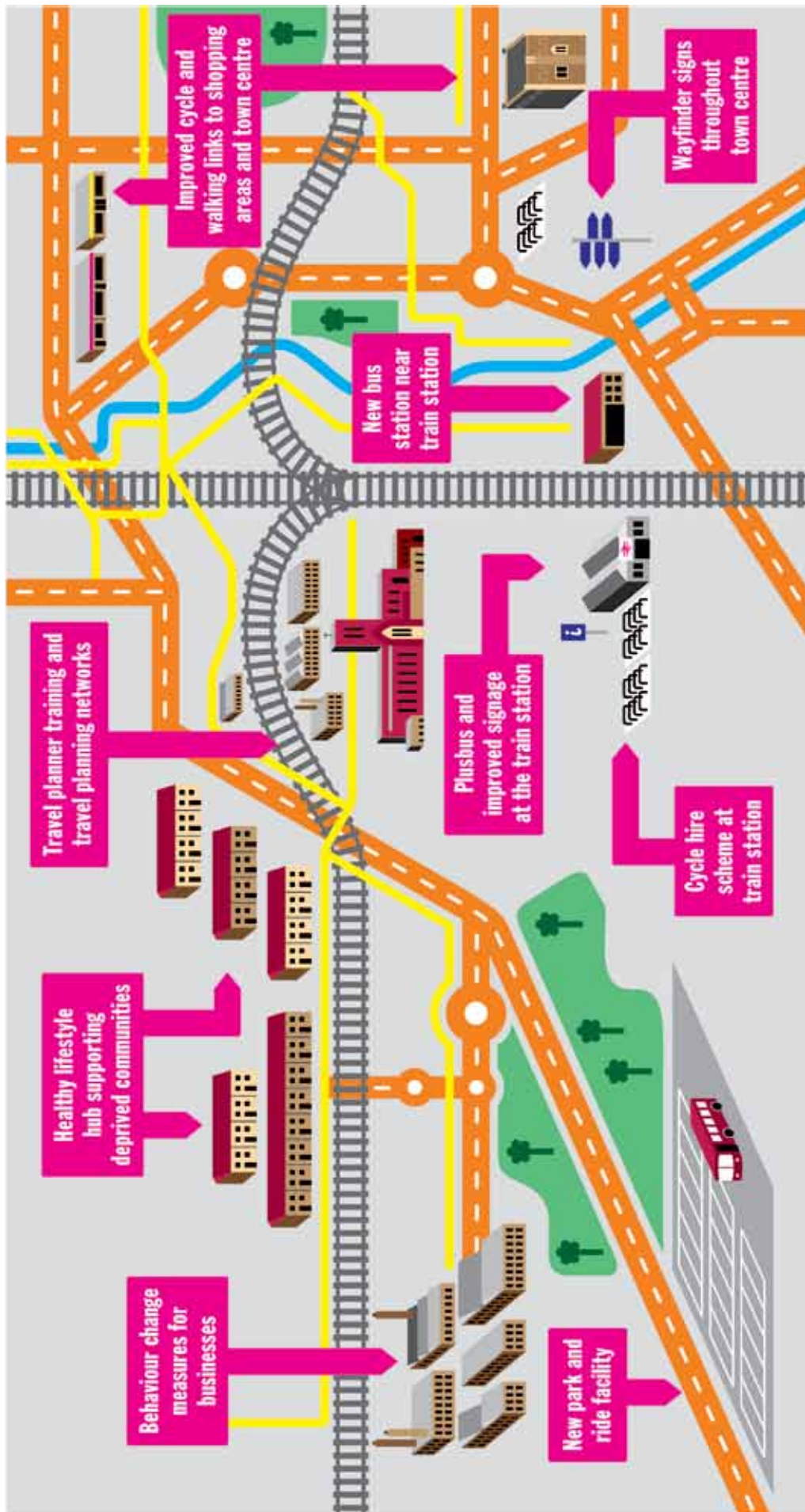


Figure B: bus map

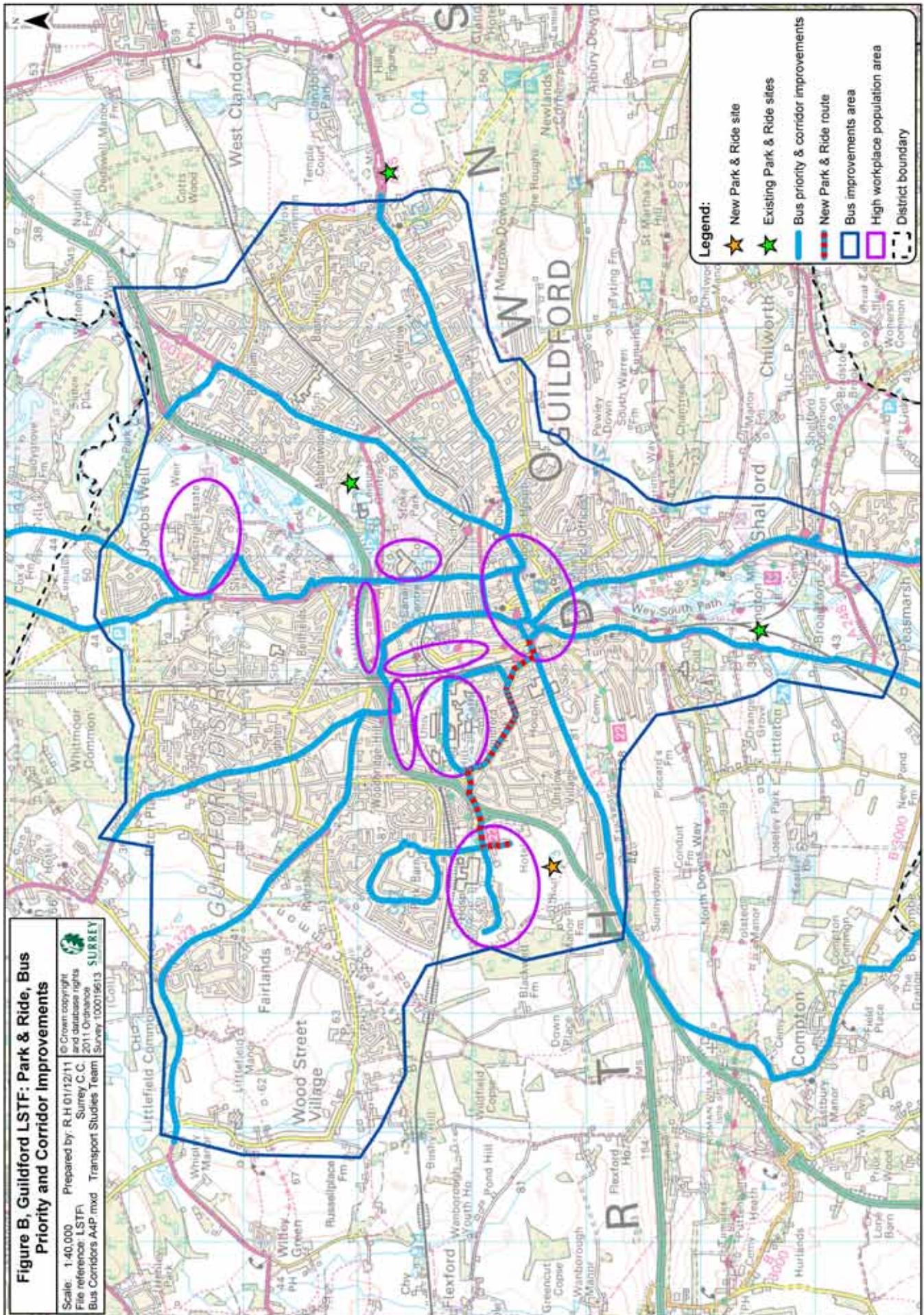


Figure C: cycle map

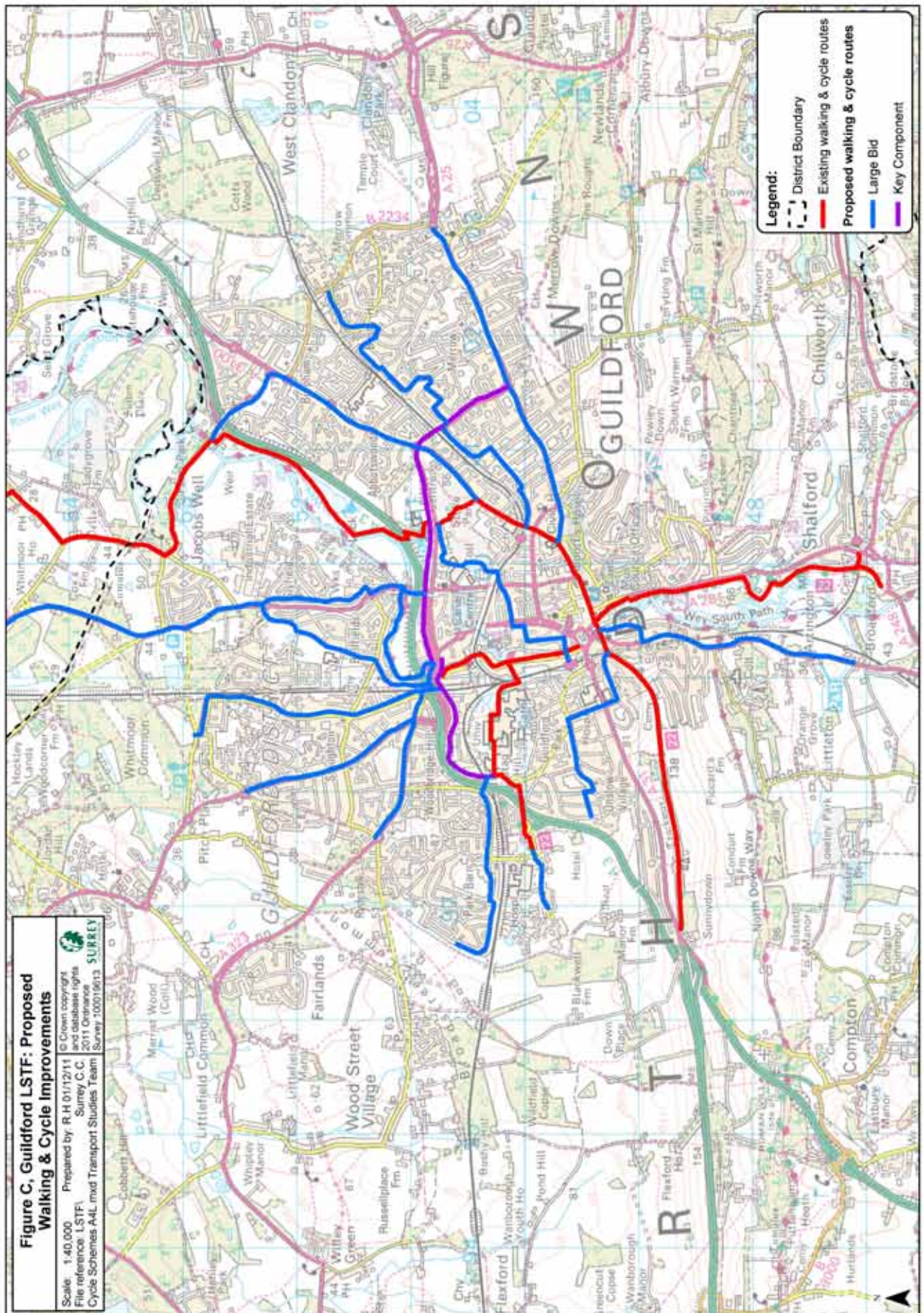
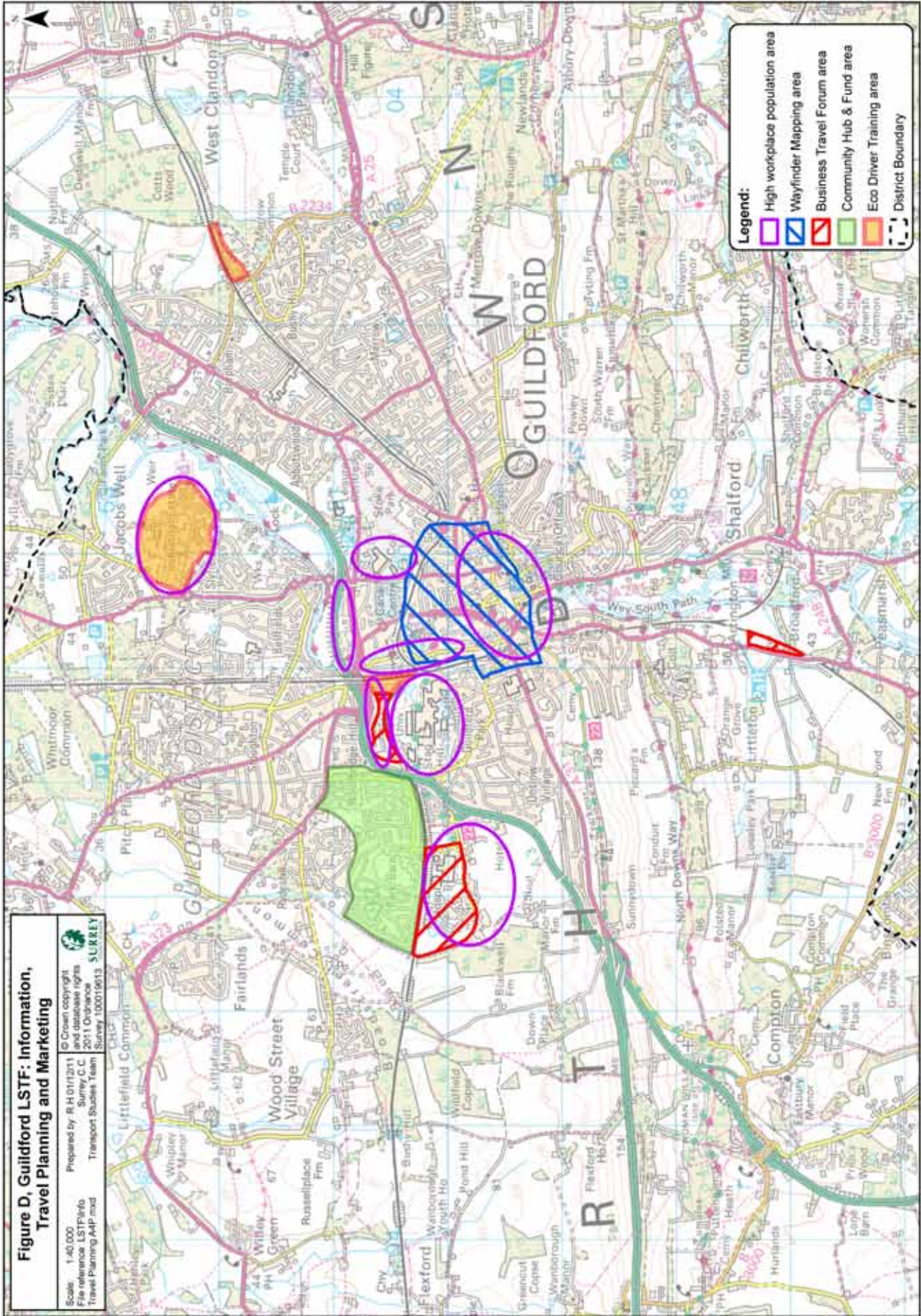


Figure D: information, travel planning and marketing map





Summary of the Woking package

Woking is an ambitious town with excellent rail connections to London. The borough has a population of 93,100. It is home to the McLaren Group, which has built its world-class technology centre there. The town centre, the Sheerwater area, West Byfleet and Byfleet are key business locations. Woking is different from the other two towns we have chosen. It is generally better contained than Guildford and Redhill/Reigate. It also has better car parking provision. It is on a main rail route. However, it does not have as good connections to the major road network although the A3, M3 and M25 motorways are close by. There are also access problems from the south. The timing is right for Woking as there is consensus around the physical barriers to growth. The Cycle Woking project (2008-2011) has provided tangible benefits to build on.



The main transport constraints are severance by the railway line and congestion which are persistent barriers to walking and cycling. There is also poor access to Sheerwater, a priority place from central Woking. Legibility of signs is poor for cyclists, pedestrians and bus users. The perceived accessibility problem is exacerbated by a lack of signage and marketing.

Our traffic management measures here will build on the key component bid. The Sheerwater corridor improvements comprise of enhanced road, cycle and walking routes. This will improve access to the Sheerwater business parks. As a result of the proposed investment, people will know where they are going and will be able to get there quicker and more easily. This means improved access to jobs for residents and commuters, and an enhanced retail environment. Woking will have a more attractive town centre, with a more pleasant cycling and pedestrian experience. It will reduce severance caused by the railway. People in Sheerwater, a priority place, will be able to access jobs in the town centre.

Transport problems acting as barriers to economic growth and carbon reduction in Woking

- 2.108 Woking is a major transport interchange and a focus for development. In 2007 the Woking economy was worth approximately £2 billion with major employers including McLaren Group, SAB Miller, Cap Gemini, Cookson Electronics, Fidessa and the headquarters of KFC and Pizza Hut International. Woking has a well qualified workforce; 43% of the working age population have a qualification equivalent to NVQ4 and above and 78% of the population are economically active. However, the number of people economically inactive and wanting a job in Woking has increased from 5.4% in June 2008 to 8.3% in March 2011. From 1997 - 2010 Woking has fallen out of the top 25 localities in the UK, in terms of economic competitiveness.
- 2.109 The main approach roads to Woking all suffer from congestion in the peak periods, as does the A320 (the town's main through route). During the morning peak the average speed on the main routes into Woking is 23mph, equivalent to a travel time of 2 minutes 39 seconds per mile. The annual average daily traffic flow on main routes in Woking is 14,993, 17% of which occurs during the morning and evening peak hours. This is coupled with poor accessibility in Maybury and Sheerwater. A high proportion of trips, especially on the east-west routes, are cross-town trips.
- 2.110 Car ownership in Woking is relatively high - 43% of households own two or more cars, compared with 38% for the South East. However, there are pockets of deprivation, for example, in Maybury and Sheerwater 28% of households have no car, compared to 14% for Surrey as a whole. In Maybury and Sheerwater, 3.5% of the working age population are claiming Job Seekers Allowance, compared to 1.8% across the borough. Nearly 40% of the working age population have no qualifications compared to 25.2% in Woking.

- 2.111 Sheerwater is within the 14% most deprived areas nationally and the most deprived in Surrey for health deprivation, income and employment. It is the fourth most deprived area of the county in respect of education, skills and training levels and unemployment is relatively high in the area. It is therefore in need of inward investment and economic growth.
- 2.112 Whilst the underlying statistics paint a depressing picture, Sheerwater is an area with significant opportunities as a centre of economic activity. The area has been identified by both Surrey and Woking Borough Strategic Partnerships as a priority place, meaning resources will be directed to aid economic regeneration there. It has the largest concentration of business parks in Woking. There are active local community groups which are committed to improvement and regeneration of the area. Considerable research has already been carried out to produce an action plan for Sheerwater. Woking Borough Council's emerging core strategy includes a specific policy to provide a positive framework for the regeneration of the area. This includes the provision of 250 new homes, safeguarding land to create at least 300 new jobs and increasing the retail offer.
- 2.113 Locations in Woking where severe traffic congestion and/or poor accessibility is acting as a barrier to economic growth and carbon reduction include:
- Poor accessibility and congestion impacting on the Sheerwater business area, exacerbated by severance from the railway.
 - Congestion along the A320 corridor approaching Woking town centre.
 - Poor accessibility between the Brooklands/Byfleet area and West Byfleet due to severance from the M25 and Wey navigation.
 - Inadequate signing in parts of the town, hindering access to key locations.

Objectives for Woking

- 2.114 The LSTF objectives for Woking take into account Woking Borough Council's Local Development Framework, the objectives of the Surrey Transport Plan (the third local transport plan) and the LSTF's core policy objectives. The LSTF objectives for Woking are:
- To support existing businesses and future employment opportunities at the business parks and in the town centre by improving accessibility and tackling congestion, particularly in Maybury and Sheerwater.
 - To help tackle congestion in the West Byfleet and Byfleet area, which is exacerbated by severance from the M25 and Wey navigation.
 - To improve accessibility from areas of deprivation and other neighbourhoods to centres of employment.
 - To improve permeability in the Woking area by eradicating gaps in the network of existing signage.
- 2.115 The vision of the Surrey Transport Plan is: **to help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey. This will promote economic vibrancy, protect and enhance the environment and improve residents' quality of life.**
- 2.116 The 2011 consultation version of Woking Borough Council's local development framework core strategy contains the following spatial vision for 2027: **the borough will have a balanced and sustainable multi-modal transport system that links homes, jobs and key services and by doing so improves the overall health and well-being of residents.** To deliver this vision a number of deliverable objectives have been set including following:

- To work in partnership with stakeholders, to deliver a transport system that enables people to access key services, facilities and jobs by all relevant modes of travel. In particular, by encouraging the use of public transport and creating a safe environment for people to walk and cycle to the town, district and local centres.
- To provide an integrated and effective transport interchange that has an improved Woking railway station as a focus.

2.117 Policy CS5 of the core strategy highlights the importance of the access improvements to Maybury and Sheerwater with the following statement: **In order to improve accessibility into and out of Maybury and Sheerwater, the council will work with Surrey County Council to bring forward proposals for a new access road through Monument Way East and Monument Way West.**

Proposed package of measures for Woking

2.118 The package of measures for Woking will target the congestion and accessibility problems that are preventing economic growth and carbon reduction. The principal features of the package are illustrated in figures A and B and set out below:

- Sheerwater corridor improvements to relieve a local bottleneck and improve access to the business area and local community, including road improvements and associated traffic management measures.
- Bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Woking.
- Walking and cycling improvements providing continuous, well-signed, safe and direct cycle routes including:
 - Woking town centre to the major new housing developments south of the town, the Barnsbury estate, Worplesdon rail station and Guildford.
 - Woking town centre to the Brooklands/West Byfleet area.
 - Knaphill to Brookwood, bridging the gap in the existing cycle network.
- Information, travel planning and marketing supporting new infrastructure. This will enable the economy to grow and people to make the best travel choices in Woking. This will include Improved signing to enhance access to key locations in Woking.
- Associated key component measures
 - Other bus priority and corridor improvements.
 - Other walking and cycling measures.
 - Traffic and transport information.
 - Travel planning and promotion.
 - Complementary third party funded measures to support the growth of car clubs and electric vehicles.

Sheerwater corridor improvements

2.119 Poor access to the Sheerwater business parks at Albert Drive is a major obstacle to securing inward investment in the area. This has become clear in discussions between local businesses and Woking Borough Council. New access arrangements and enhancement of the environment at Albert Drive are considered essential to further the economic vitality of this area. This is required to support the existing businesses and to attract new companies and redevelopment opportunities.



- 2.120 The western approach to the Sheerwater business parks is heavily congested. Drivers are forced into a narrow one-way system (Eve Road and Arnold Road), via the busy Monument Road.
- 2.121 The proposed link road and associated traffic management measures remove the need to drive around the narrow one-way system. The scheme captures traffic entering the area from the north and west, directing it straight into the areas of employment. This will relieve congestion within the Eve Road/Monument Road/Arnold Road system. It will also create a much more pleasant environment for cyclists using Eve Road and Arnold Road and will connect the Ceres Trail, creating a continuous cycle network.
- 2.122 Local businesses are clear about the need for access improvements in the Sheerwater area to unlock development and redevelopment opportunities. They consider poor accessibility as a key obstacle to securing inward investment. This poor accessibility has particularly affected the ability to let units on the Forsyth Road industrial estate. This estate has been suffering from high vacancy rates for some time, with a rate of 61% recorded in 2009. Business representatives are very clear that improvements to the road network, along with improvements to bus services will encourage new businesses into this area, reduce office space vacancy and retain existing businesses. The proposed corridor improvements will also attract additional retail development into the area, enhancing consumer choice for those living in Sheerwater.
- 2.123 There has been significant dialogue between Woking Borough Council and the business community. Many opportunities have been identified, which will create more than 300 new jobs within Sheerwater, if accessibility can be improved. The proposed access improvements that will unlock these development opportunities are deliverable because Woking Borough Council and local businesses are committed to provide significant match funding and resources to secure the bid.
- 2.124 Work is ongoing to submit a planning application for the scheme. The borough and county council are both confident that the corridor improvements will be delivered within the timescales of the LSTF.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£1 million	£3 million	£0 million

Bus priority and corridor improvements

- 2.125 The locations of the proposed bus priority and corridor improvements for Woking are shown in figure B. They are designed to greatly enhance accessibility to areas of employment. In particular to the Sheerwater business park, West Byfleet and to the Slyfield industrial estate in north Guildford. The proposals will also improve access to Guildford, which offers job opportunities for people living in Woking. Routes will link directly into Woking town centre and Woking rail station for connecting journeys to other places of work.
- 2.126 There are four corridors which make up the planned bus priority and corridor improvements in Woking:
- 1) Woking town centre west to Knaphill and Brookwood.
 - 2) Woking town centre east to Sheerwater, West Byfleet and Brooklands.
 - 3) Woking town centre north east to Chertsey and St Peter's Hospital via the A320.
 - 4) Woking town centre south to Guildford (corridor improvements commenced in key component).



- 2.127 The bus priority and corridor improvements will include intelligent bus priority measures at signalised junctions, traffic management in the form of clearways, bus cages and revised waiting restrictions at bus stops. Passengers will benefit from access improvements at bus stops, travel information and bus shelters. Multi-modal transport access points will be created to upgrade key bus stops.
- 2.128 The multi-modal transport access points represent a new vision for the bus stop. The intention is to greatly improve interchange between bus services, cyclists and pedestrians and build on the key component work. They will be sited at hubs of community activity (shopping parades, near health facilities etc.) and on cycle routes. Facilities will include cycle parking, travel information, lighting, closed circuit television coverage and raised kerbs to give easy access onto buses. They will become muster points at which community transport and education transport pick-up/drop-offs can be focussed and where people can wait in comfort and safety.
- 2.129 The package of measures within this bid will count towards the county council's contribution to the expansion of quality bus partnerships, potentially including revenue-funded measures such as publicity. Further real-time passenger information (RTPI) measures will also be prime candidates for delivery through quality bus partnerships. This could include route-wide or network-wide roll out of short message service (SMS) plates at bus stops. Due to the partnership arrangements, quality bus partnerships represent opportunities to bring in external funding to support the LSTF bid.
- 2.130 Preliminary discussions with transport operators have identified up to £1 million of investment that the operators would make if the LSTF bid was successful. They would provide approximately six new buses, upgraded services, promotional activity, real-time passenger information maintenance and a contribution to the overall infrastructure maintenance. Letters of support are attached in Annex 4.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£0.62 million	£0.11 million	£1.36 million

Walking and cycling improvements

- 2.131 The package of walking and cycling measures for Woking builds on the success of the cycle town project carried out from 2008 - 2011. The purpose of the latest walking and cycling proposals is to remove remaining gaps in the network as shown in figure C. The extended network is designed to increase the number of people that have safe and sustainable access to a wider range of job opportunities. It will bring economic benefits, cut carbon emissions and enable healthier lifestyles. The new routes will be well signed and branded, linking in with the existing network and National Cycle routes 221 and 223.
- 2.132 An off-road shared route will be provided along the A245 Parvis Road to West Byfleet and Byfleet. Businesses in this area provide job opportunities but are not well connected to the existing cycle network. The Wey navigation and M25 act as a barrier, creating severance between the two areas. The A245 is the only road that links West Byfleet and Byfleet across the M25, but it is heavily trafficked and without adequate provision for cyclists.



- 2.133 Similarly an off-road route adjacent to the A320 corridor south of Woking will improve access between the town centre and rail station, major new housing development, the Barnesbury estate, Worplesdon rail station and Slyfield industrial estate.
- 2.134 Partnership work at Woking railway station involving South West Trains and the county council, will improve cycle parking on the north side of the station. This will increase the number of spaces, make the area more accessible and enhance security. A Brompton dock cycle hire scheme is also planned, similar to the successful scheme introduced at Guildford railway station earlier this year.
- 2.135 The Woking package includes walking and cycling improvements to five routes as follows:
- 1) The Phobos route – Rydens Way to Old Woking Road.
 - 2) The Earth route – Woking town centre to Guildford town centre (Woking section)
 - 3) The Deimos route – Woking town centre/railway station to Maybury.
 - 4) The Mercury route – West Byfleet railway station/town centre to Byfleet/Brooklands.
 - 5) The Saturn route – Hermitage Road crossing.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£0.42 million	£0.186 million	£0.435 million

Information, travel planning and marketing

- 2.136 The information, travel planning and marketing interventions are designed to maximise the impact of the new infrastructure. This will enable the economy to grow and help people to make more sustainable travel choices in Woking. The main measures include:
- Marketing campaign at Woking station highlighting destinations on cycle routes.
 - Surrey traffic and travel information website.
 - Improved mapping.
 - personalised travel planning.
 - Travel planning training.
 - Business travel plan forums.
 - Targeted marketing.
 - Cycle training.
 - Wayfinder mapping.
 - Cycle hire Brompton Dock.
- 2.137 Woking enjoys excellent rail access in the town centre and excellent cycle links from the town centre to most of the surrounding area. However, existing travel information does not encourage interchange between modes. There will be a targeted marketing campaign at Woking station highlighting destinations reachable by cycle.
- 2.138 As part of the key component funding, a town-wide interactive mapping tool is being produced giving people information about travel options to and around Woking. In order to develop this project further, additional funding from the large bid is required to integrate the system into the Surrey traffic and travel information website. This will enable people to gather real-time information on all modes of transport in one single place. An awareness campaign to promote the use of this site is also underway.
- 2.139 At key bus stops along the proposed bus priority corridors, improved mapping will be produced. This will illustrate the onward journey possibilities for pedestrians and cyclists, as well as available bus connections.
- 2.140 The Sheerwater cycle hub was set up in 2009 as part of the Cycle Woking project, to complement new cycle routes linking the area to Woking town centre and West Byfleet station. Funding from the key component bid is being used to enable the hub to develop into a healthy lifestyle hub with support from the local healthcare providers and education services.

- 2.141 Organisations on the Sheerwater business parks will be able to request personalised travel planning sessions for their staff. A total of 500 people currently work in the area. This will attempt to lock in the benefits of the new link road, and enable employees to make well supported travel choices.
- 2.142 For larger businesses with over 100 employees, professional travel planner training will be offered. Specialist training will be provided for up to three staff members in each organisation free of charge. In return the employees will be required to offer support once per year to a smaller business nearby. Travel SMART will offer materials and branding support to participating businesses.
- 2.143 One business travel forums will be set up, covering Woking. Independent support will be provided together with a budget of £50,000 per financial year, split evenly between revenue and capital. Businesses will be able to fund measures that will directly benefit them.
- 2.144 Targeted marketing on the new walking and cycle routes in Woking will be undertaken. All residents within a 300m buffer of the new routes will be targeted for marketing which will be further defined by Mosaic groupings. This will ensure that messages are closely tailored towards particular groups - those with a higher propensity to use the new facilities will be the priority for marketing activities.
- 2.145 Residents and businesses within the cycle route buffer zones will also be entitled to discounted cycle training. Launch events will accompany the combined completion and marketing of routes, to try and generate interest from the local population who are most likely to use the route. All businesses in Woking will be able to access reduced cost cycling training for their staff.
- 2.146 Woking has seen extensive high quality signage improvements throughout most of the borough as part of the Cycle Woking project (2008-2011). However, there are still some gaps which require Cycle Woking signage.
- 2.147 Wayfinder mapping for pedestrians will be installed on-street in the town centre and at the key gateway points. This is likely to be similar to the 'Legible London' or Glasgow Street sign concept. Approximately 12 signs will be installed.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£0.99 million	£0 million	£0.33 million

Associated key component measures

- 2.148 The key component bid measures for Woking include the following:
- Initial bus priority and corridor improvements, with a multi-modal transport access point, intelligent bus priority systems and realtime information.
 - Walking and cycling improvements.
 - Countywide traffic and transport information.
 - Travel planning and promotion.
 - Complementary third party funded measures to support the growth of car clubs and electric vehicles.
- 2.149 £0.14 million of the key component bid was allocated to initiate bus priority and corridor improvements in Woking. This work will start the process of improvements.
- 2.150 £0.2 million of the key component bid was directed to the walking and cycling programme for Woking. An additional £0.42 million has been included within this bid to create further connectivity between centres of employment, the town centre, rail station and residential areas.

Impact of the package in supporting economic growth and carbon reduction in Woking

- 2.151 There is clear evidence that the package of measures for Woking would have strong benefits for economic growth and carbon reduction. Table 3 sets out the transport problems, objectives, package measures and the beneficial impacts that would arise. The main benefits are summarised below and include the additional benefits the project will deliver, beyond those already planned. The economic case provides detailed evidence to substantiate the journey time savings, reduced vehicle flows, bus patronage figures and other benefits as referred to below and in Table 3.
- 2.152 Support for business operations through reducing congestion problems in Woking, particularly in Maybury and Sheerwater and the West Byfleet/Byfleet areas. This is achieved by increasing mode choice to encourage a shift away from the car. The resulting improvement in capacity will expand the catchment within which businesses can operate effectively, increasing the total pool of employees and the skills base employers will have access to. The evidence for this includes:
- Reduce journey times for remaining car and business/freight trips due to the diversion of car trips to bus, walking and cycling and a corresponding change in journey time isochrones.
- 2.153 Increase in the total number of employees travelling into Woking town centre in the peak period. A larger number will use the improved bus services and cycle routes being created, freeing up road capacity to be used by others who need to travel by car. The evidence for this is:
- Isochrones illustrating that the catchment area for Woking has increased while maintaining journey time thresholds.
- 2.154 Increased footfall in Woking town centre in the inter-peak period to boost shopping turnover and support plans for commercial development. The evidence for an increase in town centre footfall includes:
- In excess of 37,988 additional passengers a year on weekdays arising from the new bus priority corridors into Woking town centre.
 - Increased cycle trips on improved cycle routes into the town centre.
- 2.155 Increased accessibility to employment sites at the Sheerwater business parks enabling economic growth and job creation on sites which currently have inadequate access. Evidence includes:
- Sheerwater corridor improvements providing good access to the business parks.
 - Increased bus patronage on bus priority corridors linking with the major employment sites.
 - Increased cycle trips on improved cycle routes into the major employment sites.
- 2.156 Improved reliability and predictability of journey times for all traffic between Woking town centre, employment sites and areas surrounding the town, due to the bus priority corridor improvements and other elements of the package. Evidence based on:
- An additional 4.5% of the local population fall within a 30 minute drive time of Woking.
- 2.157 Reduction in carbon emissions generated by traffic in the Woking area as a result of the package of LSTF measures. Evidence using the DfT carbon tool and the LSTF resource library, as referred to in the economic case:
- Reduced carbon emissions of 10 million tonnes.
- 2.158 New employment opportunities for local people from the more deprived Maybury and Sheerwater ward and other parts of Woking. There will also be an increased pool of labour available to employers. The evidence demonstrates:
- 102 jobs created in Woking due to Travel SMART measures.
- 2.159 Increased workforce productivity due to improved health and reduced absenteeism:
- £0.5 million worth of health benefits and a reduction in absenteeism of £0.023 million.
- 2.160 Enhanced signage in Woking to fill the gaps in the existing network of signs for pedestrians and cyclists.

Major developments in Woking that will bring forward measures complementary to the LSTF bid

- 2.161 A number of major developments are anticipated to take place by 2015. These will bring complementary measures that dovetail with the improvements within this bid. The major developments include:
- Around 300 dwellings on land at Brookwood Farm - planning application likely to be submitted in early 2012.
 - 17 storey commercial building at Victoria Way - planning application approved, construction not started.
 - Office development at Chertsey Road - planning application approved, construction not started.
 - New office and 14 flats at Church Street East - planning application approved, construction not started.
 - 154 dwellings at the former Westfield Tip - planning application approved, construction not started.
 - World Wildlife Fund headquarters building at the Brewery Road car park - planning application approved, construction not started.
 - 105 bed hotel at Church Street West - planning application approved, construction not started.
 - 110 bed hotel Oriental Road - planning application approved, construction not started.
 - Campus office development at Parvis Road, West Byfleet - under construction but currently stalled.
 - 88 homes at the High Street, Old Woking - under construction.
 - Mixed use redevelopment comprising 446 housing units, office, and mixed retail uses at Bradfield Close and Guildford Road - under construction.
 - 117 bed care home at Parvis Road, West Byfleet - under construction.

Consequences if the Woking LSTF package is not funded

- 2.162 If the LSTF large package bid is unsuccessful then the benefits set out above and in Table 3 will be lost, at least in the foreseeable future. As a consequence the transport problems in Woking will become increasingly severe, prohibiting economic growth and carbon reduction. Although the original cycling town and key component funding is helpful, it only goes part way to solving the existing transport issues within Woking.
- 2.163 The principal consequences for Woking if the LSTF package is not funded can be summarised as follows:
- Traffic congestion, delays and unreliable traffic conditions would have a greater impact on the economy. If the LSTF improvements are unfunded then business operations in the town centre, Maybury and Sheerwater area, West Byfleet/Byfleet and other parts of Woking already hampered by congestion and poor accessibility would become untenable. Companies would leave the area, or relocate abroad, expansion plans would be put on hold, jobs would be lost, and economic recovery would be jeopardised. Without the LSTF improvements the contribution which the Woking economy makes to the UK (worth approximately £2 billion in 2007) would decline.
 - Prospects for retail development in Woking town centre would be undermined. This is because there would be no increase in footfall in the town centre if the LSTF proposals to increase bus patronage and cycle use, and bring more people into the town, were not funded.
 - Economic growth and job creation would be put at risk, particularly in Sheerwater but also in other parts of Woking. If the LSTF bid is unsuccessful, there will be no improved access to Sheerwater and there will be little prospect of redevelopment, increased economic activity and job creation in the area. The number of economically inactive people and job seekers in Woking has already increased from 5.4% to 8.3% in the last three years, and that figure would continue to go up.

- Businesses would have greater difficulty in attracting potential employees to Woking because of the congestion problems in the peak hours. This has an impact throughout Woking but particularly on the A320 corridor approaching Woking from the south.
- Carbon emissions would increase, along with continued reliance on the car for most journeys. Unless the LSTF package of sustainable transport measures is funded the opportunity to achieve carbon savings will be lost.
- Higher levels of unemployment would continue in the more deprived areas such as Maybury and Sheerwater. This is because the accessibility between these areas and the employment sites in the rest of Woking would continue to be inadequate unless the LSTF package is funded. The high proportion of residents in Maybury and Sheerwater claiming Job Seekers Allowance (3.5% compared to 1.9% in Woking borough) would continue and could increase.
- Poorer health, productivity and absenteeism levels would continue because of the typically lower levels of physical activity associated with dependence on the car. The LSTF proposals for more sustainable forms of transport such as walking and cycling, will improve fitness, health, morale and productivity of the workforce.



Table 3 : The impact of the Woking package of measures

Problems Barriers to economic growth and carbon reduction.	Objectives Derived from the problems	
<p>Poor accessibility and congestion impacting on the Sheerwater business area, exacerbated by severance from the railway.</p> <p>Congestion along the A320 corridor approaching Woking town centre.</p>	<p>To support existing businesses and future employment opportunities at the business parks and in the town centre by improving accessibility and tackling congestion.</p> <p>To improve permeability in the Woking area by eradicating gaps in the network of existing signing.</p>	
<p>Poor accessibility between the Brooklands / Byfleet / and West Byfleet due to severance from the M25 and Wey navigation.</p>	<p>To help tackle congestion in the West Byfleet / Byfleet area which is exacerbated by severance from the M25 and Wey navigation.</p>	
<p>Inadequate signing in parts of the town, hindering access to key locations.</p>	<p>To improve permeability in the Woking area by eradicating gaps in the network of existing signing.</p>	

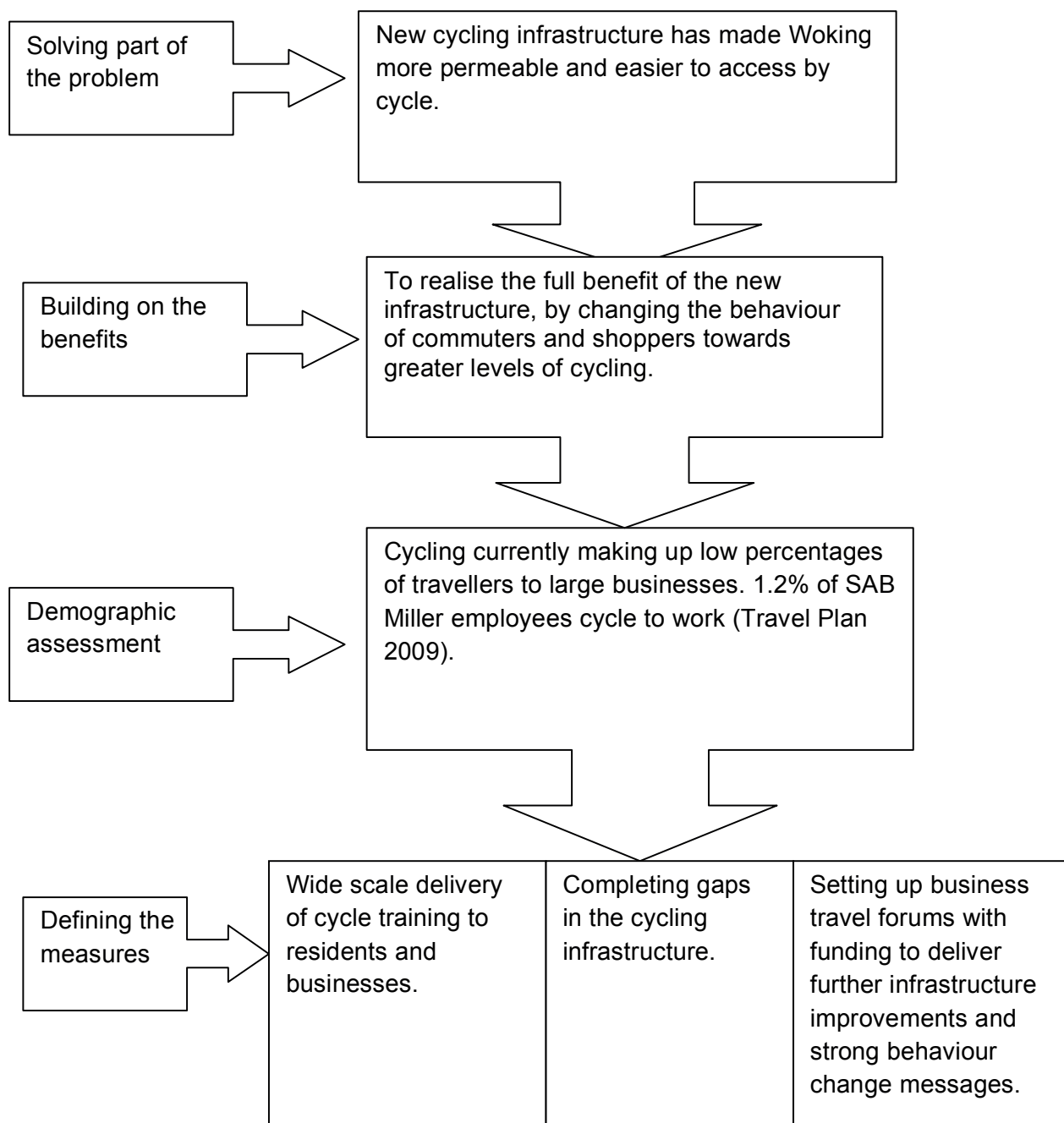
Measures Aimed at addressing the problems and objectives	Impacts Benefits for economic growth and carbon reduction (detailed evidence of the impacts is provided in the economic case)
<p>Sheerwater corridor improvements to relieve a local bottleneck and improve access to the business area and local community, including a new link road and associated traffic management measures.</p> <p>Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including: Woking town centre to the Brooklands / West Byfleet area.</p>	<p>Support for business operations through reducing congestion problems in Woking, particularly in Sheerwater/Maybury, and the West Byfleet/Byfleet areas. Journey time and vehicle operating costs savings total £42.9m (2002 prices and values).</p> <p>Increase in the total number of employees travelling into Woking town centre in the peak period. Potential for job creation in the borough is 102 jobs.</p> <p>Increased ‘footfall’ in Woking town centre in the inter-peak period to boost shopping turnover and support plans for commercial development.</p> <p>Increased accessibility to employment sites at the Sheerwater business parks enabling economic growth and job creation on sites which currently have inadequate access. Widens employers’ access to population (workers and skills) within 30 minute drive time by 4.5%.</p> <p>Improved reliability and predictability of journey times for all traffic between Woking town centre, employment sites and areas surrounding the town.</p> <p>Reduction in carbon emissions generated by traffic in the Woking area as a result of the package of LSTF measures. Reduced carbon emissions of 10 m tonnes.</p> <p>New employment opportunities for local people from the more deprived areas at Maybury and Sheerwater and other parts of Woking. There will also be an increased pool of labour available to employers. Potential for job creation in the borough amounts to about 100 jobs.</p> <p>Increased workforce productivity due to improved health and reduced absenteeism. Health benefits = £0.5m Absenteeism benefits = £0.023m (2002 prices and values).</p>
<p>Bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Woking.</p> <p>Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including: Woking town centre to the Brooklands / West Byfleet area. Knaphill to Brookwood bridging the gap in the existing cycle network.</p>	<p>Support for business operations through reducing congestion problems in Woking, particularly in Sheerwater/Maybury, and the West Byfleet/Byfleet areas.</p> <p>Improved reliability and predictability of journey times for all traffic between Woking town centre, employment sites and areas surrounding the town.</p> <p>Reduction in carbon emissions generated by traffic in the Woking area as a result of the package of LSTF measures.</p>
<p>Information, travel planning and marketing supporting new infrastructure, enabling the economy to grow and people to make the best travel choices in Woking. This will include Improved signing to enhance access to key locations in Woking.</p> <p>Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including: Woking town centre to the Brooklands / West Byfleet area.</p>	<p>Enhanced signage in Woking, to fill the gaps in the existing network of signs for pedestrians and cyclists.</p>

Behaviour change in Woking

2.164 The approach used to influence travel behaviour is demonstrated in the example below. This illustrates the process of developing cycling facilities in Woking, to support business growth.

Linking residential and deprived areas to areas of employment opportunity

Woking – Supporting business growth



Partnership working and community participation in Woking

- 2.165 Active engagement and partnership working are central to the design and delivery of the package. The development of the bid has been carried out with a wide range of stakeholders. This includes Transport for Surrey partnership, the Transport for Woking partnership, transport operators, Surrey Economic Partnership, the Surrey Planning Officers Association, Woking Borough Council, the local cycle forum and Surrey Police. Local businesses in Woking have been directly involved, including stakeholder engagement events.
- 2.167 The business community was engaged at the beginning of this process to ensure that:
- Key transport-related issues affecting local businesses were identified.
 - Businesses had an opportunity to put forward their ideas to help shape the content of the bid.
 - Elements of the scheme could be identified for businesses to take forward as part of the legacy concept.
- 2.168 A number of business forums and networks already operate in Woking via the Surrey Economic Partnership, the Chambers of Commerce and the Travel Plan forum and networks. Woking also has an active Town Centre Management Partnership. To ensure the involvement of the wide variety of organisations which are located in Woking, further engagement work was undertaken.
- 2.169 The Travel SMART brand and website was created to encourage the business community to get involved in framing the bid. Local organisations were then contacted, told about Travel SMART and invited to complete an electronic survey about transport issues. They were also encouraged to attend a Travel SMART workshop.
- 2.170 A breakfast workshop was held at Woking Football Club. This meeting was facilitated by Surrey County Council. It was attended by representatives from Mayer Brown transport consultancy based in Woking, the Easit Network, Pfizer's Transport Manager and by representatives from Surrey Chambers of Commerce and the Surrey Economic Partnership. Discussion about local transport issues was map-based. This allowed organisations to identify specific locations where transport issues occur and to suggest how these issues could be improved.
- 2.171 The business consultation and engagement has played a central role in identifying the problems and shaping the LSTF package. Local businesses will be closely involved in the delivery of the bid. This will ensure that it meets business needs and helps drive economic growth in the area.

Figure A: Woking anytown map

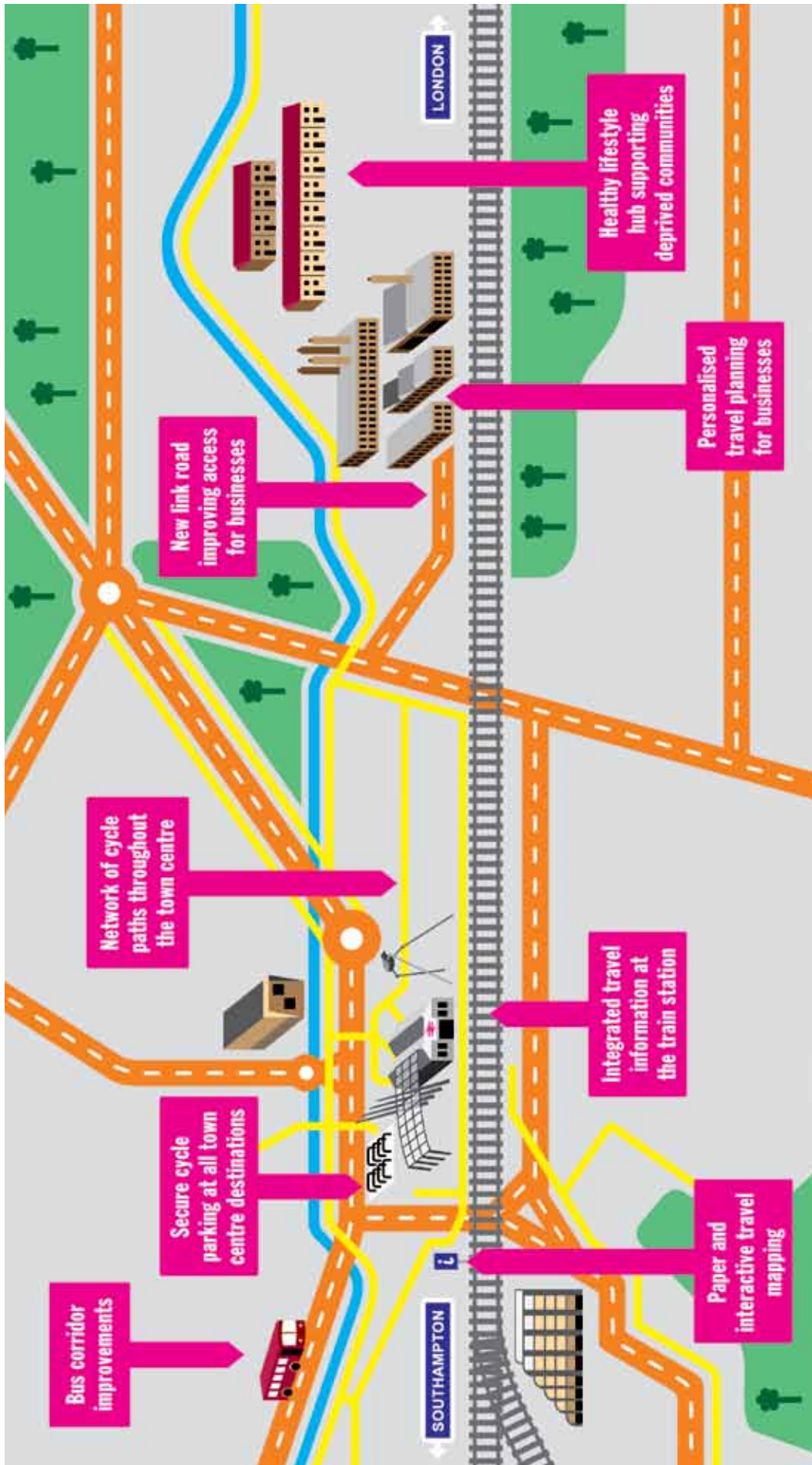


Figure B: bus map

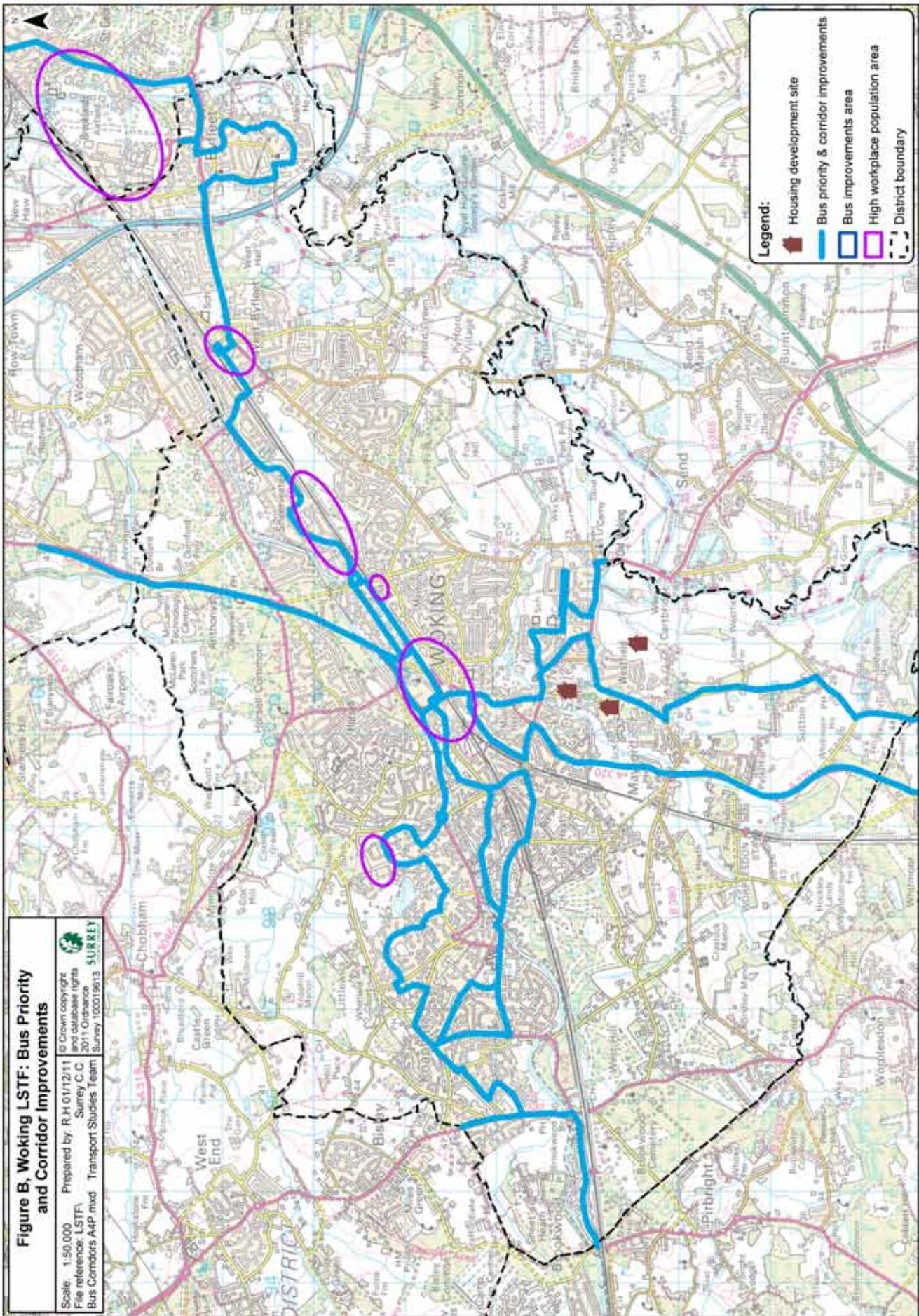


Figure C: cycle map

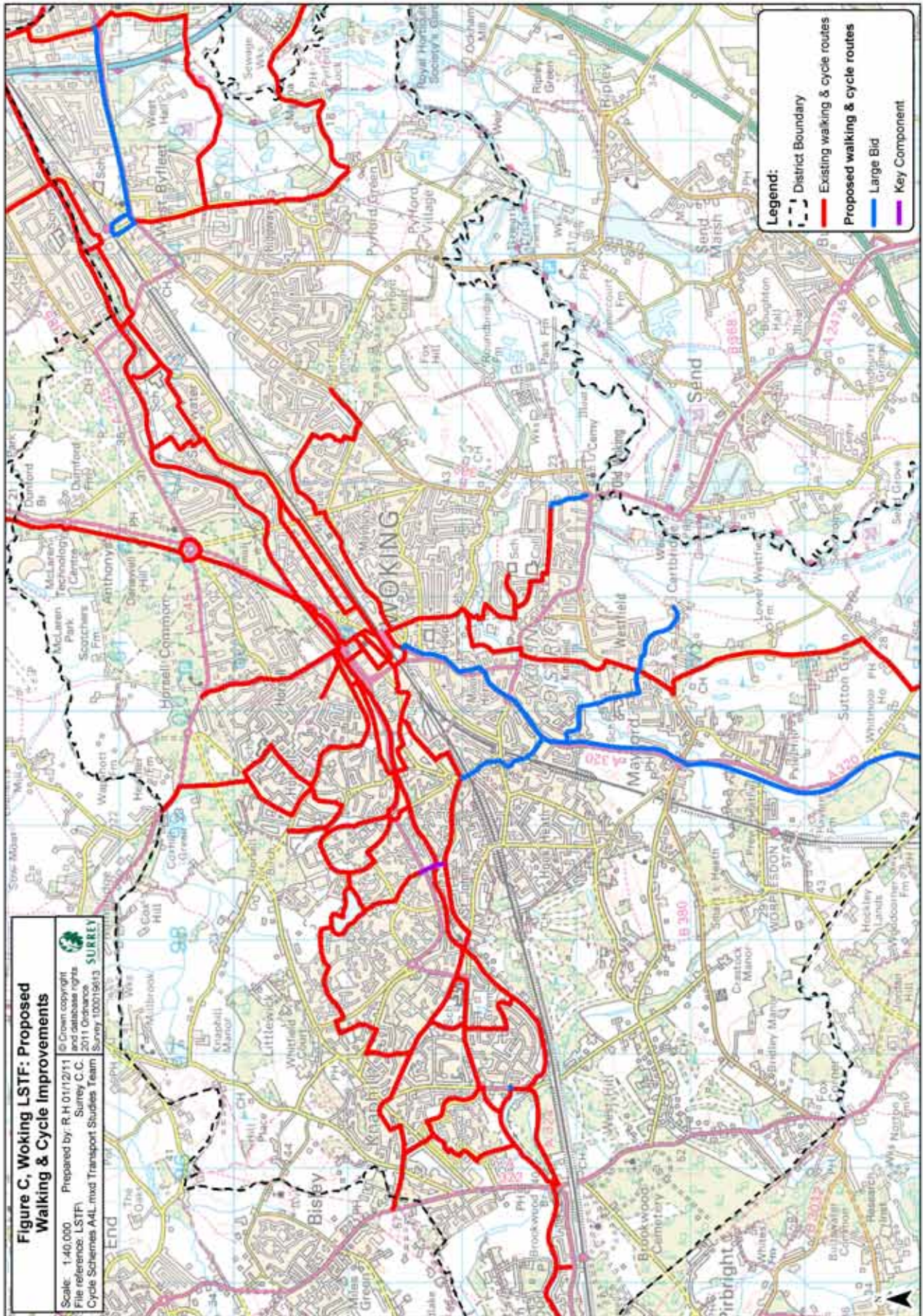
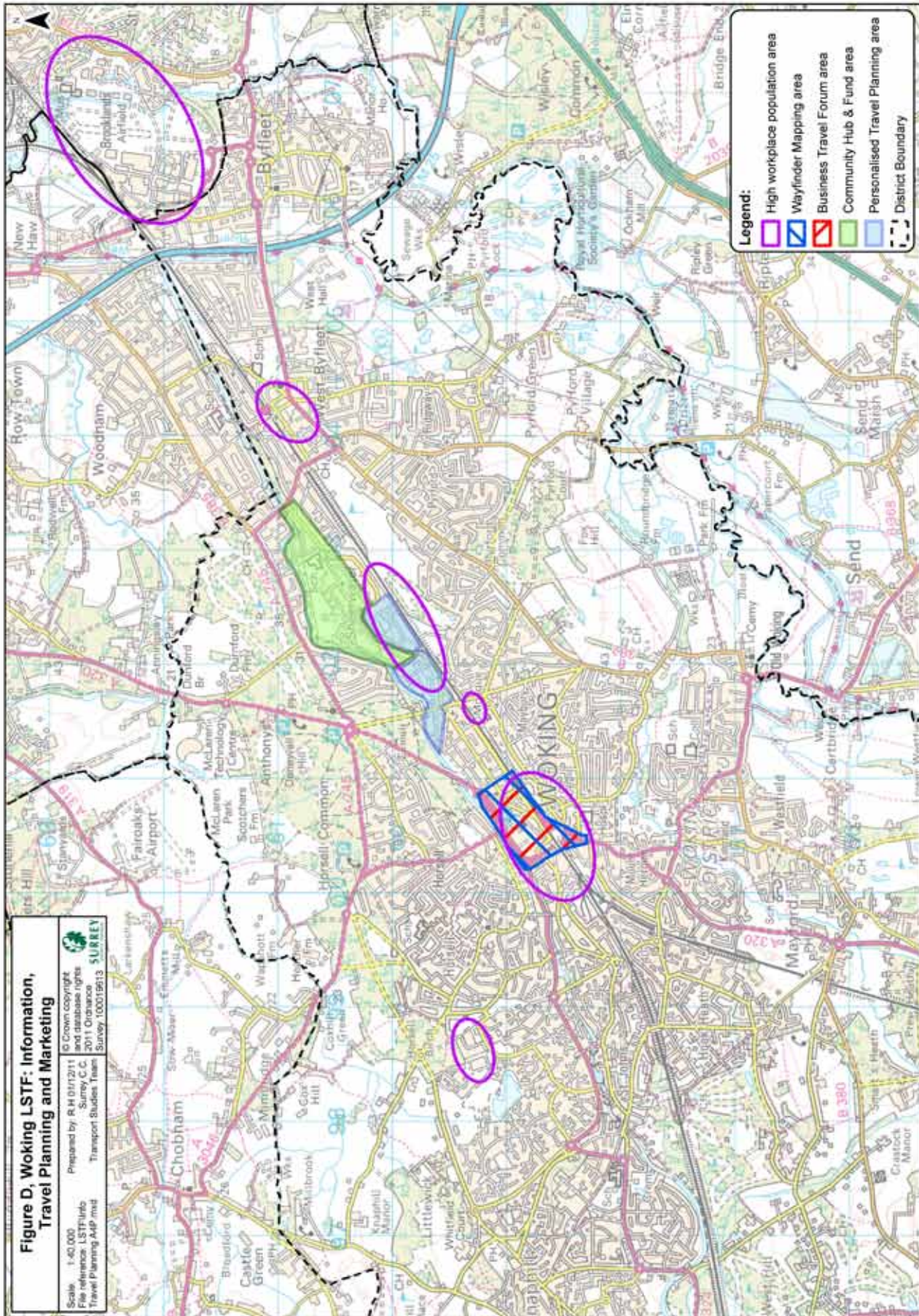


Figure D: information, travel planning and marketing map





Summary of the Redhill & Reigate package



Redhill and Reigate are adjoining towns, but have very distinct characters. Reigate is a prosperous and attractive market town and is home to a number of large blue-chip businesses including Canon and Esure. The town centre has a buoyant economy, despite the recession, with low levels of office and retail vacancy rates. Reigate is characterised by good road and poor rail links leading to a heavy reliance on the road network for travel to and through the town. This causes significant congestion.

In contrast, Redhill's town centre is in decline. It suffers from a poor quality built and public environment. Although the town's strategic location close to Gatwick the M25 and M23 means that it is host to big businesses such as Lombard and Balfour Beatty, the poor quality public realm and retail/leisure offer means that it remains a focus for lower value operations. Despite this, Redhill is rich in new opportunities for development. On the horizon there is significant investment and job creation from new Sainsbury's and Asda supermarkets, and residential developments giving Redhill the opportunity to grow.

Without commensurate transport investment, the wider regeneration benefits of investment in Redhill will not be fully realised. It is critical that a range of measures are introduced to complement the development. These include improving connectivity between the two centres by bus and cycle, working with large employers to improve employees' travel choice, tackling the severance between Redhill rail station and the town centre and improving access to jobs and services in the town centre for communities in the surrounding area. The impact of this will be to support the economic growth of Redhill town centre, to reduce the congestion levels that blight Redhill and Reigate and to tackle high levels of unemployment and associated social problems in neighbouring areas.

Transport problems preventing economic growth and carbon reduction in Redhill and Reigate

- 2.178 The town centre of Redhill is in urgent need of regeneration, as identified by the Redhill Town Centre Area Action Plan 2011. There are a significant number of possible town centre developments which will be fundamental in unlocking this. These are on track to be developed by 2013/14. However, the constrained and inaccessible town centre currently works as a deterrent to this. The A23 severs the pedestrianised town centre and bus station from the rail station and the major new residential developments north of the town centre. The retail offer of the town is failed by poor signage, low-grade cycle parking and the impact of the one-way system that reduces permeability. Car parks are poorly signed and result in unnecessary traffic on the one-way system. Retailers such as Andy Nash, manager of the Belfry shopping centre suggest that accessing the town centre is a problem for their tenants and customers.
- 2.179 The Reigate and Banstead economy is valued at £3.46 billion GVA per annum. Since 1990, the economy has shown steady growth, increasing by 117% over the period to 2010. The borough has seen a 7.4% population growth from 2001 - 2009, compared to the Surrey average of 5.0%.
- 2.180 The economy is dominated by the financial and business services sector, which contributes almost half of the borough's GVA and more than a third of all employment in the borough. Significant economic growth is projected, with total GVA growing by 55% in the years to 2026. There is a relatively high skills base with

41% of residents qualified to NVQ4 (degree level) and above. The borough is a net exporter of labour with 27,200 people commuting into the borough on a daily basis whilst 33,200 residents commute to destinations outside the borough. Many of those who commute out do so to London, particularly those in higher level occupations. Major employers in Redhill and Reigate include Axa, Canon, Towers Watson, Esure, Black & Veatch and Santander.

- 2.181 The key routes onto the Redhill one-way system experience daily flows ranging from 15,900 – 26,700 vehicles per day. Congestion in the area is a significant problem. Modelling the effect of future development in Redhill shows that without improvements, the highway network will become more severely congested and local journey times will markedly increase. Reducing congestion is essential to the economic prosperity of the town, as well as to the wider Gatwick Diamond area. The results of the Travel SMART business survey in October 2011, found that 72% of businesses consider unreliable journey times to be major transport problem for their organisation.
- 2.182 Poor connectivity and accessibility throughout the Redhill/Reigate urban area limits access to jobs and public services. Similarly, business access to staff and markets is limited by poor accessibility. According to the 2009 Eddington transport study, good connectivity is vital to the future economic growth of urban areas. It found that a 10% reduction in travel time can increase productivity by 0.4%-1.1%. Andy Nash the Belfry shopping centre manager, has stated that recruitment is difficult for his tenants because poor transport links to Redhill town centre make it difficult to attract workers. The rail station is severed from the bus station and town centre by the busy dual carriageway. This makes it very difficult for pedestrians and cyclists to cross the road at this point.
- 2.183 Connections between Redhill and Reigate are poor. Bob Pickles, the director of public affairs at Canon stated that employees find it hard to travel between Redhill and Reigate due to poor train connections and a lack of a reliable and direct bus services. Canon have around 450 employees working on site at any time. The company funds a daily coach to and from Redhill station for staff to their office in Reigate, and also relies on taxis because of gaps in the public transport network.
- 2.184 East Surrey College believe poor east-west public transport links causes many of their staff drive to work. Staff travel from as far as Kent, but find it difficult to find a direct, frequent service to Redhill. Many have to travel towards London and then return to Redhill.
- 2.185 Several areas in the borough fall within the most deprived 10% in Surrey. The wards of Redhill West, Redhill East and Merstham experience levels of unemployment significantly above the borough average with Job Centre statistics indicating that many of those unemployed in these areas seek retail and customer service positions. New developments in Redhill including Sainsbury's, ASDA and the Marketfield Way retail and leisure development will create almost 1,000 new low skilled jobs, presenting a significant opportunity to tackle this pocket of unemployment. However unlike other parts of the county, places such as Redhill and Merstham have particularly low levels of car ownership. Additionally, many of the new jobs are likely to be focussed towards evening and weekend shift work, but public transport is limited at these times, making accessibility a major issue. Improving transport options between these areas is critical to linking these new jobs with labour supply.
- 2.186 There is cycle parking available within Redhill town centre, but much of it is low grade and under-utilised. There are no direct cycle routes through the pedestrianised town centre. Limited connectivity with neighbouring residential areas also restricts cycling. Similarly, cycling in Reigate is restricted by the dominance of cars on the one-way system and on street parking. Only 3% of short work related trips into Redhill and Reigate are made by bicycle. Cycling accounts for only 5% of shopping and leisure trips into both town centres.
- 2.187 The potential to encourage walking and cycling as part of new developments needs to be fully realised. New developments north of Redhill at Watercolour and Park 25 are creating many new homes. Both lie within walking or cycling distance of Redhill rail and bus stations, as well Redhill town centre. However the existing links are inadequate to encourage people to walk or cycle, and are poorly signed.

- 2.188 Cycle parking at Redhill station has reached capacity. As a result cyclists leave their bicycles in less safe and potentially obstructive locations. This discourages people from cycling to the rail station. However, improvements are planned by Southern Rail.
- 2.189 Route signage to destinations around and through Redhill town centre for walkers and cyclists is very poor. Signage for vehicles is also unclear. The 2011 Redhill Parking Management Strategy found that poorly signed town centre car parks can lead to motorists driving around the one way system searching for a space to park. Poor signage is also an issue for freight operators; there are nine industrial estates within the borough, which are regularly served by heavy goods vehicles. Poor signing to these sites adds to unnecessary delay and operating costs for businesses.
- 2.190 The main areas in Redhill/Reigate where severe traffic congestion and/or poor accessibility are creating barriers to economic growth and carbon reduction include:
- Redhill town centre is currently in decline, with poor urban realm, a high level of vacant units, low-grade uses and a very limited night-time economy.
 - Congestion and poor accessibility between Reigate, Redhill and other areas surrounding the towns.
 - Poor accessibility between areas of deprivation such as Merstham and Redhill West, and the town centre.
 - Poor walking and cycling routes between the new housing developments at Watercolour, and Park 25 and Redhill town centre.
 - Severance caused by the A23, creating a barrier between Redhill rail station and the bus station and town centre.
 - Poor car park and HGV signage leads to congestion in the Redhill ring road with associated impact on the town centre public realm.

Objectives for Redhill-Reigate

- 2.191 The LSTF objectives for Redhill/Reigate take into account Reigate & Banstead Borough Council's Local Development Framework, the objectives of the Surrey Transport Plan (the third Local Transport Plan), and the core policy objectives of the Local Sustainable Transport Fund. The LSTF objectives for Redhill/Reigate are :-
- To maximise local regeneration benefits from the Redhill town centre redevelopment by improving public transport, walking and cycling connections between Redhill, Reigate and the surrounding area.
 - To improve accessibility from areas of deprivation to emerging job opportunities, in support of the Redhill town centres regeneration.
 - To reduce severance between Redhill rail station, town centre and bus station, by improving provision for pedestrians and cyclists.
 - To help tackle congestion by improving information for car parking and freight deliveries.
 - To improve the permeability of Redhill town centre with clear signing.

2.192 The vision of the Surrey Transport Plan is: **To help people to meet their transport and travel needs effectively, reliably, safely and sustainably within Surrey; in order to promote economic vibrancy, protect and enhance the environment and improve the quality of life.**

2.193 Reigate & Banstead Borough Council's Local Development Framework Core Strategy includes the following objectives for transport:

- To tackle congestion, pollution and greenhouse gas emissions of private car use by promoting sustainable modes of transport, also promoting healthier lifestyles.
- To improve accessibility to key services and facilities by encouraging development in accessible locations maintaining and enhancing the movement network.
- To provide a graduated approach to parking in relation to the accessibility of locations as part of a joined-up approach to meeting parking needs and reducing parking concerns.

Proposed package of measures for Redhill/Reigate

2.194 A clear set of measures has been drawn up to support the evident transport problems and economic difficulties facing Redhill/Reigate. A rigorous process of options assessment has been carried out on a wide range of measures, as referred to in the introduction to the strategic case.

2.195 The package of measures for the Redhill/Reigate area is aimed directly at targeting the congestion and accessibility problems, which are acting as barriers to economic growth and carbon reduction. The principal features of the Redhill/Reigate package are illustrated in figures A and B and set out below:

- Bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Redhill and Reigate.
- Walking and cycling improvements providing continuous, well-signed, safe and direct cycle routes including:
 - Improved pedestrian crossing between the rail station and bus station.
 - Redhill town centre to Merstham and the new housing developments at Watercolour and Park 25.
 - Redhill town centre to the rail station, East Surrey Hospital, Horley and Gatwick.
 - Reigate to Redhill.
 - Redhill town centre to the Cromwell Road area.
 - Brompton cycle hire scheme at Redhill station.
- Information, travel planning and marketing for Redhill and Reigate, supporting new infrastructure and enabling the economy to grow. This will include traffic management measures in the form of variable message signing for car parks in Redhill town centre.
- Associated key component measures
 - Traffic and transport information.
 - BikeIT travel planning and promotion.
 - Complementary third party funded schemes including car clubs and electric vehicles.

Bus priority and corridor improvements

2.196 The locations of the proposed bus priority and corridor improvements for Redhill/Reigate are shown in figure B. They are designed to greatly enhance accessibility to areas of employment. In particular, to support the regeneration of Redhill town centre. The proposals will also improve access between Reigate and Redhill, to the deprived communities at Merstham and Redhill West, to new housing developments at Watercolour and Park 25 and to other residential areas surrounding the towns.

- 2.197 The bus priority and corridor improvements will include intelligent bus priority measures at signalised junctions, traffic management in the form of clearways, bus cages and revised waiting restrictions at bus stops. Passengers will benefit from access improvements at bus stops, travel information and bus shelters. Multi-modal transport access points will be created to upgrade key bus stops.
- 2.198 The multi-modal transport access points represent a new vision for the bus stop. The intention is to greatly improve interchange between bus services, cyclists and pedestrians. They will be sited at local hubs of community activity (shopping parades, near health facilities etc.) and on cycle routes. Facilities will include cycle parking, travel information, lighting, closed circuit television coverage and raised kerbing to give easy access onto buses. They will become muster points at which community transport and education transport pick-up/drop-offs can be focussed and where people can wait in comfort and safety.
- 2.199 The package of measures within this bid will count towards the county council's contribution to the expansion of quality bus partnerships, potentially including revenue-funded measures such as publicity. Further real-time passenger information (RTPI) related measures will also be prime candidates for delivery through quality bus partnerships. This could include route-wide or network-wide roll out of short message service (SMS) plates at bus stops. Due to the partnership arrangements, quality bus partnerships represent opportunities to bring in external funding to support the LSTF bid. Preliminary discussions with transport operators have identified up to £1 million of investment that the operators would make if this LSTF bid were successful. They would provide approximately six new buses, upgraded services, promotional activity, real time passenger information maintenance and a contribution to the overall infrastructure maintenance.
- 2.200 The Redhill/Reigate package includes bus priority and corridor improvements to four corridors:
- 1) Redhill town centre (and connecting to Park 25, and via East Surrey Hospital), south along the A23 to Horley.
 - 2) Redhill town centre north along the A23 London Road to Merstham.
 - 3) Redhill town centre to Reigate town centre, east-west along the B2034 Blackborough Road.
 - 4) Redhill town centre east-west along the A25 Reigate Road and extending to Merstham – Redhill/Reigate East/Surrey Hospital service.
- 2.201 Funding for complementary passenger transport measures for Redhill will be obtained through developments at Park 25 (valued at £426,000) and Hooley Lane Goods Yard (valued at £357,000). In addition, preliminary discussions with transport operators have identified up to £1 million of investment that the operators would make if the LSTF bid were successful. They would provide approximately six new buses, upgraded services, promotional activity, real time passenger information maintenance and a contribution to the overall infrastructure maintenance. Letters of support are attached in Annex 4.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£0.50 million	£0 million	£1.91 million

Walking and cycling

- 2.202 The walking and cycling improvements for Redhill/Reigate will provide a network of continuous, well-signed, safe and direct routes between communities and places work, schools, leisure, shopping, and public transport, as depicted in figure C. The network will include routes linking Redhill rail station and the town centre, which is planned to be regenerated over the next 15 years with the most significant developments taking place by 2015.
- 2.203 A new and improved cycle link will be created between Merstham (an area of deprivation) via two new major housing areas Park 25 and Watercolour, connecting to an area of employment at Holmethorpe, the town centre and Redhill railway station.

2.204 The intention is to improve accessibility in and around Redhill town centre, to overcome the severance caused by the busy A23 where connectivity between the railway station and the town centre is currently poor. This will be improved by widening the existing footway and widening and resurfacing the crossing facilities at the A23 through to the town centre, upgrading the link between the rail station and the town centre.

2.205 It is paramount that these improvements are made before the town centre is regenerated. This will enable the new jobs that will be created to be more available to local people, using sustainable modes of travel.



2.206 The routes comprising the network will be appropriately branded and linked in with cross-town National Cycle route (NCR 23).

2.207 A cycle route already exists to the south of Redhill, connecting to East Surrey Hospital, Salfords (another employment area) and Horley. Although some of this route is satisfactory, it is planned to carry out work along this corridor to improve it.

2.208 The Redhill/Reigate package includes walking and cycling improvements to the following routes:

- Route 1 – Merstham to Redhill town centre via A23 corridor.
- Route 1A – Frenches Road to Route 1.
- Route 2 – Merstham to Redhill town centre via National Cycle Route 21.
- Route 2A – Watercolour to Route 2.
- Route 3 – Park 25 to Redhill town centre.
- Route 3A – Redhill rail station to Redhill town centre.
- Route 4 – Whitebushes to Redhill town centre.
- Route 5 – Redhill town centre area.
- Route 6 – Reigate town centre to Redhill town centre.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£0.34 million	£0.72 million	£0.14 million

Information, travel planning and marketing

2.209 The information, travel planning and marketing interventions for Redhill and Reigate are designed to maximise the impact of the new infrastructure. This will enable the economy to grow and help people to make more sustainable travel choices. The main measures include:

- Interactive online mapping and journey planning website.
- Marketing campaign.
- Traffic management and travel information.
- Surrey Traffic and Travel information website.
- 'New to Redhill' travel packs.
- Travel planning training.
- Business travel plan forum.
- Intensive targeted marketing.
- Cycle training.
- Travel awareness events.
- Eco Driver training.
- Community hub.
- Wayfinder mapping.
- Brompton dock scheme.

- 2.210 An interactive online mapping and journey planning website will be launched covering Reigate, Redhill, Merstham and Earlswood. This will be designed to complement existing journey planning software such as Traveline. The website will give people detailed travel information for Redhill and Reigate. The business community will be offered the opportunity to purchase a bespoke 'embedded' version for their own website, allowing them to include it as part of their marketing.
- 2.211 As the improvements to local transport facilities are introduced, a wide scale marketing campaign will be undertaken in conjunction with local retailers. Half the space on Travel SMART branded maps, leaflets and other materials will be available to retailers to market their business.
- 2.212 Poor car park signage in Redhill town centre exacerbates peak time congestion, with drivers looking for suitable places to park. Car park Variable Message Signing (VMS) is a traffic management and travel information system that has already been installed successfully in Guildford and Woking. The LSTF bid now provides the opportunity to implement a car park VMS system in Redhill. This will help tackle congestion, particularly in the one-way system, directly supporting the regeneration plans for the town centre.
- 2.213 All small businesses will be entitled to free 'New to Redhill' travel packs for staff. These packs will contain details about the travel choices people have when working in Redhill.
- 2.214 For larger businesses with over 100 employees, professional travel planning training will be offered. Specialist training will be provided for up to three staff members in each organisation free of charge. In return the employees will be required to offer support once a year to a smaller business nearby. Travel SMART will offer materials and branding support to participating businesses.
- 2.215 There will also be limited funding available for personalised travel planner for smaller businesses, with less than 100 employees. These are the businesses that will not be eligible to receive the travel planner training.
- 2.216 Two business travel forums will be set up, one in Redhill, the other in Reigate, with independent support and a budget of £50,000 per financial year (half revenue, half capital). Businesses will be able to fund measures that will directly benefit them. It may be possible for this forum to operate out of one of the existing business networks operating in the area such as the Redhill Regeneration Forum or the Reigate and Redhill Business Network.
- 2.217 Part of the funding from Surrey's successful key component bid is being used to test some marketing techniques that could be used as part of the larger scheme. In particular, intensive targeted marketing along the improved bus corridors and new cycle routes will be undertaken. All businesses and households within 300 metres of a bus corridor or cycle route will be targeted. If the key component proves this method delivers positive results, then it will be rolled out to the rest of the project.
- 2.218 Residents and businesses within 300 metres of a cycle route will also be entitled to discounted cycle training at a price of approximately £10. Launch events will accompany the completion of routes. This will generate interest from the local population who are most likely to use the route.
- 2.219 More general travel awareness events and roadshows will take place, focussing primarily on Redhill town centre during the latter stage of the project. This will include a total of nine town centre roadshows and supporting marketing.



2.220 High trip generating organisations on the Holmethorpe and Salfords industrial estates will be offered one-to-one in car eco-driver training. This is to support businesses in reducing their carbon emissions and fuel costs. Drivers with over 15,000 annual mileage will be targeted.

2.221 A significant level of support will be provided for Redhill West, a deprived ward close to the centre of Redhill. A community hub will be established, based on the principles of the Sheerwater Community Hub in Woking. The hub will become a venue for people to pick up travel information and get their bicycles repaired by local volunteers. The volunteers will benefit by gaining new skills. We will work with local health providers to promote active travel as an avenue to better health. The hub will also be the coordinating point for the community fund of £600,000 which will be made available to the area. This will allow residents to take a more active role in improving their local area. Community funding will also be made available for the Merstham area.



2.222 New Wayfinder mapping for pedestrians will be provided throughout the town, at the key gateways and the pedestrianised area of Redhill. Approximately 12 signs will be installed, similar in concept to the 'legible London', or the Glasgow walking system.

2.223 Improved signage will be provided for cyclists as part of the new and existing cycle routes.

Grant funding	Local contribution (secured)	Local contribution (anticipated)
£3.05 million	£0 million	£0.08 million

Associated key component measures

2.224 The key component bid measures for Redhill/Reigate include the following:

- Countywide traffic and transport information.
- BikeIT travel planning and promotion.
- Complementary third party funded schemes including car clubs and electric vehicles.

Supporting economic growth and carbon reduction in Redhill and Reigate

2.225 There is clear evidence to show that the Redhill/Reigate package of measures would have strong benefits for economic growth and carbon reduction. Table 4 sets out the transport problems, objectives, package measures, and the beneficial impacts that would arise. The principal impacts are summarised below in terms of the benefits for economic growth and carbon reduction. These are the additional benefits the project will deliver, over and above those already planned. The economic case provides detailed evidence to substantiate the journey time savings, reduced vehicle flows, bus patronage figures and other benefits as referred to below and in Table 4.

2.226 Increased accessibility to Redhill town centre in support of the regeneration plans, enabling economic growth and job creation. Evidence includes:

- Increased bus patronage on bus priority corridors linking into the town centre from surrounding areas including Reigate.
- Increased cycle trips on improved cycle routes in the town.

- 2.227 Support for business operations through reducing congestion problems between Reigate and Redhill and surrounding areas. This is achieved by increasing mode choice to encourage a shift away from the car. The resulting improvement in capacity will expand the catchment within which businesses can operate effectively, increasing the total pool of employees and the skills base employers will have access to. The evidence for this includes:
- Reduced journey times for remaining car and business/freight trips due to the diversion of car trips to bus, walking and cycling, and a corresponding change in journey time isochrones.
- 2.228 Reduction in traffic circulating in Redhill town centre, due to the new car park VMS. This new system for Redhill will help motorists find the nearest car park with available space and limit the unnecessary movement of traffic between car parks in the centre. Evidence for this is:
- Reduced vehicle kilometres and associated delays due to drivers accessing the closest available parking space rather trying to park in the main town centre car park off the one-way system.
- 2.229 Increase in the total number of employees travelling into Redhill and Reigate town centres in the peak period. A larger number will use the improved bus services and cycle routes being created, freeing up road capacity to be used by others who need to travel by car. The evidence for this is:
- Isochrones illustrating that the catchment area for Redhill/Reigate has increased while maintaining journey time thresholds.
- 2.230 Increased footfall in Redhill town centre in the inter-peak period to boost retail turnover and support plans for regeneration of the town. The evidence for this increase in people coming into the town centre includes:
- In excess of 65,993 passengers a year arising from the new bus priority corridors into Redhill town centre.
- 2.231 Improved reliability and predictability of journey times for all traffic between Redhill and Reigate, employment sites and areas surrounding the towns, due to the bus priority corridor improvements and other elements of the package. Evidence based on:
- An additional 0.6% of the local population fall within a 30 minute drive time of Redhill/Reigate.
- 2.232 Reduction in carbon emissions generated by traffic in the Redhill/Reigate area as a result of the package of LSTF measures. Evidence using the DfT carbon tool and the LSTF resource library, as referred to in the economic case:
- Reduced carbon emissions of 5.2 million tonnes.
- 2.233 New employment opportunities for local people from the more deprived areas at Merstham, Redhill West and other parts of Redhill/Reigate. There will also be an increased pool of labour available to employers. The evidence demonstrates:
- 85 jobs created in Redhill/Reigate due to Travel SMART measures.
- 2.234 Increased workforce productivity due to improved health and reduced absenteeism:
- £0.4 million worth of health benefits and a reduction in absenteeism worth £0.02 million.
- 2.235 Enhanced signing, particularly for pedestrians and cyclists between Redhill rail station, the bus station, Redhill town centre, and other key locations.

Major developments in Redhill/Reigate that will bring forward measures complementary to the LSTF bid

- 2.236 A number of major developments are anticipated to take place by 2015. These will bring complementary measures that dovetail with the improvements within this bid. The major developments include:
- Replacement of existing Sainsbury's store in Redhill through redevelopment and significant extension, comprising 15,093sqm gross floor area, office accommodation, a 98 room hotel, a gym, a multi-storey car park of 927 spaces and new access arrangements - planning permission granted subject to S106, £369,000 secured towards sustainable travel schemes in Redhill.
 - New ASDA store in Redhill, comprising - 7,765 sqm gross floor area, 330 space car park and ancillary retail accommodation - planning application submitted.
 - Convenience food store and 53 residential flats at the Liquid & Envy site in Redhill - pre application stage.
 - New station building led mixed use development including food store, other retail units, hotel and residential flats at the station car park in Redhill - anticipated development.
 - Cinema and retail led mixed use development including residential flats at Marketfield Way Redhill - pre application stage.
 - Watercolour development in Redhill - under construction.

Consequences if the Redhill/Reigate LSTF package is not funded

- 2.237 If the LSTF large package bid is unsuccessful then the benefits set out above and in Table 4 will be lost, at least in the foreseeable future. As a consequence the transport problems in Redhill-Reigate will become increasingly severe, prohibiting economic growth and carbon reduction, and stagnating any employment/retail opportunities that the regeneration of the town centre will bring by 2013/14.



- 2.238 The principal consequences for the Redhill/Reigate area if the LSTF package is not funded can be summarised as follows:

- Economic growth and job creation would be put at risk, particularly in Redhill town centre where the planned new development and regeneration may be undermined. There will be no improved access to the town centre, no increase in footfall and there will be little prospect of successful redevelopment, increased economic activity and job creation in the area.
- Traffic congestion, delays and unreliable traffic conditions would have a greater impact on the economy. Business operations in Redhill and Reigate would become untenable if the LSTF improvements are unfunded. Companies would carry out the threat to leave the area, many could relocate out of the area, expansion plans would be put on hold, jobs would be lost and economic recovery would be jeopardised. 72% of local businesses already consider unreliable journey times to be a major problem for their organisation. Without the LSTF improvements the contribution which the Redhill/Reigate economy makes to the UK (worth £3.5 billion per annum) would decline. The projected economic growth of 55% by 2026 would be cut.
- Higher volumes of traffic circulating around Redhill town centre, searching for available car parking space. This adds to congestion levels and undermines the economy of the town. The LSTF funded car park VMS system would help motorists find the nearest available park space and limit the unnecessary circulation of traffic between car parks in the town centre.

- Businesses would have greater difficulty in attracting employees to Redhill and Reigate because of the congestion problems and poor accessibility in the peak hours. Major accessibility problems would continue through the town centre, between Reigate and Redhill, and between the town centres and the surrounding borough.
- Carbon emissions would increase, along with continued reliance on the car for most journeys. Unless the LSTF package of sustainable transport measures is funded the opportunity to achieve carbon savings will be lost.
- Higher levels of unemployment would continue in areas of deprivation such as Merstham and Redhill West. This is because the accessibility between these areas and the employment opportunities in Redhill town centre and surrounding areas would continue to be inadequate unless the LSTF package is funded. Fewer of the 1,000 new jobs to be created by the new developments in Redhill, would be taken by the residents of Merstham and Redhill West.
- Poorer health, productivity and absenteeism levels would continue, because of the typically lower levels of physical activity associated with dependence on the car. The LSTF proposals for more sustainable forms of transport such as walking and cycling, will improve fitness, health, morale and productivity of the workforce.

Table 4: The impact of the Redhill & Reigate package of measures

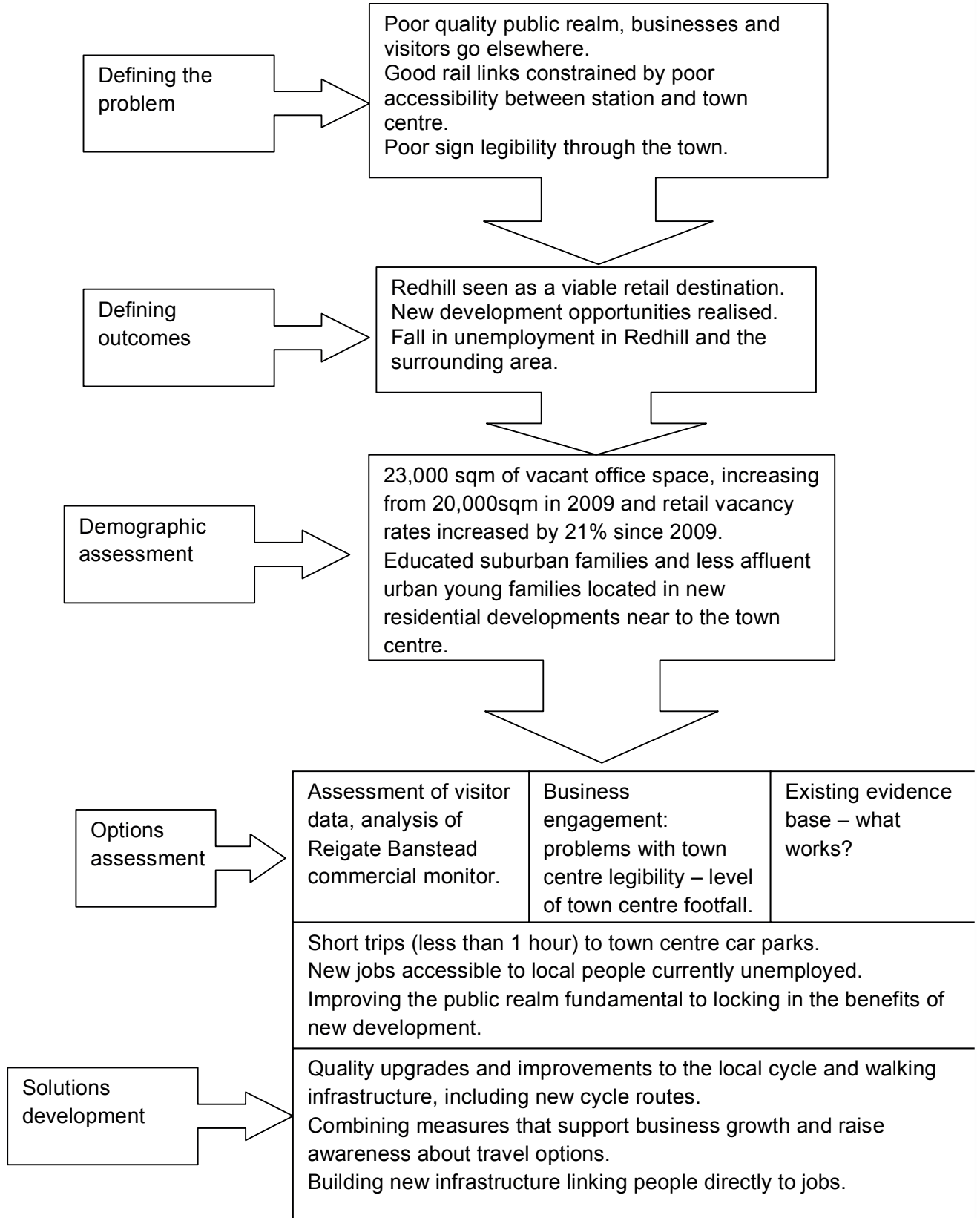
Problems Barriers to economic growth and carbon reduction.	Objectives Derived from the problems	
<p>Redhill town centre is currently in decline, with poor urban realm, a high level of vacant units, low-grade uses and a very limited night-time economy.</p> <p>Congestion and poor accessibility between Reigate and Redhill, and other areas surrounding the towns.</p>	<p>To maximise local regeneration benefits from the Redhill town centre redevelopment by improving public transport, walking and cycling connections between Redhill, Reigate and the surrounding area.</p> <p>To improve accessibility from areas of deprivation to emerging job opportunities, in support of the Redhill town centres regeneration.</p>	
<p>Poor accessibility between areas of high deprivation such as Merstham and Redhill West and the town centre.</p> <p>Poor walking and cycling routes between the new housing developments at Water Colour, and Park 25 and Redhill town centre.</p>	<p>To improve accessibility from areas of deprivation to emerging job opportunities, in support of the Redhill town centres regeneration.</p> <p>To reduce severance between Redhill rail station and Redhill town centre and bus station, by improving provision for pedestrians and cyclists.</p>	
<p>Severance caused by the A23, creating a barrier between Redhill rail station and the bus station and town centre.</p>	<p>To reduce severance between Redhill rail station and Redhill town centre and bus station, by improving provision for pedestrians and cyclists.</p>	
<p>Poor car park and HGV signage leads to congestion in the Redhill ring road with associated impact on the town centre public realm.</p>	<p>To help tackle congestion by improving information for car parking and freight deliveries.</p> <p>To improve the permeability of Redhill town centre with clear signing.</p>	

Measures Aimed at addressing the problems and objectives	Impacts Benefits for economic growth and carbon reduction (detailed evidence of the impacts is provided in the economic case)
Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including: Improved pedestrian crossing between the rail station and bus station and town centre.	<p>Increased accessibility to Redhill town centre in support of the regeneration plans, enabling economic growth and job creation. Journey time and vehicle operating cost savings total £14.3m (2002 prices and values).</p> <p>Support for business operations through reducing congestion problems between Reigate, Redhill and surrounding areas.</p> <p>Increase in the total number of employees travelling into Redhill and Reigate town centres in the peak period. Potential for job creation in the borough is 85 jobs.</p> <p>Increased footfall in Redhill town centre in the inter-peak period to boost retail turnover and support plans for regeneration of the town.</p> <p>Reduction in carbon emissions generated by traffic in the Reigate-Redhill area as a result of the package of LSTF measures. Reduced carbon emissions of 5.2m tonnes.</p> <p>Increased workforce productivity due to improved health and reduced absenteeism. Health benefits = £0.4m Absenteeism benefits = £0.020m (2002 prices and values).</p>
Bus priority and corridor improvements on routes into the town centre, employment locations and other destinations in Redhill and Reigate. Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including: Improved pedestrian crossing between the rail station and bus station. Merstham, and the new housing developments at Water Colour and Park 25.	<p>New employment opportunities for local people from the more deprived areas at Merstham, Redhill West and other parts of Reigate-Redhill. There will also be an increased pool of labour available to employers. Widens employers' access to population (workers and skills) within 30 minute drive time by 0.6%.</p>
Walking and cycling improvements providing continuous, well-signed, safe, and direct cycle routes including: Improved pedestrian crossing between the rail station and bus station. Redhill town centre to the rail station, East Surrey Hospital, Horley and Gatwick.	<p>Improved reliability and predictability of journey times for all traffic between Redhill and Reigate, employment sites and areas surrounding the towns.</p>
Information, travel planning and marketing for Redhill and Reigate, supporting new infrastructure and enabling the economy to grow. This will include traffic management measures in the form of variable message signing for car parks in Redhill town centre, to reduce circulating traffic.	<p>Enhanced signage, particularly for pedestrians and cyclists between Redhill rail station, the bus station, Redhill town centre, and other key locations.</p>

Behaviour change in Redhill & Reigate

2.239 The approach used to influence travel behaviour is demonstrated in the example below. This illustrates the process from problem definition to the development of solutions in Redhill to attract people to the town in of support economic regeneration.

Redhill: encouraging visitors to Redhill for retail and business



Partnership working and community participation in Redhill/Reigate

- 2.240 Active engagement and partnership working are central to the design and delivery of the package. The development of the bid has been carried out with a wide range of stakeholders. This includes Transport for Surrey partnership, the Redhill Regeneration Forum, transport operators, Surrey Economic Partnership, the Surrey Planning Officers Association, Reigate & Banstead Borough Council, the local cycle forum and Surrey Police. Local businesses in Redhill/Reigate have been directly involved, including stakeholder engagement events.
- 2.241 The business community was engaged at the beginning of this process to ensure that:
- Key transport-related issues affecting local businesses, were identified.
 - Businesses had an opportunity to put forward their ideas to help shape the content of the bid.
 - Elements of the scheme could be identified for businesses to take forward as part of the legacy concept.
- 2.242 There is a strong network of business forums and networks already operating in Redhill/Reigate. These include the Surrey Economic Partnership, the Chambers of Commerce, the Travel Plan Forum networks, and the Reigate and Redhill Business Forum. However to ensure the involvement of a wide variety of organisations, further engagement work was undertaken.
- 2.243 The Travel SMART brand and web-site was created to encourage the business community to get involved in framing the bid. Local organisations were then contacted, told about Travel SMART and invited to complete an electronic survey about transport issues. They were also encouraged to attend a Travel SMART workshop.
- 2.244 The Travel SMART survey was completed by 20 organisations in Redhill and Reigate, employing a approximately 3,000 staff. This included the utility companies, organisations in the construction, transport, retail and financial sectors, a further education college, and the management of the Belfry shopping centre in Redhill. The survey was also completed by the Surrey and Borders Partnership NHS Foundation Trust, which has offices across Surrey.
- 2.245 The survey asked organisations to identify:
- How different modes of transport are used within their industry.
 - How transport related problems affect their business.
 - The existing barriers to change in and around the organisation.
 - Measures currently employed to encourage sustainable travel.
 - How Surrey County Council could help to effectively bring about behavioural change.
 - The impact of existing measures employed by Surrey County Council on sustainable travel.
 - What organisations need in order to address transport issues.
- 2.246 The business consultation and engagement has played a central role in identifying the problems and shaping the LSTF package. Local businesses will be closely involved in the delivery of the bid. This will ensure that it meets business needs and helps drive economic growth and regeneration in the area.

Figure A: Redhill/Reigate anytown map

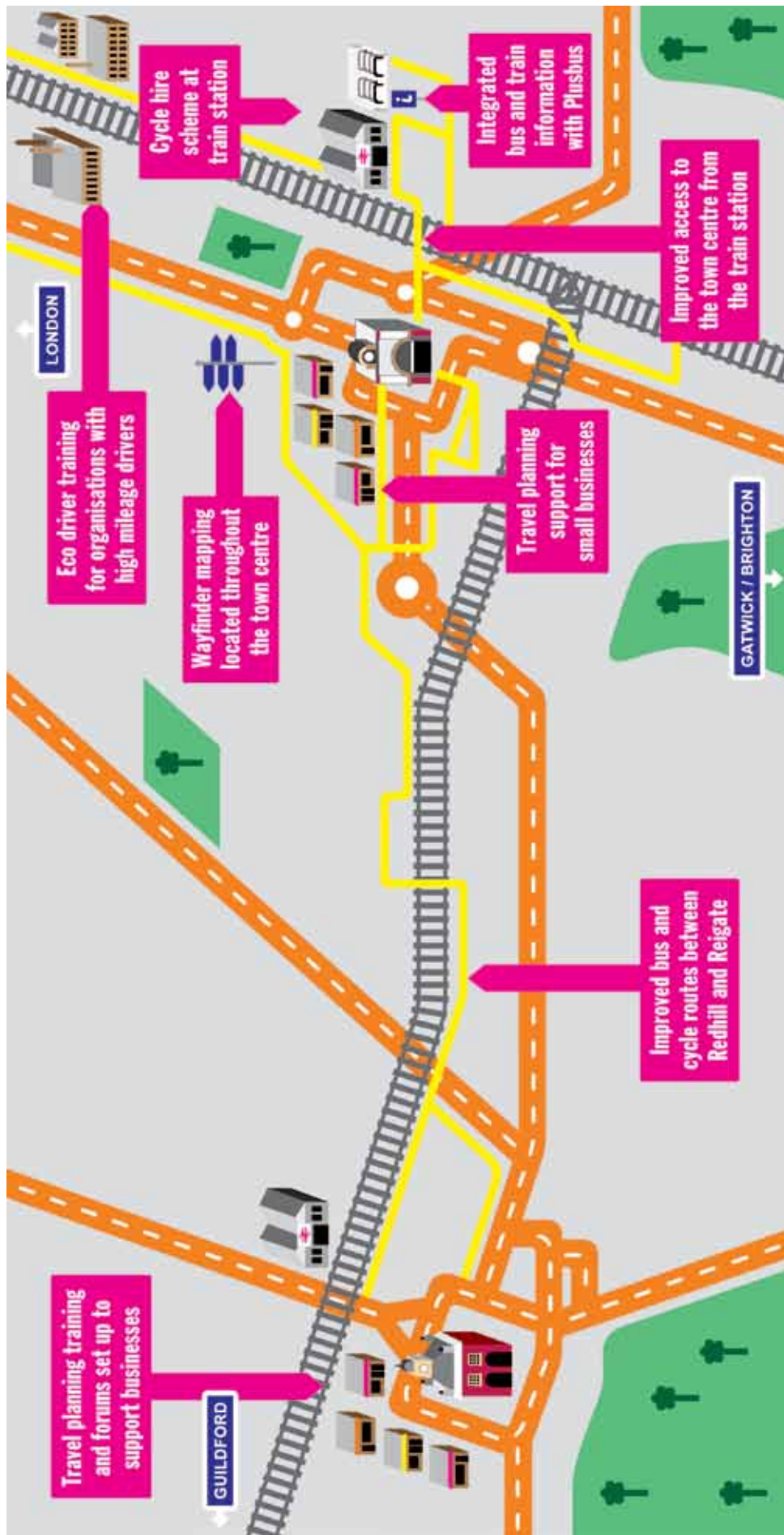


Figure B: bus map

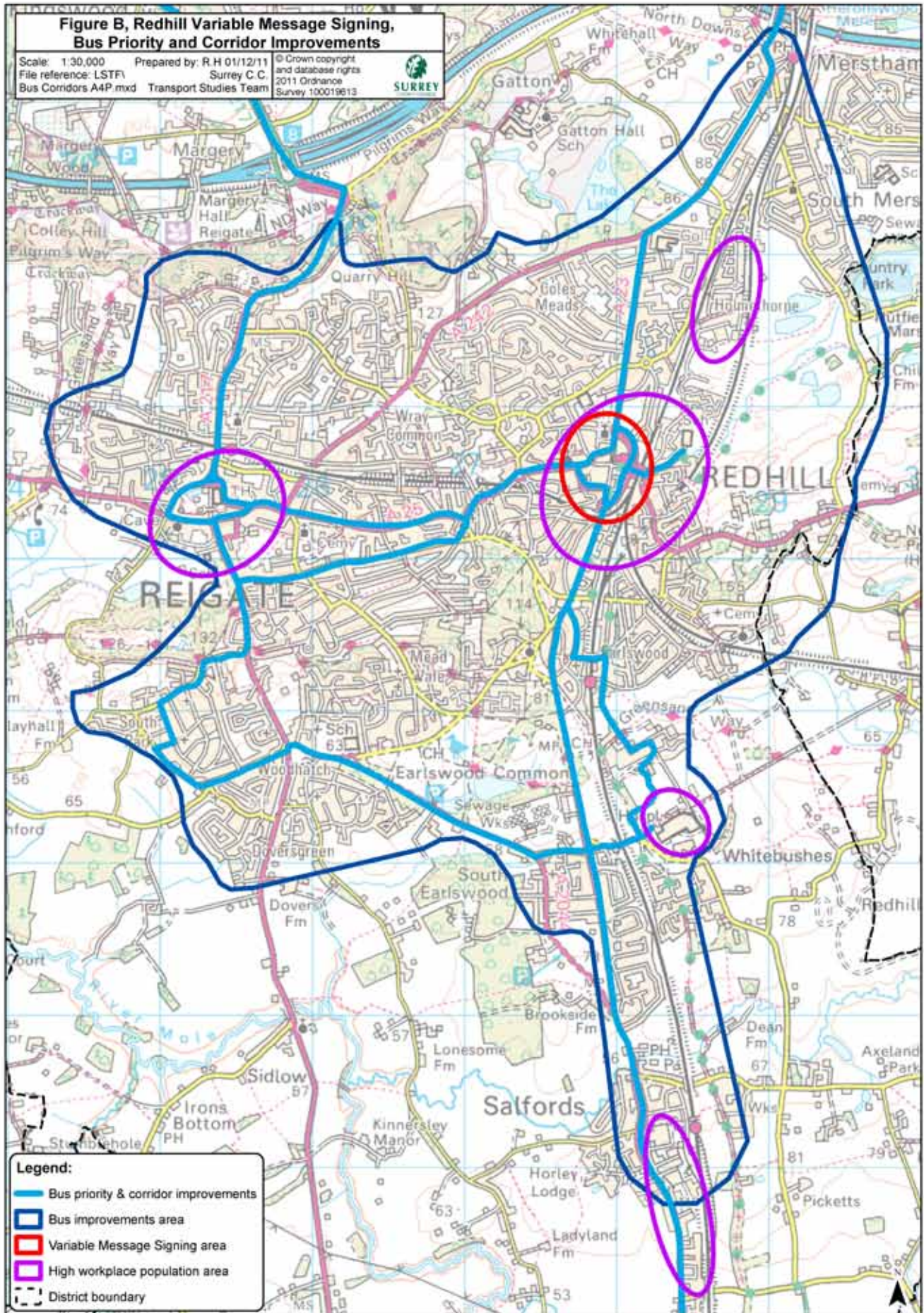


Figure C: cycle map

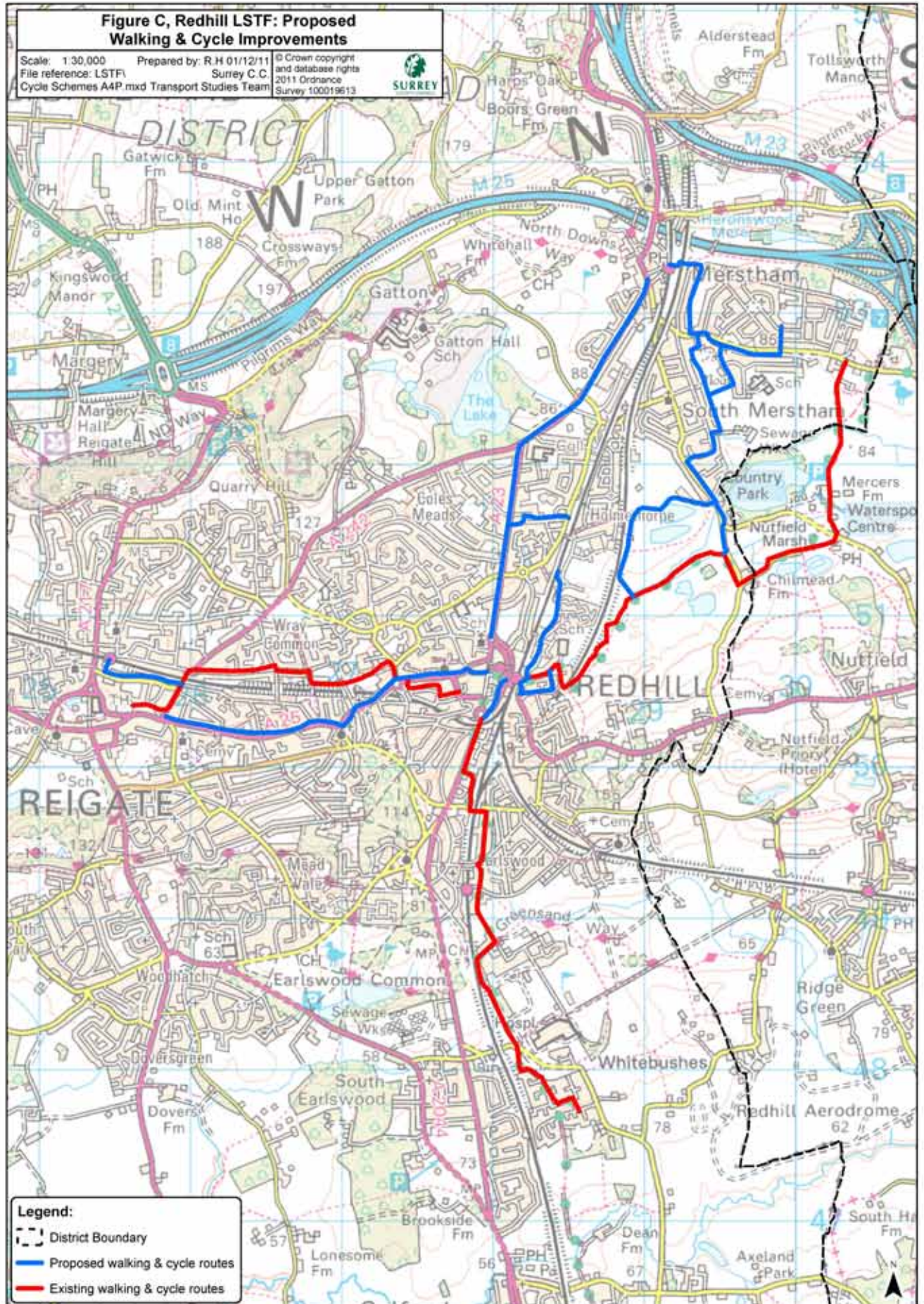
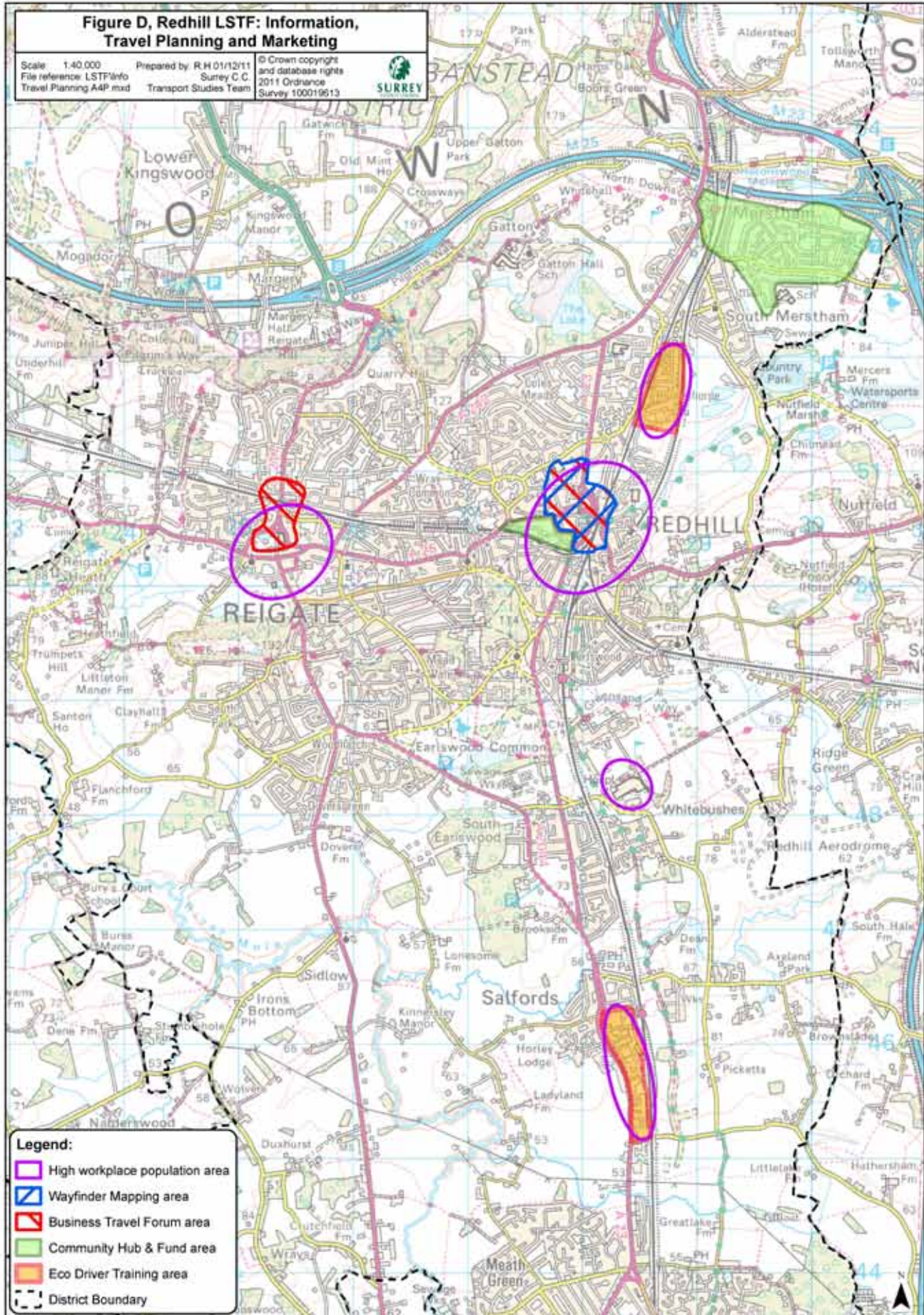


Figure D: information, travel planning and marketing map



Annex 1 : Background economic, social and environmental data

	Guildford Enterprise M3	Woking Enterprise M3	Reigate and Banstead Coast to capital	Surrey
LEP				
Population				
Population (2010) ¹	137,100 (Borough)	93,500 (Borough)	138,600 (Borough)	1,127,300
Working Age Population (16-64) (2010) ¹	91,900 (67%)	60,500 (64.7%)	89,200 (64.4%)	718,900 (63.8%)
GVA ²	£3.83 billion (2007)	£2.05 billion (2007)	£3.59 billion (2007) £3.34 billion (Experian, 2010)	£26.9 billion (2007) £28.02 billion (2008)
GVA Per Capita (2007) ³	£27,849	£26,128	£24,235	£24,103
Worklessness and economic activity trends¹				
Economic Activity	72,400 (80.3%)	49,300 (78.2%)	73,300 (80.4%)	584,700 (79.3%)
Economic Inactivity	17,300 (19.7%)	13,300 (21.8%)	17,100 (19.2%)	147,200 (20.7%)
Wanting a job	4,400 (5%)	5,000 (8.3%)	-	37,300 (5.3%)
Not wanting a job	12,900 (14.6%)	8,200 (13.5%)	12,400 (14.2%)	109,900 (15.5%)
Unemployment – JSA Claimants (Sept 2011)	1,615 (1.8%)	1,143 (1.9%)	1,646 (1.8%)	12,251 (1.7%)
Total benefit claimants (key out of work benefit claimants)	6,500 (7.1%)	5,080 (8.4%)	7,280 (8.2%)	54,220 (7.5%)
JSA Claimants Aged 18-24	410 (2.4%)	310 (4.9%)	450 (4.8%)	3,195 (3.6%)
Aged 18-24 and over 12 months	15 (0.1%)	10 (0.2%)	30 (0.3%)	155 (0.2%)
Job density (2009) (The ratio of total jobs to pop aged 16-64)	0.93	0.86	0.76	0.84
Jobcentre Plus vacancies (Unfilled jobcentre vacancies per 10,000 population aged 16-64).	106	102	66	79

¹ Nomis, accessed November 2011

² Guildford Economic Development Study, Evidence Based – Final Report July 2009, p.36/ ONS Statistical Bulletin, Regional, sub-regional and local gross value added, 2009

³ Surrey Local Economic Assessment (LEA), 2010

JSA claimants per unfilled jobcentre vacancy	1.7	1.9	2.8	2.2
Employment¹				
Soc 2000 major group 1-3	37,500	26,800	35,300	319,100
1. Managers and senior officials	16,100	8,200	15,500	135,000
2. Professional occupations	12,800	10,900	10,100	94,800
3. Associate professional and technical	8,600	7,800	9,800	89,400
Soc 2000 major group 4-5	11,900	9,100	15,800	108,300
4. Administrative and secretarial	5,100	5,100	11,300	63,500
5. Skilled trades occupations	6,900	#	#	44,800
Soc 2000 major group 6-7	13,800	5,400	11,000	75,000
6. Personal service occupations	5,900	#	7,200	46,200
7. Sales and customer service	7,900	#	#	28,800
Soc 2000 major group 8-9	8,400	5,200	10,500	64,900
8. Process plant and machine operatives	#	#	#	22,100
9. Elementary occupations	5,700	#	7,300	42,800
Industrial Sector¹				
Manufacturing	4,600	2,500	2,900	26,900
Construction	2,400	2,100	3,200	25,300
Services	64,100	41,000	55,000	458,000
Distribution, hotels and restaurants	18,000	9,300	14,300	122,300
Transport and communications	2,200	3,500	2,100	22,400
Finance, IT, other business activities	18,300	17,200	19,600	156,300
Public admin, education and health	21,600	7,700	16,700	125,400



Tourism-related†	5,300	(7.5)	4,400	(9.7)	4,000	(6.4)	42,100	(8.2)
Skills†								
Qualifications – NVQ 4 +	29,500	(33.4%)	26,200	(43.1%)	35,700	(40.9%)	284,000	(40.1%)
NVQ 2 and above	63,000	(71.2%)	42,200	(69.4%)	66,800	(76.5%)	525,400	(74.2%)
No qualifications	5,800	(6.5%)	5,500 (Jan 09-Dec 09)	(8.9%)	5,700	(6.5%)	47,000	(6.7%)
Competitiveness								
Productivity per person employed ⁴	£41.32		£36.87		£50.83		£44.36	
Earnings by residence (2010) Gross weekly pay	£613.00		£574.30		£649.40		£630.10	
Earnings by workplace (2010) Gross weekly pay	£552.00		£498.80		£561.80		£564.80	
New business start ups (VAT registrations recorded per 10,000 population) (2007) ¹	59		60		50		58	
Business stock (businesses per 1,000 adults (aged 16+)) ⁵	57		53		50		58	
UKCI (2010) ⁵	17 (Borough) (17 – 2008)		28 (Borough) (24 – 2008)		37 (Borough) (38 – 2008)		-	
	In 2009 and 2010, Guildford was ranked the most competitive 'city' in the UK.							

⁴ Guildford Economic Development Study, p.36

⁵ Surrey LEA, 2010

	considering relocating out of the Borough cited traffic congestion as the most important factors in their considerations (large bid doc).	business survey, good communications and transport links were identified as the main advantage of Woking as a business location (large bid doc).		
Knowledge based businesses ⁶	32.2%	33.9%	29.3%	
Business profile				
Major sectors/clusters (see also employment above)	Knowledge, health, biotechnology and ICT. Business and commercial services, Health, Finance, Leisure and Tourism ⁷ . Surrey Research Park. Computer games cluster.	Financial and professional service, ICT, software and digital media, advanced manufacturing, and oil, gas and petrochemicals.	Financial and business services contribute nearly half of the borough's GVA (48.8%) (Borough profile).	-
Major employers including multinationals	Allianz Cornhill Insurance Plc, Detica Limited, Ericsson and University of Surrey. Surrey Research Park. Digital hub - Electronic Arts in the town centre.	McLaren Group, Cap Gemini, Cookson Electronics, Petrofac and SAB Miller. HQs include KFC and Pizza Hut International.	Axa, Canon, Towers Watson, Esure, Black and Veatch and Santander.	-
Retail	'Guildford is one of top 20 shopping destinations in country'.			-

⁶ Surrey LEA, 2010, Technical Annex (ABI, 2008)

⁷ Guildford Economic Development Study, Evidence Based – Final Report July 2009, p.i



<p>Link between job seekers and job availability (JCP dashboard data (11/11/11))</p>	<p>Vacancies available (top 3): painters and decorators (52), van drivers (27), labourers in building and woodworking trades (27).</p> <p>Occupations sought (top3): Sales and retail assistants (207), general office assistants (143), other goods handling (87).</p>	<p>Vacancies available (top 3): call centre agents/operators (30), sales representatives (23), cleaners and domestics (23).</p> <p>Occupations sought (top 3): sales and retail assistants (160), general office assistants (95), other goods handling (95).</p>	<p>Vacancies available (top 3): care assistants and home carers (125), sales and retail assistants (29), waiters, waitresses (12).</p> <p>Occupations sought (top 3): Sales and retail assistants (255), general office assistants (142), other goods handling (103).</p>	<p>-</p>
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SOCIAL

Deprivation

	<p>Westborough (detailed stats in the Nomis profile)</p> <p>Westborough, 26% of households with no car compared to the Surrey average of 14%.</p>	<p>Maybury and Sheerwater (detailed stats in the Nomis profile)</p> <p>Maybury and Sheerwater: 28% of households with no car compared to the Surrey average of 14%.</p> <p>The Dartmouth Avenue and Devonshire Avenue area of Sheerwater is within the 14% most deprived areas nationally.</p> <p>The ward of Maybury and Sheerwater and Lakeview Estate of Goldsworth Park are identified as priority places for specific actions to address pockets of deprivation, including 250 additional new homes.</p>	<p>Merstham (detailed stats in the Nomis profile)</p> <p>Almost 10% of the boroughs LSOAs are in the most deprived decile in Surrey including parts of Redhill, Merstham and Woodhatch.</p> <p>23% of households with no car compared to the Surrey average of 14%, and also have the highest percentages of JSA claimants within the borough (large bid doc).</p>	<p>-</p>
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Employment growth	Additional 12,500 jobs forecast by 2030 ⁸ . 5,000 new jobs created since 2003.	Steady growth in total employment in the period 2006 – 2026. The economically active population is forecast to grow at a much slower rate (2.7%) than labour demand (16.3%) ⁹ .	Additional 6,800 (B-use) jobs forecast by 2026 requiring 37,274m ² of additional floorspace. Projected to experience significant economic growth, with total GVA growing by 55% in the years to 2026 (R&B overview).	-
Mean average house prices (2009) ¹⁰	£349,775	£308,746	£305,124	£352,002
Ratio of house price to earnings (2009)	9.1	10.4	8.4	9.2
Migration, % total population, 2006-2007 ¹¹	0.5%	0.2%	1.5%	
MOSAIC	30% Young, well-educated city dwellers, 21% wealthy people living in the most sought after neighbourhoods. Westborough contains Guildford's highest proportion of families in low-rise social housing with high levels of benefit need.	23% wealthy people living in the most sought after neighbourhoods, 14% couples with young children in comfortable modern housing. Maybury and Sheerwater contains Woking's highest proportion of young people renting flats in high-density social housing.		

⁸ Experian Local Market Database data contained within the emerging Guildford Borough Economic Land Assessment

⁹ Woking Borough Council (2010) "Draft Core Strategy"

¹⁰ Communities and Local Government, based on Land Registry data

¹¹ Surrey LEA, 2010, Technical Annex

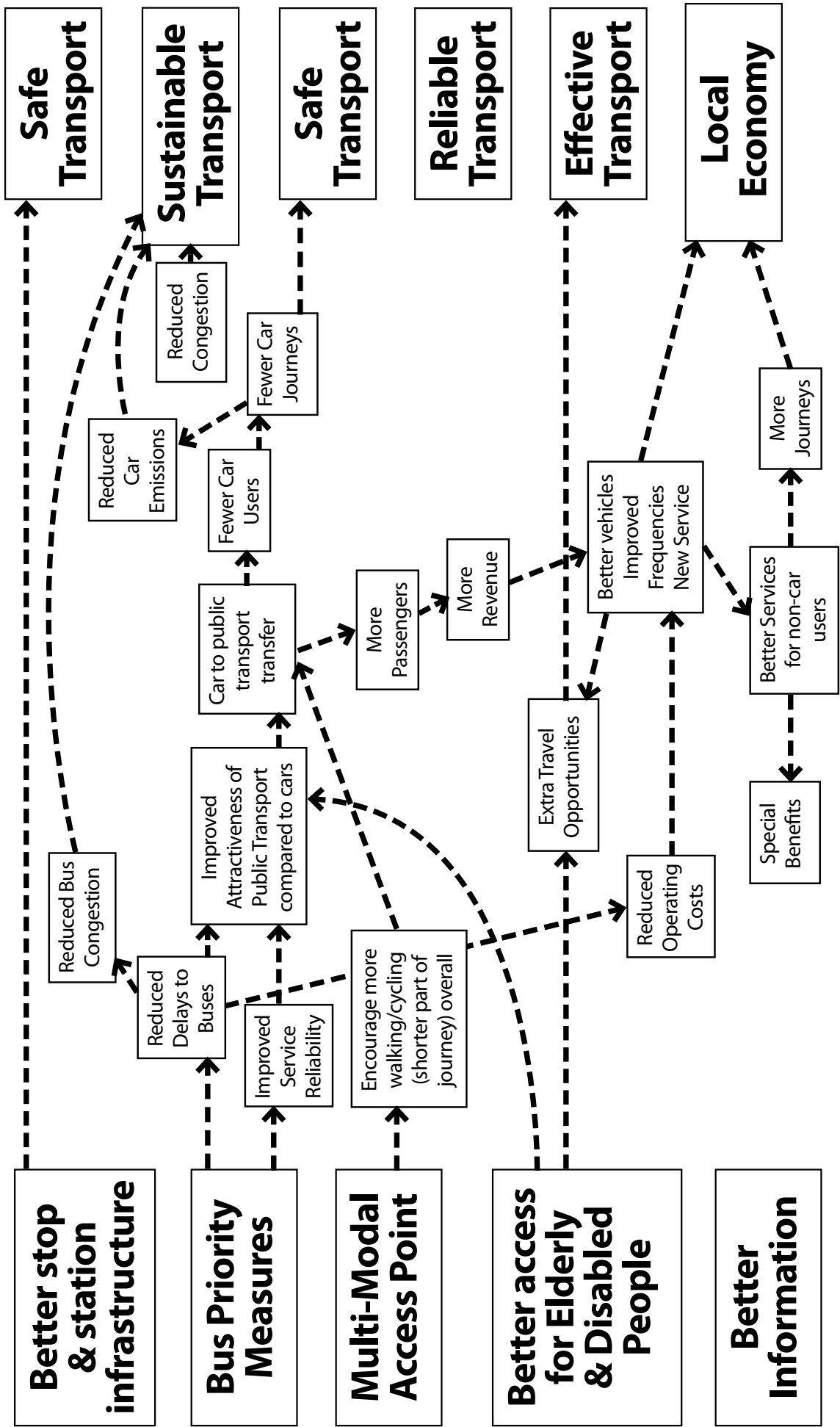
ENVIRONMENT

<p>Spatial growth/development.</p>	<p>Strategic objective for Guildford town centre: to reinforce its role as the county's prime shopping centre and location for cultural leisure, offices and civic facilities.</p> <p>The Guildford Economic Development Study notes declining levels of employment within the retail sector in recent years.</p>	<p>The Woking Core Strategy includes: Woking Town Centre will be the primary focus of sustainable growth to maintain its status as an economic hub and a transport hub, which provides transport services and communication linking people to jobs, services and facilities.</p> <p>Additional 27,000m² of additional office floorspace in Woking town centre 2012-2027 (17,500m² 2012-2016).</p>	<p>Redhill town centre has been identified as a strategic location for growth.</p> <p>The Council's Corporate Plan seeks to: Maximise development opportunities in the Borough's most accessible areas such as Redhill and Reigate.</p>	<p>-</p>
<p>Housing.</p>	<p>The Local Plan seeks to retain residential uses in the town centre</p> <p>Awaiting SHLAA publication.</p>	<p>The Woking Core Strategy will make provision for 4,964 net additional dwellings in the borough 2010 – 2027 including 2,300 dwellings on sites in Woking town centre.</p>	<p>Recent significant growth in housing of almost 2,700 new dwellings between 2006 and 2010 with 1,200 dwellings in the Redhill area (large bid doc).</p> <p>In the Submission Draft of the Core Strategy...an additional 2,750 units are anticipated for construction in the built-up areas of Redhill over the Plan period to 2025.</p>	<p>--</p>

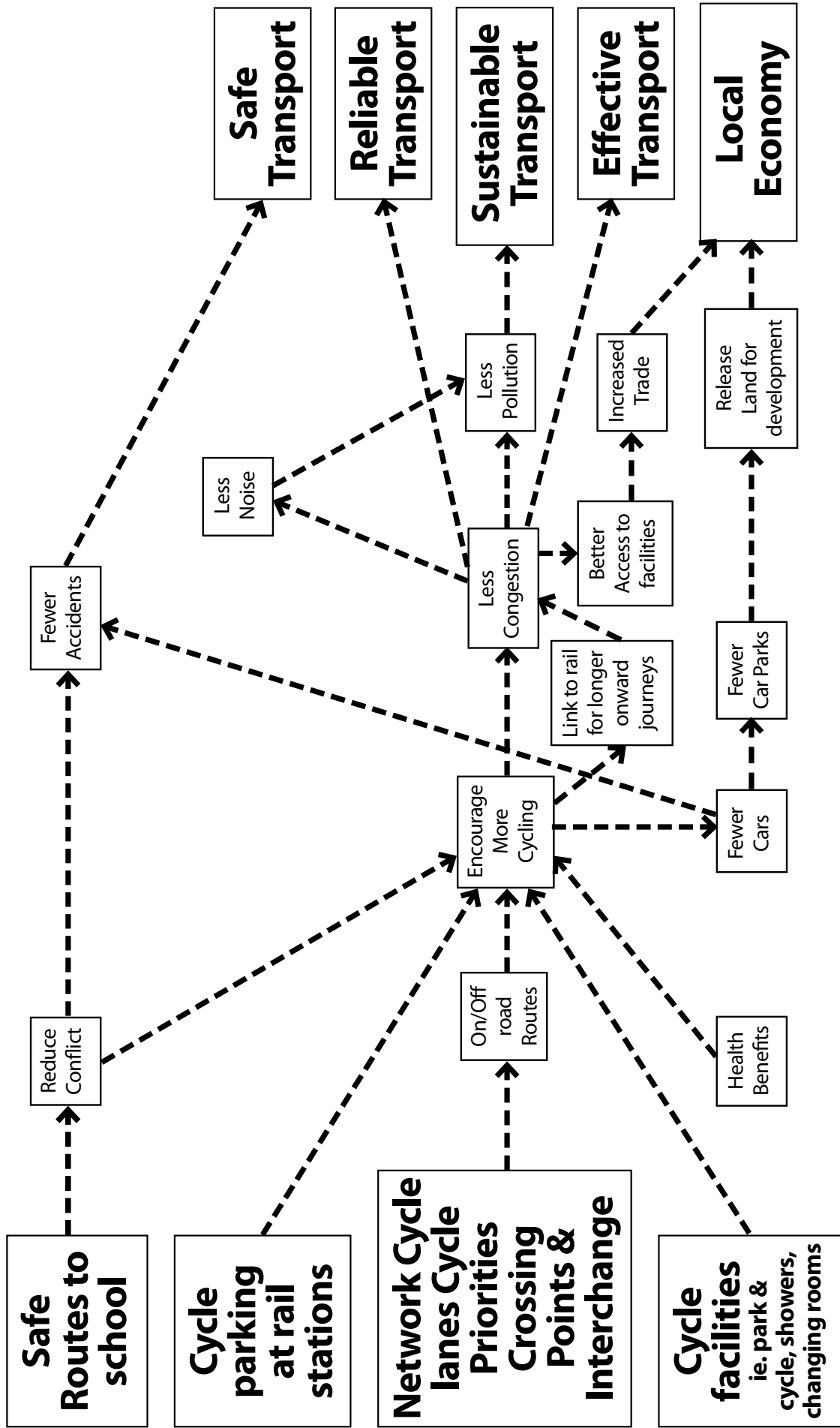
Air quality - AQMAs	No AQMA	No AQMA (lowest per capita emissions of all districts)	AQMA – Redhill In 2009, Redhill reached up to 44 micrograms NO ² per cubic metres of air. In Redhill 20% of households do not own a car.	-
Car ownership	45% households own 2 or more cars.	43% of households owning two or more cars.		0.59 cars per person.
CO ² emissions	The highest level of emissions per capita (i.e. borough resident) of all Surrey districts (large bid doc).			CO ² emissions from transport in Surrey totaled 2,029 ktonnes per capita in 2008 (large bid doc)
Road transport energy consumption	Road transport energy consumption, which totaled 124,000 tonnes in 2008. Highest in Surrey (large bid doc).			-
Awards		Cycle Demonstration Town. Five out the six town centre car parks hold the British Parking Association 'Safer Parking Award' status. Woking has gained both a reputation and awards for its sustainability credentials' (Woking Borough Council Economic development Strategy 2012 - 2017)		

<p>Commuting patterns</p>	<p>Annual average daily traffic on main routes in Guildford is 15,630, with 18% of traffic within the peak hours of 08:00 – 09:00 and 17:00 – 18:00. These large volumes of traffic result in congestion and delays at the start and end of the working day. For example, on main routes into Guildford during the morning peak period, average speed is just 14mph, corresponding to 4 minutes 23 seconds per mile.</p>	<p>The main approaches to Woking all suffer from congestion during the peak periods, as does the A320, the main route through the town. For example, on the main routes into Woking during the morning peak (morning) period, the average speed is 23mph, corresponding to a travel time of 2 minutes 39 seconds. Annual Average Daily Traffic (AADT) on main routes in Woking is 14,993, 17% of which occurs during the morning (AM) and evening (PM) peak hours. This is coupled with poor accessibility from and to the Maybury and Sheerwater areas. A high proportion of trips, especially on the east-west routes, are cross-town trips (large bid doc).</p>	<p>A significant amount of in and out commuting is centered on the Redhill area. This area alone generates 7,150 work related trips and is the destination for a further 12,320, indicating great opportunity to bring about a shift to more sustainable travel modes in this area. This need is further highlighted by the fact that, of the 1,960 trips per day, which both start and end in Redhill, 43% are made by car (large bid doc).</p>	<p>The number of people working in Surrey exceeds the county's resident workforce by 6%, placing further demand on the network to cater for these 'in-commuters' (large bid doc).</p>
<p># - No data</p>	<p>In the towns of Guildford, Woking and Redhill, more than 40% of the resident workforce travel less than 5kms to work (large bid doc).</p>			<p>-</p>

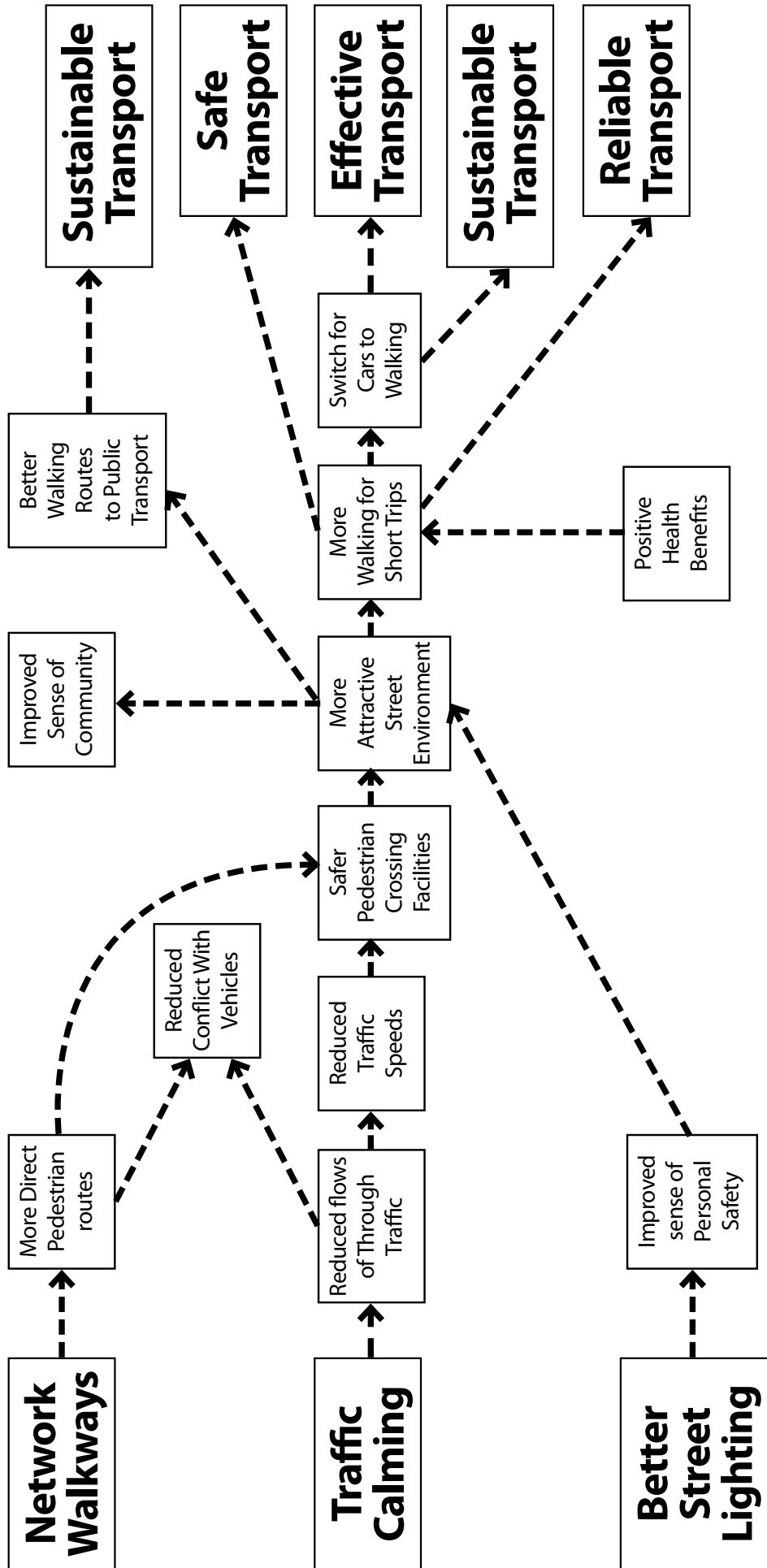
Bus Priority and Corridors



Cycling



Walking Improvements



Annex 3 : Behaviour Change – The Approach to segmentation, and Surrey 4 's model

Surrey County Council uses the Mosaic public sector tool as part of a suite of tools to support us in tailoring and targeting our services and communications more effectively. It is used, for example, to support Surrey County Council's award winning communication campaign activities to increase recycling rates amongst residents.

Target Group	Surrey 'fit'	Outcomes
Groups who currently use cars to commute for all or part of their journey.	Educated suburban families make up 45% of Surrey's population. Measures will focus on encouraging increased uptake of cycling and walking infrastructure for an element of the commute (i.e. to/from rail station) and working with businesses to provide behaviour change for modal shift and/or home working.	Carbon reduction. Reduced peak hour congestion. Improved journey time reliability. Business retention.
Groups who use cars to access town centre services.	Educated suburban families make up 45% of Surrey's population and will be an important target for cycling and walking options for accessing leisure and retail services. Affluent empty nesters make up 15% of Surrey's population and will be a focus for bus corridor improvements and improved town centre legibility to encourage walking.	Carbon reduction. Improved journey time reliability. Town centre economic growth.
Groups whose employment opportunities are negatively affected by transport barriers.	This group makes up only 5% of Surrey's population but tends to be concentrated in a small number of areas, characterised by severance and evidenced in the three Travel SMART towns. The focus will be on working with businesses and residential communities to develop measures to improve walking and cycling connectivity with employment opportunities.	Reduced unemployment.

The Surrey 4 Is Model

Involvement > Infrastructure > Information > Intervention Points

The Surrey 4 'I's model has been developed as a toolbox of measures. It can be applied according to local circumstances and to maximise the impact of capital improvements. The application of the 4 'I's to the LSTF is outlined below.

Involvement – working with target groups to ensure ownership of solutions:

- Working with businesses and residents to define travel problems and identify solutions.
- Working with communities to upgrade the environment of cycle and walking routes.
- Integration of transport nodes through working with passenger transport operators.

Infrastructure – build highly visible and effective infrastructure with targeted awareness campaigns to maximise take up:

- Quality cycle and walking routes.
- Improved lighting and security.
- Provision of quality bus shelters and bus corridor upgrades.
- Secure cycle parking in retail and employment centres.

Information - ensuring that businesses, commuters, people accessing employment and people accessing services have access to information to promote choice:

- Quality signage, linking public transport nodes to employment and retail (walking, cycling, buses).
- Hard and electronic multimode and interactive mapping.
- Real-time journey information and journey planners.

Intervention points – pulling together involvement, infrastructure and information to maximise behavioural change at key points and times, such as:

- Business relocation.
- New starter employees.
- People seeking employment

The Surrey Travel SMART proposals focus on three target audiences:

- Businesses
- Local residents
- Visitors

For businesses, the behaviour change approach is largely a cascading one. Businesses are the organisations that have the greatest influence on their staff at work. Therefore interventions will be aimed at the business as a whole. These can then be passed on by the organisation to their staff. Businesses over time will be more confident in the travel offer around them. Businesses will then be more comfortable in attempting to change the behaviour of their staff. The project will support them in doing this by providing advice, training and materials to enable it to happen.

The approach to local residents focuses on two areas. The first is to build infrastructure and support its use in areas where a) accessibility is cited as an issue and b) socio-economic data indicates a good potential for a change in behaviour. Messages for approaching these audiences will largely focus upon building confidence around the new infrastructure, and normalising the change in behaviour that is on offer.

The second area of focus with local residents is to work within areas of deprivation and high unemployment. Attitudinal perceptions of employability in these areas can represent a barrier to change and getting to work can be an important barrier. Using involvement to define the delivery of new infrastructure and information will help to remove structural barriers. It will also equip people in

communities with the necessary skills to travel to work. This will support the work of other partners, such as the Job Centre Plus and local employers in delivering the wider change of getting people into work.

To maximise the behaviour change potential of the project, information and intervention points will also focus upon people using the town centres of Guildford, Woking and Redhill/Reigate more widely. The approach here will in the main focus upon building knowledge and awareness and influencing prevailing social and cultural norms.

Annex 4 – Letters of support

(Footnotes)

- 1 Nomis, accessed November 2011
- 2 Guildford Economic Development Study, Evidence Based – Final Report July 2009, p.36/ ONS Statistical Bulletin, Regional, sub-regional and local gross value added, 2009
- 3 Surrey Local Economic Assessment (LEA), 2010
- 4 Guildford Economic Development Study, p.36
- 5 Surrey LEA, 2010
- 6 Surrey LEA, 2010, Technical Annex (ABI, 2008)
- 7 Guildford Economic Development Study, Evidence Based – Final Report July 2009, p.i
- 8 Experian Local Market Database data contained within the emerging Guildford Borough Economic Land Assessment
- 9 Woking Borough Council (2010) Draft Core Strategy
- 10 Communities and Local Government, based on Land Registry data
- 11 Surrey LEA, 2010, Technical Annex

Mr I Reeve
Assistant Director Strategy
Transport and Planning
Surrey County Council
County Hall
Penrhyn Road
Kingston on Thames
Surrey KT1 2DN

Dear Mr Reeve

Surrey County Council's Bid for the Local Sustainable Transport Fund (Large Bid Round)

Arriva Southern Counties are delighted to express support for the Surrey County Council bid towards the Local Sustainable Transport Fund.

Arriva operate a comprehensive network of local bus services in the county, principally serving Guildford, Woking and Cranleigh. We are delighted that the bid includes funding for bus priority measures and corridors. These would greatly assist the quality of service and reliability, on our local bus services, particularly in the very congested hubs of Woking and Guildford.

If the bid were to be successful, we would be keen to work with you to see meaningful bus priority and corridor improvements implemented so that we can jointly ensure that they deliver the maximum benefits for buses and enable our services to contribute to your aims of enhancing economic activity and reducing carbon emissions. We expect that, as has been demonstrated in other successful partnerships between us, such investment on the part of the County Council would enable us to build a business case to bring forward funding of our own. This could be used to invest in our bus services and enhance the public transport offer to both current bus users, and to potential bus passengers.

We are also supportive of your plan to develop the new Park and Ride site to the south west of Guildford and ideally sited to take advantage of car users from the A2. In principle, we would be interested in examining how we could operate the bus service to and from the Park and Ride car park, possibly by adapting the frequent University services, and we would be pleased to work with you to identify ways in which the service could move to become a commercial proposition in future years.

We therefore confirm that we will work with Surrey County Council, the Local Authority, and other partnership bodies as necessary to deliver the key objectives of the Local Sustainable Transport Fund if the bid is successful.

Yours Sincerely



Kevin Hawkins
Regional Commercial Director

Wheatstone Close
Crawley
West Sussex
RH10 9UA

t: 01293 449 192
f: 01293 404 281
www.metrobus.co.uk

12th December 2011

To Whom It May Concern,

**Surrey County Council's Bid for the Local Sustainable Transport Fund
(Large Bid round)**

Metrobus is delighted to offer support for the bid towards the Local Sustainable Transport Fund (Large Bid round) being submitted by Surrey County Council.

If the bid were successful, we would work with you to agree the details of the bus priority and corridor improvements so that we can jointly ensure that they deliver the maximum benefits for buses, enabling our services to contribute to your aims of enhancing economic activity and reducing carbon emissions. We expect that, as has been demonstrated in other successful partnerships between us, such investment on the part of the County Council would enable us to build a business case to bring forward funding of our own. This could be used to invest in our bus services and enhance the public transport offer to bus users, and potential bus users.

We confirm that we will work with Surrey County Council, the Local Authority and other Partnership bodies as necessary to deliver the key objectives of the Local Sustainable Transport Fund if the bid is successful.

Yours faithfully



Nick Hill
Commercial Manager

12 December 2011

To Whom It May Concern,

Surrey County Council's Bid for the Local Sustainable Transport Fund (Large Bid round)

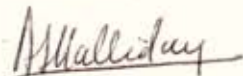
Safeguard Coaches is pleased to offer its support for the bid towards the Local Sustainable Transport Fund (Large Bid round) being submitted by Surrey County Council.

If the bid were successful, we would work with you to agree the details of the bus priority and corridor improvements so that we can jointly ensure that they deliver the maximum benefits for buses, enabling our services to contribute to your aims of enhancing economic activity and reducing carbon emissions. We expect that, as has been demonstrated in other successful partnerships between us, such investment on the part of the County Council would enable us to build a business case to bring forward funding of our own. This could be used to invest in our bus services and enhance the public transport offer to bus users, and potential bus users.

We are also supportive of your plan to develop the new Manor Farm Park & Ride site to the south west of Guildford. In principle, we would be interested in examining whether we could operate the bus service to and from the Park & Ride car park, and we would be prepared to work with you to identify ways in which the service could move to being a commercial proposition in future years.

We confirm that we will work with Surrey County Council, the Local Authority and other Partnership bodies as necessary to deliver the key objectives of the Local Sustainable Transport Fund if the bid is successful.

Yours faithfully



Andrew Halliday
Managing Director



Introduction

- 3.1 The economic case considers two aspects:
- Whether the schemes provide good value for money.
 - Whether the package will facilitate economic growth and will reduce carbon.
- 3.2 The economic case checklist showing what has been undertaken in modelling and appraising the package is contained in annex 1. Additional supporting material is as follows:
- Annex 2: WebTAG checklist of appraisal and modelling material
 - Annex 3: Model Development and Validation Report
 - Annex 4: Model Forecasting Report
 - Annex 5: Stated Preference Survey Report
 - Annex 6: TUBA Economic Evaluation Report
 - Annex 7: Bus priority and corridor improvement appraisal methodology
 - Annex 8: Cycling appraisal methodology
 - Annex 9: Smarter Choices appraisal methodology
 - Annex 10: Methodology to estimate the effect of highway accessibility changes in job take-up
 - Annex 11: COBA link diagrams
 - Annex 12: AST worksheets
 - Annex 13: Accessibility plans and audit

Options appraised

- 3.3 The Travel SMART programme consists of a number of elements proposed to be implemented in the three towns of Guildford, Woking and Redhill/Reigate. These elements range from specific schemes to broader projects encompassing a number of interventions. For the purposes of appraising the package, it has been broken down into the following:
- Manor Park, Guildford, park and ride
 - Sheerwater corridor improvements, Woking.
 - Bus priority and corridor improvements in all three towns.
 - Walking and cycling improvements in all three towns.
 - Smarter choices in all three towns, encompassing traffic management improvements across the area and a car park guidance system in Redhill.
- 3.4 In addition, the programme has been appraised in its entirety, and it is the result of this appraisal that is reported in the appraisal summary table.

Value for Money

- 3.5 The economic case for the Travel SMART programme bid has been developed through an appraisal using the Department for Transport's LSTF Supplementary Guidance and using the latest release of WebTAG guidance. The case for the programme is demonstrated by the benefits it generates in its economic and social context.
- 3.6 The BCR of the preferred scheme is 3.45. This represents good value against the recognised value for money criteria. The scheme results are:

Table 3.1: Economic appraisal results for the Surrey LSTF large bid package

	£000s
Present Value of Benefits	80,386
Broad Transport Budget	23,296
Present Value of Costs	23,296
Wider Public Finances	-10,578
Net Present Value	57,090

£000s, discounted to 2002, in 2002 prices

- 3.7 Clarifying and improving the scheme's value has been an objective of the development process. An outcome of this cost validation work is that the county council considers it is possible to move away from using default values of optimism bias and is prepared to accept the risks arising from this decision.
- 3.8 The assumptions used in assessing the effects of the scheme have been carefully selected in order to ensure that the benefits are not inflated. The result is that the benefits calculated are considered to be conservative.

Modelling and forecasting

- 3.9 Surrey's strategic county model, SINTRAM v 6.0, has been used in the modelling and appraisal of the schemes and overall package, together with the OmniTRANS modelling program. The model meets DMRB criteria for validation, and the Model Development and Validation Report is contained in Annex 3. Models for the average AM and PM peak hours and average IP hour were used, with a reference base of 2009, and forecast years of 2016 and 2031.
- 3.10 Details on the development of the model, forecasting and the annualisation factors used are contained in the following annexes:
 Annex 3: Model Development and Validation Report
 Annex 4: Model Forecasting Report
 Annex 6: TUBA Economic Evaluation Report

Uncertainties and sensitivity testing

- 3.11 As stated above, a conservative approach has been taken towards forecasting the benefits of the package. Nevertheless, it is recognised that assumptions have been used in the appraisal process and that providing results from a range of forecast tests can assist in understanding the impacts of the package.
- 3.12 A sensitivity test has already been undertaken on the effects of the smarter choices and traffic management measures, and the result of this test is reported in the following section. Other tests that have been identified and will be undertaken in early 2012 are as follows:
- A series of tests on the parameters used in the logit model for the park and ride scheme within the Guildford sub-package.
 - A series of tests on the mode shift assumptions used in the bus priority and corridor scheme and the walking and cycling scheme appraisals.
- 3.13 The Department is invited to request additional tests to assist in the analysis of the package.

Value for money appraisal

Introduction

- 3.14 The underlying principle of this evaluation is that the Travel SMART measures will encourage mode shift to take place, away from car trips (for all journey purposes), and increase the use of public transport, park and ride, cycling and walking. This requires a three-stage approach to the methodology. Firstly, estimating the amount of modal shift that will take place, secondly to quantify the impact of this on the existing patterns of car trips and thirdly, to undertake the economic evaluation of the changes, using TUBA and parallel methods to capture aspects not related directly to network effects, such as health or "ambience" benefits.

Appraisal methodology

- 3.15 As summarised above, the programme consists of a number of schemes. This section reports on the results of the appraisal for the individual scheme elements as well as the programme as a whole.
- 3.16 The economic (value for money) appraisal is based on journey time savings as a result of highway infrastructure investment, and investment and on-going interventions to improve traffic management and encourage mode choice.

- 3.17 The appraisal conforms to WebTAG guidance (Unit 3.5), and model outputs have been fed into the TUBA software (v 1.8) and COBA 11 R12. The latter has been used only to appraise accident benefits related to the Sheerwater corridor improvements.
- 3.18 In addition, the impact on economic growth and carbon reduction has been assessed and the results reported below. The impact on the economy is illustrated by the potential change in:
- The number of jobs.
 - The access of employers to workers and skills.
- 3.19 The Reference Year is 2009, with the Opening Year being 2016. A 60-year appraisal period has been used for the highway infrastructure schemes (the Manor Park park and ride and Sheerwater corridor improvements) and a 30-year period for the bus corridor, walking & cycling schemes and the smarter choices interventions.
- 3.20 The appraisal has been undertaken for 12-hour average weekdays, and excludes the weekday off-peak period and weekends.
- 3.21 Details of the TUBA files, the warnings and checking of the TUBA output are contained in annex 6.

Scheme costs and optimism bias

- 3.22 A summary of the package costs and spend profile is shown in Table 3.2. Further information is given in the finance case.
- 3.23 Details on how the costs have been used for the economic appraisal, along with assumptions used, and information on maintenance and operation costs and spend profiles over the appraisal period are included in annex 6.

Table 3.2: Summary of package costs and spend profile

Surrey TRAVELSMART - Finance Case Table				
Town - Summary				
£k	2012/13	2013/14	2014/15	Total
Sheerwater Corridor* / Park & Ride / Traffic Mgt (VMS)				
DfT Revenue	£0	£250	£250	£500
DfT Capital	£2,000	£2,750	£500	£5,250
Local Contribution**	£500	£1,000	£1,500	£3,000
Total	£2,500	£4,000	£2,250	£8,750
Bus Priority and Corridor Improvements				
DfT Revenue	£60	£130	£160	£350
DfT Capital	£500	£960	£1,010	£2,470
Local Contribution	£25	£110	£35	£170
Total	£585	£1,200	£1,205	£2,990
Walking and Cycling				
DfT Revenue	£0	£0	£0	£0
DfT Capital	£341	£315	£674	£1,330
Local Contribution	£350	£526	£388	£1,264
Total	£691	£841	£1,062	£2,594
Information, Travel Planning & Marketing				
DfT Revenue	£2,058	£1,549	£1,343	£4,950
DfT Capital	£600	£275	£275	£1,150
Local Contribution	£0	£0	£0	£0
Total	£2,658	£1,824	£1,618	£6,100
Key Component (Already funded)				
DfT revenue	£660	£800	£680	£2,140
DfT capital	£830	£500	£50	£1,380
Local Contribution	£1,010	£470	£130	£1,610
Total	£2,500	£1,770	£860	£5,130
Totals				
Total package cost (entire project)	£7,049	£7,529	£4,942	£19,520
Total revenue (entire project)	£2,778	£2,729	£2,433	£7,940
Total capital (entire project)	£4,271	£4,800	£2,509	£11,580
Total DfT funding requested (for this bid only)	£5,559	£6,229	£4,212	£16,000
Total local contribution (including any contribution made to the key component bid)	£1,885	£2,106	£2,053	£6,044
Allowance for inflation	£150	£296	£400	£846
Cost of risks	£556	£560	£384	£1,500
Note* - Sheerwater corridor improvement risk is with Woking Borough Council.				
Note ** £4,500 local contribution for Hospital roundabout scheme shown in complementary measures for Guildford				

Optimism bias

- 3.24 The package comprises a number of different elements, which renders the application of a standard default value to the whole programme inappropriate.
- 3.25 In order to identify the most apposite values to apply to each aspect of the scheme, we have been mindful of the LSTF guidance, which suggests treating the scheme as one at Programme Entry level. This implies that statutory permissions have yet to be secured, but we note that much of the programme does not require a Permission, being either unrelated to the planning system, or allowable under Permitted Development regulations.
- 3.26 Other interventions do not require conventional engineering design to be undertaken, thus the risks associated with design development do not apply. In addition, the county council has had recent experience of implementing some of the measures proposed, for example cycle routes and other cycle related facilities, and the figure used takes this into account.
- 3.27 Furthermore, we note that optimism bias is intended to apply to capital spending only, rather than revenue. The Travel SMART programme includes a significant proportion of the latter, to be targeted towards either 'classic' revenue-supported tasks (e.g. printing, training, grants etc) or small scale interventions that do not fit within the normal WebTAG criteria.
- 3.28 The position is summarised in the table below.

Table 3.3: Justification of optimism bias rates used

Scheme element	Proposed OB	Reasoning
Manor Park, park & ride	44%	WebTAG advisory level for programme entry stage design. Accords with LSTF guidance.
Sheerwater corridor improvements	44%	WebTAG advisory level for programme entry stage design. Accords with LSTF guidance.
Redhill car park guidance system	15%	No WebTAG/LSTF guidance, so conditional approval stage OB value used: scheme does not require statutory permissions.
Bus priority measures (capital)	44%	WebTAG advisory level for programme entry stage design. Accords with LSTF guidance.
Walking and cycling measures (capital)	34%	WebTAG advisory level for programme entry stage reduced to reflect proportion of measures not requiring statutory approvals.
SMARTER CHOICES MEASURES		
Capital elements	15%	No WebTAG guidance, so conditional approval stage used: measures do not require statutory permissions.
Revenue elements	3%	No WebTAG/LSTF guidance and OB does not formally apply to revenue expenditure - full approval stage therefore used: measures do not require statutory permissions.

Inflation

3.29 Existing highways and transport contracts are largely linked to RPIX, which is currently in excess of 5%. However the Bank of England's November 2011 Inflation Report acknowledges that current inflation levels reflect increases in VAT, energy and import prices over the past 12 months, the impact of which is expected to dissipate during 2012. The Bank of England's forecast inflation at the end of 2014 remains 2%. In addition, Surrey County Council's procurement team has successfully sought to restrict inflationary increases in existing contracts to below RPIX. Taking these factors into account an inflation assumption of 3% per annum has been included in cost estimates.

Risk allowance

- 3.30 A number of steps have been taken to reduce financial risks, e.g. use of existing contracts where possible will give a degree of price certainty, many of the measures proposed have been successfully delivered elsewhere in Surrey, and many measures have already progressed through initial feasibility and design stages. However there is still risk of cost escalation, e.g. through further inflationary pressures, variations where costs remain subject to a competitive process, and unforeseen costs when construction commences. In recognition of this a standard risk allowance of 10% has been applied to most costs, which is based on experience across a range of other successfully implemented schemes. Exceptions include the Sheerwater corridor improvements and Manor Park park and ride scheme. Travel SMART expenditure on the Sheerwater corridor improvements is expected to be capped at £1 million, with Woking Borough Council meeting the remainder of the cost and risks. A risk factor of 20% has been applied to the Manor Park park and ride scheme. Although initial design work has been carried out, this scheme utilises non-highway land, which is considered to be an additional risk.
- 3.31 Surrey County Council's approach to risk management is explained in more detail in section 6.35 of the management case.

Scheme benefits

Manor Park, park and ride

- 3.32 An appraisal of the park and ride scheme has been undertaken as part of the overall package for Guildford.
- 3.33 Highway users remaining on the network would experience travel time benefits as a result of decongestion benefits arising from the scheme.
- 3.34 The service would be profitable as the forecast fare revenue would exceed the operating and maintenance costs.
- 3.35 In addition, benefits would be derived from the improvements to the existing hospital roundabout junction at the entrance to the park and ride site. Construction work is due to commence in 2012, and is a requirement to facilitate the new park and ride site at Manor Park. However, the benefit arising from this junction has not been included as part of the appraisal as the new junction would be operating in the modelled Do-Minimum scenario.

Sheerwater corridor improvements, Woking

- 3.36 A standard WebTAG compliant process has been used to appraise this scheme. The new link together with the associated turning movements has been inserted into the Future Year Do-Something model and compared with the Future Year Do-Minimum. For this scheme a variable demand approach has been undertaken.
- 3.37 An appraisal of accident benefits was also undertaken, and this is described in more detail in the following section.
- 3.38 The economic appraisal results for the walking and cycling schemes are given in the table below.

Table 3.4: Economic appraisal of the Sheerwater corridor improvements

	£000s
Present Value of Benefits	5,509
Broad Transport Budget	653
Present Value of Costs	653
Wider Public Finances	-1,448
Net Present Value	4,856

£000s, discounted to 2002, in 2002 prices

Table 3.4: Economic appraisal of the Sheerwater corridor improvements

Bus priority and corridor improvements

- 3.39 Evidence has been sought from other schemes, both within the county and elsewhere in the UK, to understand the change in patronage that will occur as a result of these improvements. In particular, evidence has been sought to understand mode shift from car to public transport.
- 3.40 Changes in patronage demand have also been forecast in order to assess changes in fare capture. Using current patronage figures for the services using the proposed priority and improvement corridors together with evidence in patronage increases as a result of similar investment in other UK towns, the forecast change in demand is shown in the table below:

Table 3.5: Forecast increase in bus patronage

	Guildford		Woking		Redhill/Reigate	
	Daily	Annual	Daily	Annual	Daily	Annual
Increase in number of passengers	376	114,631	125	37,988	216	65,993

- 3.41 This represents on average an increase of 2.4%. The methodology used is explained in more detail in annex 7.
- 3.42 The economic appraisal results for the bus priority and improvement corridor schemes are given in the table below:

Table 3.6: Economic appraisal summary of the bus corridor improvements

	Guildford	Woking	Redhill/Reigate
Present value of benefits	1,590	552	1,373
Board transport budget	-45	-28	-146
Present value of costs	-45	-28	-146
Wider public finances	-123	-39	-710
Net present value	1,635	502	1,519

£000s, discounted to 2002, in 2002 prices

Walking and cycling measures

- 3.43 Following the approach to the appraisal of the bus priority and corridor improvement element of the package, evidence from elsewhere in the UK has been sought to derive the increase in use occurring as a result of the package improvements. This details both the overall increase in use and the extent of mode shift from the car that might arise.
- 3.44 The county council has a good set of data on which to base critical assumptions of usage and mode shift. This comes from a spread of cycle and pedestrian monitoring sites (automatic counters) in Guildford, Woking and Redhill and from the more general experience of behaviour change in Woking generated by the Cycling Demonstration Town initiative. The methodology used for estimating the change is contained in annex 8.
- 3.45 The benefits are derived from cycling rather than pedestrian movements, as the latter are less easy to reliably quantify. In the real world, some benefits would be generated by mode shift to walk journeys, thereby making the final appraisal more positive.
- 3.46 The economic appraisal results for the walking and cycling schemes are given in the table below:

Table 3.7: Economic appraisal summary of the walking and cycling improvements

	Guildford	Woking	Redhill/Reigate
Present value of benefits	15,016	4,865	1,188
Board transport budget	732	386	319
Present value of costs	732	386	319
Wider public finances	-1,420	-470	-523
Net present value	14,284	4,479	869

£000s, discounted to 2002, in 2002 prices

Smarter choices and traffic management measures

- 3.47 As noted above, a review of evidence has been undertaken to define the expected benefits of the scheme. There has been a need to seek out published information from a wide range of sources owing to the very diverse nature of these smarter choices interventions and the relative lack of reported effects from previous initiatives.
- 3.48 In addition, it has been necessary to eliminate double-counting in undertaking this appraisal. This is because the effects of smarter choice activities will not be felt as a discrete set of changes, but manifest themselves as additional walking, cycling and bus use and other effects such as car sharing or conducting business meetings electronically. These all combine to reduce overall trip rates.
- 3.49 The proposals include two elements of traffic management: new and improved traffic management procedures and systems building on the interventions being implemented as part of Surrey's LSTF key component bid, and a new car park variable message system for Redhill.
- 3.50 The methodology used to forecast the changes in trips, especially the transfer from car, is shown in annex 9.

Table 3.8: Economic appraisal summary of the smarter choices and traffic management interventions

	Guildford	Woking	Redhill/Reigate
Present value of benefits	2,475	4,355	1,499
Board transport budget	1,107	526	2,068
Present value of costs	1,107	526	2,068
Wider public finances	1,758	-1,013	-805
Net present value	1,368	3,829	-569

£000s, discounted to 2002, in 2002 prices

- 3.51 The results show that the interventions in Redhill/Reigate would have a negative present value of £569,000, equating to a BCR of 0.72. This is on the basis that the smarter choices interventions achieve only a 6.1% shift in the number of car users switching to alternative modes and making use of other facilities such as car share and working from home. However, should a 9% switch be achieved for reasons explained in annex 9 then the net present value would rise to £7,384,000, equating to a BCR of 4.57.

Economic results

- 3.52 The Travel SMART programme is designed to promote economic growth. This will be assessed in two different ways.
- 3.53 The first is by considering the number of jobs potentially that would be created in the key employment areas of each town. This has been done using the model and focusing on the home-based (to) work journey purpose, which is modelled as a round trip from home to work and return again. The distribution model used for this is cost sensitive, so that any change in travel cost will influence the distribution of these trips between the competing trip attractions. This approach is explained further in annex 10.
- 3.54 The table below shows the potential increase in jobs in each relevant borough for the three towns.

Table 3.9: Potential increase in jobs in each borough due to the LSTF measures

	Number of Jobs
Guildford	283
Reigate & Banstead	85
Woking	102

- 3.55 The second way the package is designed to promote economic growth is by widening employers' access to workers and skills. This is shown by the increase in population within a set journey time of each town. The change is a result of improving sustainable modes of travel for local trips, thereby creating capacity for those who have to travel by car from further afield to access jobs and for business travel purposes.

- 3.56 In the south east, average commuting journey times by car have been stable since 2003 at 25-26 minutes. A GIS analysis was undertaken using the journey time skims from the model to identify the change of population within a 30 minute drive time of the centre of each town, and the results are presented in the table below.

Table 3.10: The population living within a 30 minute drive time of each town centre, AM peak

	2016 Do-Minimum	2016 Do-Something	Change
Guildford	602,432	642,740	40,308
Woking	576,483	602,446	25,963
Redhill	396,313	398,854	2,540

- 3.57 As well as the potential to facilitate the creation of jobs and to increase access to the employee and skills market, the package has been designed to encourage and make it easier for those living either in or close to the three urban areas to take an active role in the economy. The objective of some of the smarter choice interventions is to assist those seeking jobs by reducing severance and both increasing travel horizons and addressing perceived barriers. In addition these measures focus upon highlighting the sustainable travel options to ensure the growth in jobs is not accompanied by an increase in car trips. These activities would be targeted at the more relatively deprived areas in each of the three towns, especially Redhill/Reigate.

Carbon savings

- 3.58 Carbon reduction is one of the two key objectives of the package. The individual schemes have been appraised to assess the level of carbon reduction associated with the investment. This has been undertaken using TUBA, which quantifies the change in greenhouse gas emissions over the appraisal period.
- 3.59 The table below shows the carbon savings achieved the package as a whole:

Table 3.11: Carbon reduction arising from the whole package

	£000s
Greenhouse gases	2,356

£000s, discounted to 2002, in 2002 prices

- 3.60 The package of measures includes eco-driver training for 3,000 drivers in the key employment areas within the three towns. Experience suggests that such training leads to a 10% reduction in fuel usage. This has not been monetised and is excluded from the figure in the above table in line with our policy of producing a conservative estimate.

Accidents

- 3.61 The main accident benefits arise from the Sheerwater corridor improvement and the walking and cycling measures.

Sheerwater corridor improvement

- 3.62 Currently, right turn movements are banned for vehicles accessing the Sheerwater business park from the south/south-west. Traffic approaching from this direction has to make either a lengthy detour or a u-turn in the mouth of Monument Way East. In the past five years, there have been accidents associated with both u-turners and vehicles making illegal right-turns. The proposed Sheerwater corridor improvement would remove the potential for both types of accident.
- 3.63 Accident benefits for the Sheerwater corridor improvement scheme were undertaken using COBA 11 R12.

3.64 The COBA network covers the immediate vicinity of the scheme, including Monument Road from the A245 / A320 roundabout to Maybury Hill at the junction with Princess Road; Eve Road and Arnold Road; and the proximal sections of Boundary Road, Walton Road, Maybury Road and Monument Way; and Albert Drive from Monument Road to Bateson Way. The existing network was assumed for the Do-Minimum network. The Do-Something network includes Sheerwater corridor improvement and the deletion of Eve Road and Arnold Road for the purposes of calculating benefits. The Do-Minimum and Do-Something COBA networks are presented in Annex 7.

Traffic data

- 3.65 The traffic flow year was defined as 2003, the year of the traffic counts used for the assessment.
- 3.66 Traffic data were taken from the OmniTRANS SINTRAM model used for the appraisal of the scheme. The Do-Minimum flows for 2016 were input to COBA. Traffic growth was determined from an analysis of the traffic flows from the 2016 and 2031 Do-Minimum model runs. Traffic flows and turning movements for the Do-Something COBA were derived by undertaking a manual re-assignment of traffic from Eve Road and Arnold Road to Sheerwater link road.
- 3.67 The vehicle category proportions were derived from the output from the OmniTRANS model, for cars, Light Goods Vehicles (LGVs) and Heavy Goods Vehicles (HGVs). Cars and LGVs were combined into Vehicle Mix Group 1 for inputting flow data into COBA, while HGVs were allocated to Vehicle Mix Group 2.
- 3.68 Flows were input as 12 hour weekday flows from the OmniTRANS model. These were calculated as: AM peak period average hour X 3 + inter peak average hour X 6 + PM peak period average hour X 3
- 3.69 The average time periods from the OmniTRANS model are:
AM peak: 07:00 – 10:00
Inter peak: 10:00 – 16:00
PM peak: 16:00 – 19:00

Seasonality

- 3.70 The 12 hour flows were expanded to 16 hours using an E-factor. An analysis of Automatic Traffic Count data for Monument Road indicated that 16 hour flows were 14.9% higher than 12 hour flows. Therefore, a local E-factor of 1.149 was used in the COBA assessment.
- 3.71 An M factor was applied to the 16 hour flows to estimate annual traffic flow. Data for a full year was not available to enable a derivation of a local M factor, therefore the default parameters in COBA were used to calculate the M factor, based on April as the month of the traffic flow.

Junctions

- 3.72 Six junctions were modelled in the Do-Minimum and five in the Do-Something, including three which were repeated from the Do-Minimum and two new junctions. The junction of Monument Road and Monument Way, a give-way junction, was replaced by the proposed signal-controlled Monument Road/Sheerwater corridor improvement junction in the Do-Something. The Albert Drive/Eve Road/Arnold Road junction was de-classified in the Do-Something.

Accident analysis

3.73 Observed accidents for the years 2006 to 2010 were used in COBA to derive a local accident rate. The observed accidents for links and junctions by severity, in the area covered by the COBA network, are presented in Tables 1 and 2 respectively.

Table 3.12 Observed link accidents by severity

	2006	2007	2008	2009	2010	Total
Slight	3	1	1	3	2	10
Serious	0	0	0	0	0	0
Fatal	0	0	0	0	0	0
Total	3	1	1	3	2	10

Table 3.13 Observed junction accidents by severity

	2006	2007	2008	2009	2010	Total
Slight	8	3	4	6	1	22
Serious	1	0	0	0	0	1
Fatal	0	0	0	0	0	0
Total	9	3	4	6	1	23

Warning messages

3.74 COBA gave 18 warning messages. Twelve of these messages refer to the level of development being out of range for a Small Town. The default range in COBA is 35 – 90%; however, examination of satellite photographs in Google Earth and Surrey County Council's mapping indicates that the level of development in this area for a number of roads is 100%. A further four messages inform the user that nodes and/or links have been deleted or added to the network. One warning indicates that an additional header or limiter (9999) has been inserted by the program. Another warning indicates that the network has been re-structured.

Accident benefits

3.75 The accident benefits calculated by COBA are £2.272 million, discounted to 2002 prices and values.

Walking and cycling improvements

3.76 Cycling related accidents would be reduced by the implementation of the cycling measures through the creation of off-carriageway routes and improved crossing facilities. Cycling related accidents in the relevant corridors over the past five years have been analysed to assess those accidents that would have been saved by the measures. Of these, it has been assumed that a only a proportion would be saved, as it is likely that some cyclists would continue to cycle on the carriageway even when suitable off-carriageway routes are available and continue to cross roads avoiding the proposed new crossing facilities.

3.77 At the same time, cycling-kilometres would increase, and therefore the number of cycle related accidents could be expected to increase.

3.78 However in practice, the number of cycle accidents is expected to remain largely unchanged, although the rate of accidents would be expected to reduce. This is supported by the findings of the Cycling Demonstration Towns project, which showed that only one of the towns experienced a change in the number of accidents at the 5% level of significance despite all the towns experiencing an increase in the number of cycle trips.

Health

3.79 The health benefits of increased take up of cycling have been calculated using the method recommended in WebTAG, and uses values derived from the cited Copenhagen study and the local scheme study area. It uses the demonstrated health benefits of reduced mortality rates amongst

the working population seen elsewhere: The healthier lifestyle is linked to increased rates of physical activity for everyday journeys.

- 3.80 The reduced mortality benefits are based on those shifting mode from car to cycle as a result of the scheme. Applying mortality benefit factors for England and Wales identified in TAG Unit 3.14.1 (page 19), the assessment calculates the life savings per annum at 2002 prices, growthed from 2002 values using GDP values given in WebTAG 3.5.6 (Table 3).
- 3.81 Using the same methodology, it is possible to calculate health benefits of increased rates of walking, for which a similar relationship as in the case of cycling has been shown to exist. We have not taken this into account in this appraisal as the mode shift to walking has not been separately calculated.
- 3.82 It has been assumed that there are no health benefits associated with public transport or car use that would need to be captured in the appraisal.
- 3.83 The benefits of the cycling schemes in terms of health amount to some £6.74m over the 30 year appraisal period (net present value in 2002 prices)
- 3.84 The qualitative assessment score is Moderate Beneficial.

Absenteeism

- 3.85 Along with direct health benefits to the individual, a positive economic impact to employers has been shown to exist, through reducing the amount of absenteeism caused by ill-health amongst workers. The commercial saving of the cycling element of the package across the three towns has been calculated at £315,600 over the 30 year appraisal period (net present value, expressed in 2002 prices).
- 3.86 The benefit is derived from the amount of cycling carried out by individuals, with the greater the length of time undertaken per day, the larger the impact. In Surrey, the assumed average length of local cycling journeys is quite low, at 3.9km, which limits the extent of benefits produced.
- 3.87 The absenteeism assessment considers that 40% of new cycle journeys will be greater than 30 minutes and will subsequently generate a direct benefit in reducing short term sick leave. Parameters included in WebTAG 3.14.1 including those referencing back to WHO (2003) and CBI (2003) have been applied to the assessment in calculating the reduction in absenteeism. The value of working time per hour in WebTAG 3.5.6 (Table 3) was applied to the number of working days saved to generate the benefit at 2002 prices.
- 3.88 The rates of benefit produced by applying the advised methodology are intentionally quite low, and the calculated absenteeism benefits are less than 10% of the above health benefits to the individual.
- 3.89 It is also possible to generate pedestrian absenteeism benefits, but these have not been accounted for, as mode shift to walking has not been separately calculated.
- 3.90 The qualitative assessment score is Slight Beneficial.

Journey ambience

- 3.91 The benefits to the individuals using the cycling facilities derived from an improvement to the conditions and environment experienced by those making a trip have been appraised following the guidance given in TAG unit 3.14.1. It relates to the change in traveller care, travellers' views and traveller stress experienced by cyclists as a result of the interventions, including environmental quality, comfort, convenience and perceived improvements to safety.
- 3.92 The appraisal takes into account the differences in the value that existing and new cyclists place on such improvements, and that only a proportion of the journey length performed by cyclists will make use of the new facilities.
- 3.93 For the benefits to existing cyclists, the assessment applies the number of existing cyclists noted in the three towns (Guildford – 1,388, Woking – 1,868, and Redhill/Reigate - 708).

- 3.94 The nature of the scheme encompasses widespread infrastructure improvements across each of the towns for cyclists improving the connectivity of existing cycle infrastructure. Based on this principle, it has been assumed that 35% (approximately a third) of existing cycle trips will use the new infrastructure, and that this will apply to approximately 25% (1km based on a 3.9km average journey) of their trip.
- 3.95 For the benefits to new cyclists, the assessment has applied the number of new cyclists mode shifting from car noted for the three towns (Guildford - 1,100, Woking - 95, and Redhill/Reigate - 84). The assumption is that all new cyclists will use the new infrastructure for 50% of their journey, given that the mode shift to cycle has occurred as result of the scheme. The rule of a half is applied to all new cyclists as advised in WebTAG 3.14.1 (para 1.9.1)
- 3.96 All existing and new cycle minutes on new infrastructure are divided between time spent using on and off road infrastructure improvements, and the benefit values for the different types of infrastructure applied as provided in WebTAG 3.14.1 (Table 4).
- 3.97 Given these parameters, the benefits of the cycling schemes across all three towns have been calculated at £814,500 over the 30 year appraisal period (net present value, expressed in 2002 prices discounted to 2002).
- 3.98 The qualitative assessment score is Moderate Beneficial.

Value for money summary

- 3.99 The summary tables for the value for money assessment for the Travel SMART large bid are shown in the following tables:
- Table of the Economic Efficiency of the Transport System
 - Table of Public Accounts
 - Analysis of Monetised Costs and Benefits (AMCB)

Non-business: Commuting	ALL MODES	ROAD	BUS and COACH	RAIL	OTHER
<i>Usor bonofits</i>	TOTAL	Private Cars and LGVs	Passengers	Passengers	Passengers
Travel time	11941	11941			
Vehicle operating costs	4303	4303			
User charges	-993	-993			
During Construction & Maintenance					
NET NON-BUSINESS BENEFITS: COMMUTING	15251	15251			
	(1a)				
Non-business: Other	ALL MODES	ROAD	BUS and COACH	RAIL	OTHER
<i>Usor bonofits</i>	TOTAL	Private Cars and LGVs	Passengers	Passengers	Passengers
Travel time	21497	21497			
Vehicle operating costs	8276	8276			
User charges	-2055	-2055			
During Construction & Maintenance					
NET NON-BUSINESS BENEFITS: OTHER	27718	27718			
	(1b)				
Business					
<i>Usor bonofits</i>		Goods Vehicles	Business Cars & LGVs	Passengers	Passengers
Travel time	23005	10824	12181		
Vehicle operating costs	4928	3336	1592		
User charges	-779	0	-779		
During Construction & Maintenance	0	0			
Subtotal	27154	14160	12994		
	(2)				
Private sector provider impacts			Freight	Passengers	
Revenue	23,674		5,319		18355
Operating costs	-9,262		-778		-8484
Investment costs	-3,766		-714		-3052
Grant/subsidy					
Subtotal	10646		3,827		6819
	(3)				
Other business impacts					
Developer contributions	-2299				
NET BUSINESS IMPACT	35501		-2299		
	(4)				
	(5) = (2) + (3) + (4)				
TOTAL					
Present Value of Transport Economic Efficiency Benefits (TEE)	78470				
	(6) = (1a) + (1b) + (5)				

Notes: Benefits appear as positive numbers, while costs appear as negative numbers.
All entries are discounted present values, in 2002 prices and values

	ALL MODES TOTAL	ROAD INFRASTRUCTURE	BUS AND COACH	RAIL	OTHER
Local Government Funding					
Revenue	16,197	16,197			
Operating Costs	1,931	1,543	388		
Investment Costs	0	0	0		
Developer and Other Contributions Grant/Subsidy Payments	-2,299		-2,299		
NET IMPACT	15,829 (7)	17,740	-1,911		
Central Government Funding					
Revenue	0				
Operating costs	1,798	1,715		83	
Investment Costs	5,669	4,129	1,540		
Developer and Other Contributions Grant/Subsidy Payments	0				
NET IMPACT	7,467 (8)	5,844	1,623		
Central Government Funding: Non-Transport					
Indirect Tax Revenues	10,578 (9)	10,578			
TOTALS					
Broad Transport Budget	23,296 (10) = (7) + (8)	23,584	-288		
Wider Public Finances	10,578 (11) = (9)	10,578	0		

Notes: Costs appear as positive numbers, while revenues and 'Developer and Other Contributions' appear as negative numbers.
All entries are discounted present values, in 2002 prices and values

Noise	(12)
Local Air Quality	(13)
Greenhouse Gases	2,356 (14)
Journey Ambience	815 (15)
Physical Fitness	6,736
Absenteeism	316
Accidents	2,272 (16)
Economic Efficiency: Consumer Users (Commuting)	15,250 (1a)
Economic Efficiency: Consumer Users (Other)	27,718 (1b)
Economic Efficiency: Business Users and Providers	35,501 (5)
Wider Public Finances (Indirect Taxation Revenues)	-10,578
	- (11) - sign changed from PA table, as PA table represents costs, not benefits
Option Values	(17)
Present Value of Benefits (see notes) (PVB)	80,386
	(PVB) = (12) + (13) + (14) + (15) + (16) + (1a) + (1b) + (5) + (17) - (11)
Broad Transport Budget	23,296 (10)
Present Value of Costs (see notes) (PVC)	23,296 (PVC) = (10)
OVERALL IMPACTS	
Net Present Value (NPV)	57,090 NPV=PVB-PVC
Benefit to Cost Ratio (BCR)	3.451 BCR=PVB/PVC
<p>Note : This table includes costs and benefits which are regularly or occasionally presented in monetised form in transport appraisals, together with some where monetisation is in prospect. There may also be other significant costs and benefits, some of which cannot be presented in monetised form. Where this is the case, the analysis presented above does NOT provide a good measure of value for money and should not be used as the sole basis for decisions.</p>	

Appraisal summary table

Introduction

3.100 This section details the analysis of each appraisal impact. The summary table is included at the end of this section. Relevant worksheets are included in annex 12.

Economy

3.101 Commuters and other network users will benefit from decongestion benefits within all three towns. These are valued at £33.4m. Net journey time changes are shown in table 3.14.

Table 3.14: Distribution of time savings: Business Users and Transport Providers

Benefits	Business Users (£000s)
Over 5 minutes saving	10,645
Between 2 and 5 minutes saving	11,296
Between 0 and 2 minutes saving	30,654
Subtotal	52,595
Change / increase in time	-25,436

£000s, discounted to 2002, in 2002 prices

3.102 The proposed package would deliver decongestion benefits and improved traffic management processes and systems that together would assist in increasing journey reliability.

3.103 The qualitative assessment score is Moderate Beneficial.

Environmental

3.104 Worksheets, where completed, for the following sub-objectives are contained in annex 8.

Noise

3.105 The issue of noise is most relevant to the Sheerwater corridor improvement and park and ride schemes. As both schemes are at an early stage, only an initial assessment has been undertaken rather than a full valuation.

3.106 For those living close to the proposed Sheerwater corridor improvement, there would be a significant beneficial impact as the majority of properties, 72%, would experience much lower noise levels as through traffic is removed from passing in front of properties. A few properties would experience either no change or a minor increase, as shown in the table below.

Table 3.15: Sheerwater corridor improvement: noise appraisal

		Properties & Population and change in traffic noise							
		Albert Drive		Arnold Road		Eve Road		Totals	
		Dwellings	Population	Dwellings	Population	Dwellings	Population	Dwellings	Population
Do Minimum		22	62	60	168	51	143	133	372
Do Something	Reduced Noise	11	31	60	168	25	70	96	269
	No Change	11	31			16	45	27	76
	Increased Noise					10	28	10	28

3.107 The park and ride site itself is located away from residential properties and is located between the Surrey Sports Park, Holiday Inn hotel and the A3 Guildford bypass. The access route is also located away from residential properties. The site will be landscaped and modern buses will be used.

3.108 As a result, the potential impact on noise receptors would be minimal, with any discernible transmission to be addressed through the design of mitigation measures.

3.109 Although there will be more buses running along the corridor, these additional services will have no impact on overall traffic noise levels.

3.110 The remaining parts of the package are assumed not to create a measurable noise impact in use:

- The bus corridors may experience a benefit from the use of quieter vehicles, but the resulting impact within the urban environment is insignificant.
- Increased take up of cycling and walking is not a noise-generating activity.
- The smarter choices measures are either associated with increased bus, cycle or walk use, or are not considered noise generating (the community hubs, on-site mapping, Brompton Dock etc.)

Air quality

3.111 Improving air quality is not a primary objective of the package. In addition, the council is already working closely with the boroughs over the issue of air quality, and the package measures will be implemented to complement this process. This is of particular relevance to Reigate and Redhill, where Air Quality Management Areas (AQMAs) have been declared and an Air Quality Management Plan is in place. Consequently, a quantified analysis following WebTAG 3.3.3 guidance has not been undertaken, although social and distributional impacts have been considered.

3.112 The main air quality impact relates to the Sheerwater corridor improvement, where through traffic will be removed from relatively narrow residential roads bordered by two-storey buildings. The new corridor improvement would have a more open aspect, with both residential dwellings and most business premises located further from the carriageway.

3.113 The package as a whole would help to increase traffic speeds and reduce the overall number of car trips. In addition, the park and ride service and bus corridor improvement would be served by modern low emission buses. These effects would have a slight positive impact on air quality, but due to the marginal impact this has been assessed as neutral.

3.114 On this basis, the qualitative impact on air quality has been assessed as Slight Beneficial for the Sheerwater corridor improvement, and Neutral for the remainder of the package.

Greenhouse gases

3.115 Overall the package will achieve reduced emissions, which are derived from both decongestion benefits resulting in slightly increased traffic speeds and fewer car trips on the network. The net change is a reduction of 22,500 tonnes of carbon valued at £2.356m over the appraisal period. The overall assessment is Slight Beneficial.

Landscape

3.116 The proposed park and ride site would be the only scheme to have a potential impact upon landscape. The site is on the urban fringe at the bottom of the north facing slope of the North Downs. It is bordered by the A3 Guildford bypass and surrounding development including the new Surrey Sports Park. Some landscaping and planting adjacent to the site has already been undertaken as part of the development of the sports park, and the park and ride site itself would be landscaped further together with suitable planting to minimise visual intrusion.

3.117 The qualitative assessment score is Neutral.

Townscape

3.118 The main schemes affecting townscape are the park and ride site and the new Sheerwater corridor improvement.

- 3.119 The park and ride site would utilise an edge of town area of scrubland, which is already surrounded by low height development and infrastructure. The site is consistent with surrounding development (low rise hotel complex with large parking area and the Surrey Sports Park with associated floodlighting), although it would be landscaped and accompanied by suitable planting to minimise the visual impact.
- 3.120 The qualitative assessment score for the Guildford park and ride site is Neutral.
- 3.121 The Sheerwater corridor improvement would run down the edge of a residential area built during the first half of 20th Century making use of an existing track separating the rear gardens from a business / light industrial park.
- 3.122 The residential housing is mixed terrace and the area is relatively deprived. The corridor improvement would have suitable fencing to reduce noise disturbance, and would have no detrimental impact on the townscape. It would remove through traffic from Arnold Road and Eve Road, which would allow improvements to be made to their appearance and character.
- 3.123 The qualitative assessment score for the Sheerwater link is Neutral.

Heritage of historic resources

- 3.124 The intention of a “heritage” appraisal is to investigate the impact of proposals on items of historic human cultural value, which are by their nature not likely to be replaceable and may only be partly capable of protection or recovery as a result of the scheme going ahead.
- 3.125 Although the overall Travel SMART bid is focussed on Woking, Guildford and Redhill/Reigate, the nature of the package is such that the greatest potential impact is linked to only two elements, the Manor Park (Guildford) park and ride and the Sheerwater corridor improvement in Woking. The remainder of the package touches the earth more lightly and does not require significant construction activities. The appraisal reflects this dichotomy and focuses on the impact of the major elements.
- 3.126 The assessment is informed by WebTAG unit 3.3.9 (Heritage of historic resources). This is based on using information on the affected sites and assessing the scheme impacts against a number of key heritage criteria. Application of the environmental capital approach results in the “replaceability” aspect of heritage resources being valued in a structured, qualitative way.
- 3.127 For this appraisal, worksheet 1 for plan level assessments has been completed for each of the two main elements only. As the rest of the programme comprises only light construction and ‘soft measures’, it is not deemed necessary at this stage to complete a formal assessment of these elements.
- 3.128 The worksheets detail a slight beneficial impact of the Sheerwater corridor improvement, mainly through removing heavy traffic from an historic built-up area. In this sense, the heritage appraisal closely parallels the townscape appraisal. Construction activities relating to the road affect a marginal brownfield area, where the probable existence of historic artefacts is low.
- 3.129 In respect of the Manor Park site, although there are no townscape or landscape implications with this site, recent development of the Surrey Sports Park has revealed evidence of extensive Bronze Age agricultural and settlement landscape buried in this area, with further evidence for Iron Age, Roman and Medieval activity. The related worksheet shows a moderate impact of the park and ride site on the basis that the site is surrounded by recent development.
- 3.130 In both cases, undertaking the development enables the investigation of these areas to take place for the first time and a cataloguing of any finds. A full survey and assessment would be undertaken to provide the necessary information for an Environmental Statement prior to seeking planning permission.
- 3.131 The qualitative assessment scores are Slight Beneficial (Sheerwater) and Moderate Adverse (Guildford park and ride)

Biodiversity

- 3.132 All the package elements, with the exception of the park and ride site, are considered to have minimal impact.
- 3.133 An initial assessment of the park and ride site has considered it to be of low value. The site is surrounded by development and the A3 Guildford bypass borders its eastern edge. At this stage of the scheme development, it has not been possible to undertake the four-stage methodology and complete the WebTAG worksheet and, therefore provide an overall assessment score.
- 3.134 The appraisal of this impact has been undertaken in the form of a scoping risk assessment. In summary, construction of the site would affect no trees, but one hedge of relatively low quality would be removed. The existing scrub would be disturbed and replaced. Given the proximity of the A3 and the poor bordering vegetation, the site has limited value as a wildlife corridor. The existing pond and immediate surrounding land would be retained, with vegetation links to the surrounding area. The site is not adjacent to any Sites of Special Scientific Interest (SSSIs) or Sites of Importance for Nature Conservation (SINCs) and Sites of Nature Conservation Importance (SNICs.) It is anticipated that there would be limited impact on earth heritage. The park and ride site would be landscaped with suitable planting to help mitigate any impact.
- 3.135 A full survey and assessment would be undertaken to provide the necessary information for an environmental statement prior to seeking planning permission.
- 3.136 The qualitative assessment score is Minor Negative.

Water Environment

- 3.137 At the present stage of scheme development, the main construction elements of the Travel SMART programme, the Manor Park park and ride scheme in Guildford and the Sheerwater corridor improvements in Woking, have not so far been the subject of investigation to provide the necessary information for completing an environmental statement in support of planning applications.
- 3.138 As a consequence, it is not possible to complete an assessment of the scheme impacts on the water environment at this point and the necessary detail will come forward in step with overall progress of scheme development. The nature of the scheme indicates that it will be necessary in time to complete the WebTAG plan level worksheet, rather than the less detailed strategy level version.
- 3.139 At the present time, the evaluation is more in the form of a scoping risk assessment, taking account of the four stages of a full water environment appraisal:
- Review of the activities proposed and the potential impacts identified.
 - Appraisal of the importance of the water environment within the study area.
 - Appraisal of the potential impacts of the proposal on the important attributes.
 - Final assessment score.

Site Topography and Surface Water Features

Park and ride site

- 3.140 The site is roughly rectangular, oriented NE-SW, with a shallow slope of less than 5m falling in the same direction across the site.
- 3.141 The site is currently open, bounded by hedgerow / tree lines, which screen the area from the A3 (to the SE), the Holiday Inn campus (to the N) and the Surrey Sports Village (SW). The area NE of the site is not currently occupied by buildings, although is in use as sports pitches.
- 3.142 Two surface water bodies figure in the area (i) a large pond, completely surrounded by shrubby hedges, lying NW of the site which may have been in existence for some time; (ii) a balancing pond lying between the site and the adjacent Holiday Inn campus. This and its associated drainage channel, appears to have been provided at the time of the campus's construction.

Sheerwater corridor improvement

- 3.143 The site is a flat, urban topography, with the road alignment running NW-SE.
- 3.144 The road alignment is bounded to the south by the rear of existing residential-type development dating from the 19th and 20th centuries. To the north, the boundary abuts the rear of a later 20th century development of industrial warehouses and workshops.
- 3.145 The nearest surface water body is the Basingstoke Canal, 50m to the north of the alignment at its nearest point. No other surface waters lie in the vicinity of the proposed road.

Significance of local water environment

Park and ride site

- 3.146 The incremental way in which the general area had been developed from farmland has meant that the drainage strategy and facilities provided have also developed in stages, rather than in accordance with an overall plan.
- 3.147 In respect of the identified surface water bodies, the balancing pond is not believed to present issues over ensuring its capacity and functioning is not compromised by development of the park and ride site. However it is necessary to confirm the status of the larger existing pond in terms of ecosystem sensitivity.
- 3.148 The nature of the park and ride development, with construction of a large paved area, raises issues of how potentially large volumes of runoff are to be dealt with, the interaction of the drainage infrastructure with that of neighbouring sites, the impact on groundwater resources and the potential ecological impact.

Sheerwater corridor improvements

- 3.149 Development of the road will raise the discharge rates to existing drainage systems, but the increment of change may not be significant as the route is already partly surfaced.
- 3.150 The Basingstoke Canal is a site with conservation area status as a leisure environment and as a viable ecosystem supporting a variety of flora and fauna. It will be important to avoid any negative drainage impacts on this feature.

Surface drainage issues

Park and ride site

Flooding

- 3.151 A flood risk assessment would be carried out to assess flood risk from run-off. This would include ensuring that the discharge would be throttled back to the current rate.
- 3.152 As the site is in excess of 1 hectare in area, suitable drainage features would be designed during scheme development prior to a planning application.
- 3.153 The area is not one classed as being at risk of riverine flooding.

Water demand

- 3.154 The development of the park and ride site would not give rise to additional water demand except for use during construction. It is understood that this will not require local abstraction from any local watercourses.

Surface and foul drainage

- 3.155 The potential surface water run-off to drainage infrastructure and possibly from surviving field drains would be formally investigated as part of the design process.

Construction activities

3.156 It is considered that there would be some physical disruption to existing drainage infrastructure during construction of the park and ride site. Detailed design on the park and ride site has not yet commenced, therefore the drainage strategy and extent of necessary drainage infrastructure has not been determined at the present time.

Future development

3.157 The area surrounding the site has been gradually developed in recent years, supplanting the previous agricultural (greenfield) land use. It is likely that this trend will continue until all surrounding undeveloped plots will become urbanised. The timescale and potential implications for overall drainage needs in the area have not been assessed and falls outside the scope of this appraisal in terms of timescale and also responsibility.

Sheerwater corridor improvement

Flooding

3.158 A flood risk assessment has not been carried out to date. The area is not one classed as being at risk of riverine flooding.

Water demand

3.159 The development of the link road would not give rise to additional water demand except for use during construction. This will not require local abstraction from any local watercourses.

Surface and foul drainage

3.160 Surface water from runoff and drainage infrastructure would discharge to existing drainage infrastructure. There may be implications for the quality of watercourses downstream of the link road location, which are to be investigated.

Construction activities

3.161 It is considered that there would be some physical disruption to existing drainage infrastructure during construction of the Sheerwater link road. Detailed design of the link road has not yet commenced, therefore the drainage strategy and extent of necessary drainage infrastructure has not been determined at the present time.

Future development

3.162 The area surrounding the link road site comprise a brownfield location, having been fully developed for up to 100 years or more and the road alignment runs closely between existing buildings of various types. Changes of land use have been seen over time and it is possible that construction of the corridor improvement will facilitate further development in the future. The timescale and potential implications for overall drainage needs in the area have not been assessed and falls outside the scope of this appraisal in terms of timescale and also responsibility.

Initial assessment

3.163 The assessment method prescribed by WebTAG suggests assessing the potential impacts of the construction and operation phases separately, against a range of key attributes. Deriving the overall score is dependent on the significance of the impacts and their cumulative effect over all environmental attributes. With this scheme, no specific water relevant objectives have been set as yet.

The Do-Minimum Position

3.164 The alternative picture of not building either scheme would remove all adverse impacts of the construction programme and the need for mitigation.

Social

Commuters and other users

3.165 Commuters and other network users will benefit from decongestion benefits within all three towns. These are valued at £33.4m. Net journey time changes are shown in table 3.16.

Table 3.16: Distribution of time savings: Commuters and Others

Benefits	Commuting and Other Trips (£000s)
Over 5 minutes saving	15,158
Between 2 and 5 minutes saving	17,756
Between 0 and 2 minutes saving	43,172
Subtotal	76,086
Change / increase in time	-33,114

£000s, discounted to 2002, in 2002 prices

3.166 The qualitative assessment score is Moderate Beneficial.

Reliability impact on commuters and other users

3.167 The proposed package would deliver decongestion benefits and improved traffic management processes and systems that together would assist in increasing journey reliability.

Improving health through increased physical activity

3.168 This impact has been considered above under the above section on the value for money appraisal.

Journey ambience

3.169 This impact has been considered above under the above section on the value for money appraisal.

Transport interchange

3.170 An interchange appraisal is no longer formally required for major scheme bids, with in this case, the aspects that would be highlighted in such analysis already being captured by other aspects of the appraisal.

3.171 The interchange benefits of the scheme comprise three main aspects:

- Park and ride in Guildford.
- Work at Redhill and Woking stations (lifestyle hubs/Brompton Docks).
- Bus corridor improvements.

3.172 The performance of the former are fully captured in the model-based economic evaluation of the scheme.

3.173 The qualitative station works contribute along with other soft measures, to modal shift, with performance captured in the economic evaluation.

3.174 The bus corridor improvements may be regarded as 'walk & ride', with improvements to the waiting environment, level of facilities and information and vehicles all being covered by the accessibility audit and the mode shift performance again captured in the economic evaluation.

Accidents

3.175 This impact has been considered above under the value for money appraisal.

Security

3.176 The security impacts are mainly associated with the park and ride service and to a lesser extent with the bus corridors and the new and improved walking and cycling facilities.

- 3.177 The park and ride site would be a secure site, with a member of staff in attendance, good lighting, waiting facilities and CCTV coverage. This would be an improvement on drivers parking in unattended and less well facilitated sites, and then needing to walk into the town centre.
- 3.178 The improved bus corridors include better waiting facilities, and the improved and new walking and cycling routes include new and/or upgraded street lighting.
- 3.179 The qualitative assessment score is Slight Beneficial.

Access to services

- 3.180 The Travel SMART programme contains a series of measures that ostensibly could have an impact on "Access to Services", as envisaged in the Major Scheme Guidance and the relevant WebTAG guidance.
- 3.181 In developing this package, the county council has had the principle of improving the means and quality of access to employment at the forefront of its consideration, thus meeting the intended objective of positively supporting economic development. Looked at from the employer/developer viewpoint, providing such enhancements improves the attractiveness of sites (existing or planned) and the potential catchment area for access trips to these locations for existing and potential new staff.
- 3.182 The bid is therefore mainly concerned with a subset of the full picture of accessibility assessment (to employment), and the quality of access to main centres, education facilities and healthcare is of secondary importance to the main rationale of the bid. Nevertheless, it is likely that incidental improvements to accessibility to these other key services may be enhanced as a result of the scheme proposals.
- 3.183 The bid is focussed on the towns of Woking, Guildford and Redhill/Reigate, so the assessment has been based on a consideration of access trips to and within these towns, with key employment sites as the main destination zones of interest.
- 3.184 The assessment is informed by WebTAG units 3.6.3 (Accessibility) and 3.17 (Social and Distributional Impacts), with the former being the controlling guidance.
- 3.185 The process takes access by public transport as its subject matter, with an initial three-stage process to scope the analysis to be undertaken:
- Identify the area potentially affected by accessibility changes.
 - Analyse the demographic profile in that area.
 - Determine if it is appropriate to undertake more detailed analysis of the changes.

Initial 'Step 0' Screening

3.186 With the close relationship of access to services and social and distributional analysis, an initial 'Step 0' SDI screening review has been carried out on the complete LSTF package, with the conclusions set out below.

Table 3.17: SDI Step 0 screening review summary

LSTF package element	SDI recommendation	Reasoning
Manor Park park and ride	Scoped out – no further analysis.	Very low SDI impact and no strong relationship with primary LSTF objectives.
Sheerwater corridor improvement	Scoped out – no further analysis.	Very low SDI impact and no strong relationship with primary LSTF objectives.
Redhill town centre car park guidance system	Undertake stage 3 screening.	Uncertain impact on low/vulnerable groups, thus retain in scope up to the full screening stage.
Bus priority and corridor improvements	Undertake stage 3 screening.	Likely impact on target social groups.
Walk / cycle facilities	Undertake stage 3 screening.	Likely impact on target social groups.
Smarter choices – hard measures	Undertake stage 3 screening.	Likely impact on target social groups.
Smarter choices – soft measures	Undertake stage 3 screening.	Likely impact on target social groups.

3.187 The highway related package elements are of no relevance to a public transport accessibility assessment, and the park and ride scheme is also scoped out. Therefore the focus must revert to the bus priority measures and those smarter choices actions with a potential public transport impact for journeys to work. The resulting list is shown below.

Table 3.18: Access to services: measures with potential impact on journeys to work

Category	Corridor (& route) / Smarter choices measure	
Bus priority corridors		
<i>West Corridor</i>	Knaphill & Brookwood (91/28/34/35)	
<i>East Corridor</i>	Sheerwater, West Byfleet & Brooklands (436)	
<i>North East Corridor</i>	A320 Chertsey & St Peters Hospital (557)	
<i>South Corridor</i>	Guildford (34/35/462/463)	
<i>Research Pk Corridor</i>	University, Royal Hospital & Research Park (3/26/27/37/37 & 4/5)	
<i>Aldershot Rd Corridor</i>	Woodbridge Rd, Aldershot Rd, A323 (20)	
<i>Worplesdon Rd Corridor</i>	Woodbridge Rd, Worplesdon Rd, A322 (26/27/28)	
<i>Woking Rd Corridor</i>	Stoke Rd, A320 (3/34/35)	
<i>London Rd Corridor</i>	London Rd, A3100 (36/37)	
<i>Epsom Rd Corridor</i>	A246, Epsom Rd, Merrow (36/37/479)	
<i>Shalford Rd Corridor</i>	A281, Shalford Rd (21-25/53/63)	
<i>Portsmouth Rd Corridor</i>	A3100, Portsmouth Rd (70/71/92)	
<i>Farnham Rd Corridor</i>	A31, Farnham Rd (46)	
<i>South Corridor</i>	A23, East Surrey Hospital (100/400)	
<i>North Corridor</i>	A23, Merstham (405)	
<i>West Corridor 1</i>	B2034 Blackborough Rd to Reigate (420/460)	
<i>West Corridor 2</i>	A25 Reigate Rd (430/435)	
Smarter choices – hard measures		
Wayfinding & maps	20 locations in town centre approx.	
Wayfinding & maps	20 locations in town centre approx.	
Wayfinding & maps	15-20 locations in town centre approx.	
Healthy lifestyle hub	Westborough area	
Healthy lifestyle hub	Redhill West	
Smarter choices – soft measures		
Marketing	On-line mapping, infrastructure awareness support on bus corridors.	
Marketing	On-line mapping, infrastructure awareness support on bus corridors.	
Marketing	On-line mapping, infrastructure awareness support on bus corridors, new travel starter packs, small business support.	
Travel planning / training	Town centre focus, firms with 100+ employees.	
Travel planning / training	Focussed on Research Park, Guildford Business Estate & Guildford Gateway, firms with 100+ employees.	
Travel planning / training	Town centre focus, firms with 100+ employees.	
PTP	To be targeted at Sheerwater Business Park	
PTP	To be targeted at smaller businesses, both in town centre and town wide	
WOKING	GUILDFORD	REDHILL

Appraisal scope

- 3.188 The advised method is to combine an assessment of improved public transport journey times with improved quality, which when factored produce a qualitative score and quantified impacts for critical social groups.
- 3.189 The nature of the key access elements of the scheme are such that no improvements to public transport journey times are intended: the associated traffic management measures are not intended to increase the speed of journey, only enhance reliability and the overall frequency of service is not assumed to increase (even if commercial operators may decide to do this on their own account).
- 3.190 Therefore the 'Do-Minimum' and 'Do-Something' options are effectively the same in journey time and cost terms.
- 3.191 It is still possible to undertake an accessibility (i.e. quality) audit and to consider qualitatively the overall connectivity offered by the network for access to employment, the key objective of the package.
- 3.192 The impact on vulnerable social groups is a subject that is covered under the SDI analysis heading. The GIS mapping in Annex 13 shows general accessibility to employment areas can readily be amplified to enable reflection on how the improved network also relates to the deprivation quintiles, and if the network does offer links from relative deprivation to potential employment.
- 3.193 As noted above, this appraisal is focussed on public transport only. Other access to work impacts, such as from cycle and pedestrian mode shift or park and ride use are assumed to be captured within the appraisals carried out for those scheme elements.

Accessibility analysis

Woking

Bus package

- 3.194 The improvement package for Woking is focussed on a SW-NE axis, matching the form of the town's urban geography, and serves the main 'A' road corridors on this axis, also taking in a splay of residential areas south west and south of the town. Only the relatively smaller area north of the town centre is not covered by the package, owing to its relatively close proximity to the centre.
- 3.195 The physical works are to be amplified by large scale sustainable transport marketing in zones alongside the corridors to be improved. A 400m swathe is proposed on each side of the improved routes and the corridors and physical form of the town suggests that most of the town (~70%) will receive information and promotional material about the local bus improvement package.

Employment locations

- 3.196 The principal employment locations are closely aligned to the proposed improved bus corridor network, in Woking town centre, Sheerwater and West Byfleet, meaning that bus services may economically serve these areas without necessitating large diversions away from their principal route.

IMD distribution

- 3.197 The principal areas of deprivation, as defined by the output areas falling into the lower quintile on the national Multiple Deprivation Index (all domains), are shown on the plan. In Woking these are strongly aligned to the main SW-NE axis, with a particular presence in the Sheerwater area, together with an isolated area in the town's southern suburbs.
- 3.198 Three conclusions are suggested:
- The bus network serves these areas well, therefore the improvements should improve the mobility prospects of local residents.
 - Much of the employment is located comparatively close to the areas of deprivation, meaning that access by non-motorised modes may be viable for many.
 - Where this is not possible, cross-town bus journeys are possible.

Quality of linkage

3.199 The bus services in Woking are focussed on the town centre and along the principal axis of development. This means that relatively convenient cross-town journeys, including from all residential areas to the major employment sites, are capable of being made with at most only a single interchange in the centre. A plan of the improved corridors in relation to areas of deprivation and key employment areas is shown in annex 13.

Guildford

Bus package

3.200 The improvement package for Guildford is very comprehensive, with all main 'A' road radial corridors to be improved, except the A3 trunk road, which does not play a major role in the local bus network.

3.201 With such an extensive series of works proposed, very few urban and interurban services will not receive benefit from the investment for at least some of their route mileage. The improved network also penetrates residential areas.

3.202 The large scale sustainable transport marketing in zones alongside the corridors to be improved should see most of the town (~85%) covered, as the bus corridors lie comparatively close together, and the marketing zones will in practice significantly merge together.

Employment locations

3.203 The principal employment locations are closely aligned to the main road network, meaning that bus services may economically serve these areas without necessitating fare rises or major diversions away from their principal route.

3.204 The Surrey Research Park and adjacent hospital campus are a major employment location also, but lie off the main road network. Here, the residential road network served by buses will also be improved, enabling relevant bus services, including those to the proposed Manor Park park and ride site plus those from the Park Barn and Westborough residential areas to benefit from the improvements.

IMD distribution

3.205 The principal areas of deprivation, as defined by the output areas falling into the lower quintile on the national Multiple Deprivation Index (all domains), are shown on the plan. In Guildford, these mainly lie to the west and north of the town.

3.206 Three conclusions are suggested:

- The bus network serves these areas well, therefore the improvements should improve the mobility of local residents.
- Much of the employment is located comparatively close to the areas of deprivation, meaning that access by non-motorised modes may be viable for many.
- Cross-town bus journeys are possible if a direct journey is not possible.

Quality of linkage

3.207 The bus services in Guildford are focussed on a town centre interchange, meaning that relatively convenient cross-town journeys, including from all residential areas to the major employment sites, are capable of being made with only a single interchange in the centre. A plan of the improved corridors in relation to areas of deprivation and key employment areas is shown in annex 9.

Redhill/Reigate

Bus package

3.208 The improvement package for Redhill focusses on a main north-south 'A' road corridor (the A23) to be improved, along with the main routes linking Redhill centre and Reigate to the west. In addition, some improvement to wider interurban corridors to Banstead (NW), Coulsdon (NE) and Horley (S) is envisaged. The improved network also penetrates residential areas to the south of Reigate and Redhill.

3.209 The transport marketing initiative will not cover as high a proportion of the urban areas as for Woking or Guildford (possibly some 40%), but this should be sufficient to ensure good distribution of information and promotional material about the local bus improvement package.

Employment locations

3.210 The principal employment locations are closely aligned to the A23, meaning that bus services may economically serve these areas without major diversions away from their principal routes.

IMD distribution

3.211 The principal areas of deprivation, as defined by the output areas falling into the lower quintile on the national Multiple Deprivation Index (all domains), are shown on the plan. Here they lie to the south of Reigate and Redhill in the Earlswood and Woodhatch areas, with a further concentration north of the town centre towards Merstham.

3.212 As before, the same conclusions are suggested:

- The bus network serves these areas well.
- Much of the employment is located comparatively close to the areas of deprivation, meaning that access by non-motorised modes may be viable for many.
- Cross-town bus journeys are possible if a direct journey is not possible.

Quality of linkage

3.213 The bus services in Redhill/Reigate have an orientation on north-south and east-west axes, with a particular focus on the 430/435 services, which link most of the key areas noted above. The urban network links together at Redhill centre, facilitating cross-town journeys to areas not accessible directly. A plan of the improved corridors in relation to areas of deprivation and key employment areas is shown in annex 9.

Accessibility audit

3.214 The principal accessibility impacts are associated with the quality improvements and in WebTAG terms, the resulting analysis can only cover the “accessibility audit” component. The ‘quality’ of accessibility as a result is a psychological impression of change (improvement) and the audit produces a qualitative score representing this to include in the appraisal summary table.

3.215 Alongside the audit work, it is possible to generate monetary valuations of the public transport quality aspects. These have not been separately calculated, to avoid double counting with the user benefits imputed to the corridors captured in the economic appraisal.

3.216 A worksheet is provided within WebTAG enabling the quality aspects to be weighted and scored. Within this, a score of 0 to +4 is used to assess the importance of the quality of various transport quality elements, whilst a seven point scale is applied to impacts of the interventions on different social groups.

3.217 It is possible for a variety of impacts to be scored, but for this analysis, access to key employment locations only is considered. Without looking at specific network issues, a slight beneficial score is produced for the complete package. The impact on different social groups varies, with the elderly and disabled standing to gain more benefit than other groups.

3.218 This is perhaps understandable, although if looking to improve access for no-car families or others of working age without mobility impairments, the improvement package may need specific measures to be tailored to meet their needs.

3.219 The “main centres” are also areas of access to employment and the scored result is almost the same as the above (slight beneficial). The only difference concerns movement in interchanges, which are located in town centres and boost the scores slightly.

3.220 As a final point, the smarter choices actions are intended to address the specific needs of working age persons, both in work or jobseekers. Substituting these for the interchange movement measure has the effect of evening out the impacts and generally raising the score, although not by enough to raise it to the “moderate” benefit category.

3.221 The accessibility audit worksheets are contained in annex 13.

Personal affordability

3.222 Personal affordability refers to the monetary costs of travel as it affects different groups of people in society. In considering its relevance to the Travel SMART programme, it is necessary to determine if the scheme is likely to bring about any step changes in transport costs that could impact everyday journeys to work, education, services or leisure.

3.223 The bid is focussed on the towns of Woking, Guildford and Redhill, so the assessment only considers trips relating to these towns.

3.224 The assessment is informed by WebTAG units 3.6.4 (personal affordability).

3.225 There is a close correlation between the concept and practice of personal affordability assessments and those carried out for other social categories, particularly that for Social and Distributional Impacts. As with this, a staged process is envisaged comprising:

- Identify the area potentially affected by monetary cost changes.
- Analyse the demographic profile in that area.
- Determine if it is appropriate to undertake more detailed analysis of the changes.

3.226 These three steps are identical to those in the SDI advice and the guidance sets out the methodology in detail. To respect the difference between SDI and affordability categories, an affordability review is proposed to scope the analysis and set the direction of more detailed work, should this be needed.

Initial affordability review

3.227 The appraisal is concerned with changes in the monetary costs of travel and by implication whether this could affect decision choices for potential travellers. The nature of the scheme suggests that the cost impacts to users are likely to be dispersed across a wide area and may in themselves be of low impact.

3.228 Under the circumstances, it was deemed appropriate to undertake an initial screening, along the lines of a “Step 0” SDI screening review to illustrate the point. The WebTAG guidance specifically points out key elements of transport costs:

- Parking charges (incl. changes in allocations of free or reduced fee spaces).
- Car fuel and non-fuel operating costs (incl. rerouting or changes in journey speeds and congestion, resulting in cost changes).
- Road user charges.
- Public transport fare changes.
- Public transport concession availability (incl. changes causing moves in service provision from bus to light rail or heavy rail, where such concession entitlement is not maintained by the local authority).

3.229 In all but one of these instances, the Travel SMART programme is not expected to generate any changes in user costs, as shown below.

Table 3.19: Changes in user costs

Mode	Cost change	Step 3: cost change expected?	Step 4: Cost change captured in TUBA	Quantified impact
Car	Car fuel and non-fuel cost	Yes	Yes	Yes
	Road user charges	N/A	No	N/A
	Public parking charges – management	N/A	No	N/A
	Other car charges / costs	N/A	No	N/A
Public Transport	Bus fares	N/A	No	N/A
	Rail fares	N/A	No	N/A
	Rapid transit fares	N/A	No	N/A
	Mode shift between public transport modes due to change in supply	N/A	No	N/A
	Ticket / interchange discounts	N/A	No	N/A
	Concessionary fares	N/A	No	N/A
	Other public transport charges / costs	N/A	No	N/A
Non-motorised modes	Walking costs (if any)	No	No	N/A
	Cycling costs	No	No	N/A

3.230 Highlights from the above are:

- Fares are not affected by the package interventions, therefore users will only experience at most, a journey time change, not reflected in any prospective fare changes.
- There are no parking charge amendments linked to the package.
- There are no user charging or workplace charge / management policies affecting users.
- An assumption is made in the case of mode shift that the reduced monetary cost of car use is in practice balanced by spending on fares (for use of public transport) or its equivalent in additional travel time (for using metabolic modes).
- This matter is discussed in the guidance: though no fares are charged for walking or cycling, potential 'mode shifters' are asked to consider a choice in favour of a possibly slower journey, which choice therefore has an economic value to them.
- Only the costs associated with changes in car use may generate assessable benefits in affordability terms.

Changes in travel costs

- 3.231 The impact of changed travel times would be either increased or lowered travel costs, thus potentially causing an affordability impact wherever these occurred, particularly so if they impacted areas of income deprivation. In this case, what is considered potentially relevant is the potential impact on deprived communities, i.e. the Social and Distributional Impacts, and that it is the costs of car use that is important in affordability terms.
- 3.232 In the SDI “step 0” screening (see below), most scheme impacts were not felt to be significant enough to warrant further analysis across the whole package and only the cycling/walking and smarter choices elements may benefit from more work individually. As these are not directly concerned with the costs of car use, the SDI process and affordability appraisal are consistent with each other.
- 3.233 The possibility of lowered travel costs also exists, which would represent a benefit. These have not been included for the present, owing to the possibility of exaggerating the travel time benefits already accounted for in the economic appraisal of mode shift effects.

IMD evaluation

- 3.234 What remains is the possibility of extra costs impinging on deprived areas. The most recently available Census data relevant to this matter is now 10 years old, the most appropriate data available to use when considering affordability impacts is considered to be the Indices of Multiple Deprivation (IMD) 2010. These provide a relative measure of deprivation in small areas across England.
- 3.235 IMD 2010 is based on the concept that deprivation consists of more than just poverty. Poverty is not having enough money to get by on whereas deprivation refers to a general lack of resources and opportunities.
- 3.236 However, for the affordability assessment, WebTAG advises concentrating on the “Income Deprivation” domain within the overall Index of Multiple Deprivation.
- 3.237 It can be seen therefore that the data contained within IMD 2010 is closely aligned with the purposes of an affordability appraisal.
- 3.238 According to the IMD2010 Statistical Release, significance is defined if the area falls within the top 10% most deprived, however on investigation of the picture in Surrey, the level of deprivation is comparatively low.
- 3.239 Within the boroughs of Woking, Guildford and Reigate & Banstead (location of Redhill), there are no Lower Super Output Areas falling into the lowest 10% UK decile for income deprivation when compared to the national ranking. This picture is captured in the following table, which has to break down the IMD rankings into 20% blocks in order for the issue to be visualised.

Table 3.20: IMD evaluation summary

	Woking	Guildford	Redhill
Population	93,499	137,062	138,639
IMD 2010 Ranks	278	253	230
0-20%	3.23%	1.19%	1.6%
20-40%	14.80%	8.94%	7.7%
40-60%	11.79%	13.50%	17.63%
60-80%	23.16%	21.98%	28.58%
80-100%	47.02%	54.38%	43.32%

3.240 There are areas of genuine income deprivation in Surrey and in the three towns figuring in the LSTF bid; however these locations are either too small or too geographically dispersed to be detected by conventional Census analysis.

Interim conclusion

3.241 The SDI WebTAG guidance states that in respect of cost impacts, a change in magnitude of +/- 10% may be considered significant and ought to be taken into account in the TUBA analysis. This is understood to mean the product of the cost change and the size of population to which it applies.

3.242 From the above, it is highly unlikely that the impacts would reach this level:

- The deprived population forms a very small proportion of the total population.
- The 20% most deprived LSOAs constitute less than 5% of each borough's population.
- Car mileage based costs must change well in excess of 10% for overall impact threshold to be exceeded.
- It is not clear that there are any dis-benefits associated with car costs created by the scheme.
- There are no changes to other classes of cost affecting any social group.
- There are no changes to other classes of cost affecting any geographical area.
- The possibility of car mileage costs falling (i.e. benefits) has not been included, to avoid any risk of double counting.

3.243 It has not been possible to complete a TUBA-based impact matrix showing car-based cost change impacts against IMD income domain as yet, however on the basis of the above, an initial affordability qualitative assessment score for the full package would be Neutral.

Severance

3.244 There would be a slight reduction in severance associated with the Sheerwater corridor improvement. However, this has not been assessed according to the methodology set out in WebTag unit 3.6.2 and DMRB 11.3.8 due to the fact that there are no important local community facilities in the vicinity. Nevertheless, through traffic would be removed from Arnold Road and Eve Road permitting improved local access. This would relieve severance and improve the pedestrian environment for the estimated 311 residents of these roads.

3.245 The signalisation of the junction of the Sheerwater corridor improvement with Monument Road provides an additional controlled pedestrian crossing point on Monument Road. This would result in a slight improvement in access to Woking town centre and railway station from Sheerwater.

3.246 There is unlikely to be any impact on severance associated with the park and ride site. Most traffic would access the site from the A3 and the Tesco roundabout junction, with no resulting impact on severance. There would be a small increase in traffic through the Park Barn area: flows would be monitored and additional traffic calming implemented should any increase in flows begin to affect severance.

3.247 Specific measures within the other elements of the package would help to address existing severance issues. These include:

- An improved pedestrian crossing on the A23 Princess Way between Redhill railway station and the town centre.
- A new toucan crossing on the A25 Woodbridge Road, Guildford, to help reduce the barriers to north – south movement caused by the A3 and A25.
- New facilities on the route between Guildford station and the town centre.

3.248 The qualitative assessment score is Slight Beneficial.

Option values

- 3.249 The implementation of the package of measures would provide options for those who do not intend to use the facilities regularly. This applies to the park and ride service, the walking and cycling improvements, the bus corridor improvements and, to a lesser extent, some of the smarter choice activities such the Brompton Dock facility.
- 3.250 The park and ride facility would provide a choice for those living outside Guildford wishing to travel into the town. The other elements of the package, including the bus priority and corridor improvements and the walking and cycling improvements would provide local residents with the option to use the new/improved facilities, or they may value the knowledge that the 'option' exists.
- 3.251 WebTAG unit 3.6.1 includes a qualitative procedure for assessing option values, which is set out below:

Table 3.21: WebTAG 3.6.1 qualitative assessment values

Size of Community	Service Withdrawn	Service Added
>2,000 people	Strong Adverse	Strong Beneficial
500 – 1,999 people	Moderate Adverse	Moderate Beneficial
1 – 499 people	Slight Adverse	Slight Beneficial
0 people	Neutral	Neutral

- 3.252 The programme affects those living within the park and ride catchment and those living in the towns of Guildford, Redhill/Reigate and Woking within reasonable distance (400m) of improved and new facilities. Some measures, such as the Brompton Dock facilities and the dealership car sharing scheme would apply to those working and/or using the services in the relevant business parks. Therefore, the programme results in a strong beneficial assessment in the AST.
- 3.253 In addition, the travel planning activities and healthy lifestyle hub facilities would contribute to both improved access to the transport system for those without access to a car and addressing social inclusion.
- 3.254 The qualitative assessment score is Strong Beneficial.

Public accounts

Cost to broad transport budget

- 3.255 The cost to local Government is £15.8m, and cost to central government is £7.5 million.

Indirect tax revenues

- 3.256 There would be a loss of indirect tax revenue of £10.578 million due to less fuel being used. This is due to reduced highway mileage as a result of a switch from car use to park and ride, public transport and walking and cycling modes.

Appraisal Summary Table		Date produced:	11/12/2011	Contact:						
<p>Name of scheme: Surrey TravelSMART</p> <p>Description of scheme: A package of measures within the towns of Guildford, Woking and Reigate/Redhill consisting of: a new park and ride site at Manor Park in Guildford, a new link road in Woking to improve access to the Sheerwater business park, a car park guidance system for Redhill, improved and new walking and cycling routes and facilities within all three towns, bus corridor improvements within all three towns and smarter travel activities within all three towns. The package has been appraised based on 12 hour average weekdays, and excludes the weekday off-peak period and weekends.</p>		<p>Name: Iain Reeve</p> <p>Organisation: Surrey County Council</p> <p>Role: Assistant Director</p>								
		Assessment								
		Quantitative	Qualitative	Distributional 7-pt scale/vulnerable grp						
Economy	<p>Summary of key impacts</p> <p>Decongestion benefits in all three towns arising from the package interventions.</p> <p>Decongestion benefits together with improved traffic management will improve reliability for car business users and goods traffic.</p> <p>The potential for job creation as a result of the package is 471 jobs in the towns and boroughs the package is targeted at and 613 in Surrey as a whole.</p> <p>Supports the potential for job creation along with improved access to employment and widens employers' access to workers and skills.</p>	<p>Value of journey time changes (£m) 23.005</p> <table border="1"> <tr> <td>0 to 2min</td> <td>2 to 5min</td> <td>> 5min</td> </tr> <tr> <td>£30.654M</td> <td>£11.296m</td> <td>£10.645m</td> </tr> </table>	0 to 2min	2 to 5min	> 5min	£30.654M	£11.296m	£10.645m	Not applicable	Moderate Beneficial
		0 to 2min	2 to 5min	> 5min						
		£30.654M	£11.296m	£10.645m						
<p>Business users & transport providers</p>										
<p>Reliability impact on Business users</p>										
<p>Regeneration</p>										
<p>Wider impacts</p>										
		<p>Monetary £(NPV)</p> <p>£30.183m</p>								
		<p>Economic benefits as noted above.</p>								

Travel SMART programme: Appraisal Summary Table (Environmental section)

Impacts	Summary of key impacts	Assessment			Distributinal 7-pt scale/vulnerable grp
		Quantitative	Qualitative	Monetary £(NPV)	
Environmental	Noise Sheerwater link road: Reduced noise for those living on Arnold and Eve Roads, with a total population of 310 residents, as through traffic is transferred to link road. Park and ride: access road and site located away from residential properties, close to A3. Landscaping would be used to reduce any impact on surrounding activities (Surrey Sports Park and hotel) No impact from rest of package measures.	144 properties would experience reduced noise, 11 would experience no change / marginal increase.	Sheerwater link: Large beneficial; remainder of package: neutral	Not applicable	Large Beneficial
		Air Quality The Sheerwater link road would result a slight positive impact as through traffic is removed from residential roads. The package as a whole would help to increase traffic speeds and reduce the overall number of car trips. The park and ride service and bus improvement corridors would be served by modern low emission buses. These effects would have a slight positive impact on air quality, but due to the marginal impact this has been assessed as neutral.	Neutral	Not applicable	Not applicable
Greenhouse gases	Overall the package will achieve reduced emissions, which are derived from both decongestion benefits (resulting in slightly increased traffic speeds) and fewer car trips on the network.	Change in non-traded carbon over 60y (CO2e) 22,527t Change in traded carbon over 60y (CO2e) 0	Slight Beneficial	£2.356m	
Landscape	The area of land for the park and ride site is of local importance only and considered to be of low value. Landscaping will be used together with suitable planting to mitigate impacts. Other elements of the package would have no impact on landscape.	Not applicable	Neutral	Not applicable	
Townscape	The two schemes with the potential to impact most on townscape are the park and ride site and the Sheerwater link road. The park and ride site would be constructed on low value scrub land area on the edge of town that is surrounded by low rise development and a high speed dual carriageway. The land would be converted to a modern park and ride site with suitable landscaping and planting. The Sheerwater link would remove through traffic from residential streets, which would allow improvements to be made to the appearance and character of those roads.	Not applicable	Neutral	Not applicable	
Heritage of Historic resources	No heritage / historic properties, sites or structures affected.	Not applicable	Neutral	Not applicable	
Biodiversity	Park and ride site: the land is considered low value, and a full survey would be done for an Environmental Statement prior to seeking planning permission. The remainder of the package schemes, including the Sheerwater Link, are all on brownfield land with minimal impact.	Not applicable	Minor Negative	Not applicable	
Water Environment	The two schemes with the potential to impact most on water resources are the park and ride site and the Sheerwater link road.	Not applicable	Slight Adverse	Not applicable	

Impacts	Summary of key impacts	Assessment				Distributinal 7-pt scale/vulnerable grp
		Quantitative		Qualitative	Monetary £(NPV)	
Social	Commuting and Other users	Decongestion benefits in all three towns arising from the package interventions.	Value of journey time changes (£m)	33.438		Moderate Beneficial
			Net journey time changes (£)			
			0 to 2min	£43.172m		
Reliability impact on Commuting and Other users	Decongestion benefits together with improved traffic management will improve reliability.					
Physical activity	Increased health benefits and commercial savings through reduced absenteeism as a result of investment in cycling facilities promotion across all three towns.			Moderate Beneficial	£7.052m	
Journey quality	Benefits to users in terms of environment, comfort, convenience and perceived improvements in safety.			Moderate Beneficial	£0.815m	
Accidents	Accident savings arising from the Sheerwater link road. Accident savings arising from the walking and cycling schemes have been assessed as neutral.				£2.272m	Slight Beneficial
Security	Improved perception of safety for journeys transferring to park and ride, and for those using the waiting facilities on the bus corridors. Secure park and ride site.			Slight Beneficial	Not applicable	Slight Beneficial
Access to services	Accessibility to key employment areas: slight beneficial. Accessibility to the town centres: slight beneficial with the elderly and disabled standing to gain more benefit.		Not applicable	Slight Beneficial	Not applicable	Moderate Beneficial
Affordability	The expansion of the park and ride service in Guildford would allow more travellers to use this cheaper service rather than paying town centre car park charges. The provision of a larger cycle network together with targeted smarter choice activities could be of benefit to those living in areas of relative deprivation.			Slight Beneficial	Not applicable	Slight Beneficial
Severance	The park and ride site is expected to result in no change to severance, but traffic flows would be monitored and mitigation measures introduced if required. The Sheerwater link road would remove through traffic from two residential streets. Specific measures as part of the walking and cycling schemes would help to address existing severance issues.			Slight beneficial	Not applicable	Slight Beneficial
Option values	The package would provide options for those who do not intend to use the new / improved facilities regularly.		> 2,000 people	Strong Beneficial	Not applicable	
Public Accounts	Cost to Broad Transport Budget				£23.296m	
	Indirect Tax Revenues	There would be a loss of indirect tax revenues as a result of reduced highway mileage due to a switch from car use to park and ride, public transport, walking and cycling				£10.578m

Supporting analysis

Practicality and public acceptability assessment

Definitions

3.257 Practicality is concerned with the “real-world feasibility” of carrying out the proposed project, with the overall subject broken down into sub-objectives for ease of understanding.

Feasibility

3.258 This covers the likelihood of a decision to proceed being implemented, considering the technical and legal matters as well as political and funding matters. In this case:

- There are no overriding concerns of a technical nature associated with implementation. The construction tasks are of a conventional nature in civil engineering terms, to be undertaken in either relatively unconstrained conditions, or with manageable contact with adjacent residents and businesses.
- Risks associated with Permissions and Orders have been minimised.
- The county council has determined to implement the programme assuming funding is granted.

3.259 Necessary utility diversions require wayleaves. However, these will be dealt with and managed directly by the utility companies concerned within their vested powers.

3.260 The schemes would be progressed and delivered in a single campaign of activity, with progress in sequence following grant funding approval. The scheme development programme is composed of several activities taking place in parallel, synchronised to all complete by April 2015.

3.261 The main dependencies relate to the park and ride and Sheerwater corridor improvement elements, where Permissions and Orders are necessary, followed by works procurement. Delivery of the rest of the programme also relies to an extent on procurement exercises, apart from those elements undertaken by county council staff. No difficulties are envisaged in progressing these strands to their conclusion:

- The county council has set out a timetable for design completion and securing permissions, noted in the management case.
- The county council has set out a timetable for procurement, noted in the management case.
- The county council has determined its approach to scheme pricing and any attendant risks.

Enforcement

3.262 There are no enforcement issues associated with this scheme, other than those arising from the routine application of Highway Law.

Area of interest

3.263 The impacts of the schemes cover both the immediately affected areas of Woking, Guildford and Redhill/Reigate and the wider area encompassing the travel to work areas focussed on these towns. Strategic re-routing is not expected to occur as a result of the schemes.

3.264 The affected communities have been closely involved in developing the proposals through the local transport partnerships for each area. This has included close liaison with borough/district councils, as well as local businesses and other stakeholders. This is described further in the strategic case.

Complexity

3.265 The level of complexity for decision makers for the remaining planning tasks is inherently low, with a determination to proceed in place

- 3.266 The programme elements entail straightforward civil engineering, much of which is classed as 'minor works' and a large number of non-construction activities. The project has these characteristics: -
- It is not intended to adopt any novel building techniques that may add risk to the project.
 - The associated building logistics, stakeholder relations and traffic management planning are non-complex.
 - Discussion with stakeholders is established and ongoing.
 - There are no disruptions to bus services.
 - Public rights of way are unaffected.
 - Existing traffic routes are to be preserved.
 - The permanent traffic management alterations do not involve any novel installation or legal procedures.
 - There is minimal use of new technology and nothing of a truly cutting-edge nature involved.
 - Procurement is to be arranged using a predetermined work schedule with established county council procedures and conventional forms of contract.

Timescale

- 3.267 The implementation timescale extends from a start of activities in mid- 2012 up to completion by April 2015. This is determined by the need to deliver all of the LSTF elements by the latter date, which is considered to be an entirely achievable target for the transport interventions planned.

Phasing

- 3.268 There are no phasing or staging implications or opportunities in respect of this scheme. A single programme of continuous activity from start to completion in the time period noted above is intended. Work strands will be carried out in parallel streams.
- 3.269 Within the overall project a number of subsidiary workstreams need to take place, but these will be subordinated to the overall delivery programme, with progress handled as part of the steering arrangements for the complete scheme.

Partitioning and complementarity

- 3.270 A degree of economy and efficiency may be realised in handling delivery of the overall task in separate streams, and this approach has been adopted in developing the detailed designs and will be carried through into contractor delivery.
- 3.271 In delivery, the scheme is broken down into more manageable blocks to be delivered within the overall programme and a single campaign is considered the most practical method of delivery. This will reduce risks of unintended programme extension and enables improved cost control through a reduction in the number of contractual interfaces within the project.
- 3.272 The project programme comprises a sequence of activities that dovetail together to form the whole scheme in a wholly complementary manner. The only separate elements are those relating to the Guildford park and ride and the Sheerwater corridor improvement. Managing delivery will be handled semi-independently from the other activities, but will be concluded by the LSTF horizon year of 2015.

Conflicts

- 3.273 There are no obvious sources of conflict affecting this scheme in terms of transport and spatial planning or practical delivery on the ground. The strategic case explains the strong, supporting consistency of the proposal with the planning context, from which the proposal's justification is based.
- 3.274 In short, the operational value of the scheme comes from addressing local environmental and safety concerns while simultaneously strengthening the sub-regional infrastructure to cope with the growth agenda. These goals also underlie the Local Transport Plan. The county council and second tier councils are not pursuing any contrary planning or transport strategies in the affected areas of Surrey.

Political nature of policies and proposals

- 3.275 The intention of considering political aspects is to highlight issues of risk associated with the form of a particular scheme. With the Travel SMART programme, the strategic positioning is locally focussed, with its emphasis on enhancing accessibility and improving journey to work choices to facilitate economic growth in the respective local contexts. The generally low level of physical impact on adjacent areas affected by Travel SMART interventions makes the political context a low risk one, where the main issues to come forward are expected to be of a practical nature rather than concerning the fundamental principles of the programme.
- 3.276 Political consideration of works development and delivery sits entirely within the remit of transport policy and local planning, and this is uncontroversial. This is a result of the key elements and strategic choices having been brought forward under the umbrella of the local transport stakeholder partnerships in Guildford, Woking and Redhill/Reigate and with a strong and ongoing participatory element to ongoing scheme development already cemented in place.
- 3.277 This bid is supported by:
- Surrey County Council
 - Guildford Borough Council
 - Reigate and Banstead Borough Council
 - Woking Borough Council
 - Surrey Connects
 - Enterprise M3

Overall acceptability - summary

- 3.278 On the matter of practicality, the Travel SMART programme may be seen to be in a high state of readiness to proceed, once the Department has confirmed approval for funding.

Social and Distributional Impacts

- 3.279 The following section appraises the Social and Distributional Impacts (SDIs) of each of the proposed schemes. Each scheme has been taken through Stage 0 to identify where further analysis is required in accordance with WebTAG unit 3.17.
- 3.280 The tables below show the results for the Stage 0 analysis. Where further stages in the analytical process have been undertaken, further assessment is provided in the section of tables below.

Brief description of initiative: Sheerwater corridor improvement Initiative objectives: To improve access to the Sheerwater employment centre in Woking to facilitate economic growth					
Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
User Benefits	The scheme removes or reduces much of the impact of through traffic on residential and business properties facing Arnold Road and Eve Road.	Most properties would benefit from reduced traffic flow. Some on Albert Drive and Eve Road would experience no change and a few on Eve Road would experience a small increase in impact as the new corridor improvement runs close to the rear of these properties carrying two way flows. Properties backing onto new corridor improvement would lose parking and access to garages would be made more difficult.	Adequate barriers would be erected to minimise the impact of through traffic on the properties backing onto the new corridor improvement. The issue of parking and access to garages would need further consideration.	Significant impact.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Noise	Virtually all properties would benefit from a reduction in traffic related noise.	A few properties at the eastern end of Arnold Road would experience no change other than most traffic noise would be to the rear of the properties rather than the front.	Suitable fencing would be erected to mitigate any noise impact.	Significant positive benefit.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Air Quality	As the area is not designated as an Air Quality Management Area, improving air quality is not a primary objective of the scheme.	There would be a small benefit to air quality as queuing traffic from Eve Road would be relocated to the new corridor improvement which is in a more open location improving dispersion.	No – the optimum position of the corridor improvement in overall terms has been determined.	Minor positive benefit.	Further analysis considered disproportionate as the benefits are not a large proportion of the overall benefits and improving air quality is not a primary objective.

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
Accidents	There would be a small benefit in reducing accidents.	The scheme would result in a small reduction in accidents by removing the point of conflict at two locations and placing the existing junction with Monument Way East under positive control. In addition, the scheme would remove the risk of U-turn movements arising from the current right run ban into Eve Road, and traffic would be removed from residential roads.	Within the last 5 years, PIAs have occurred at the local junctions, all involving vehicles (i.e. no pedestrian related accidents.) No accidents have occurred on the Eve Road and Arnold Road links. As such, it is considered that there is little relation between the accidents and deprivation in this area.	Minor positive benefit.	Further analysis is considered disproportionate as safety benefits are low and a small proportion of the overall benefits.
Security	Improving security is not a primary objective of this scheme.	No clear impact on vulnerable groups.	Not applicable.	Neutral.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits.
Severance	Yes, as there will be reduced severance on Arnold Road and Eve Road.	The main benefit will be reduced severance within the local community, within which there are no important facilities.	Not applicable.	Minor positive benefit.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits.
Accessibility	No clear linkage between SDI impact and access improvements produced by the scheme.	Accessibility to the Sheerwater employment centre is a key objective of the scheme, but it will have little impact upon residents	Not applicable.	Neutral.	Further analysis is considered disproportionate.
Affordability	Improved affordability is not a likely impact, therefore no clear linkage with SDI topics.	Increasing affordability is not a primary objective of this scheme.	Not applicable.	Neutral.	Further analysis is considered disproportionate as there will be no change in affordability.

Brief description of initiative: Manor Park park and ride (Guildford)

Initiative objectives: To provide decongestion benefits in order to promote economic growth and carbon savings

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
User Benefits	Not intended to have a direct social impact, but may have indirect effects.	Possible journey time reductions from areas of deprivation.	Design details mitigate possible negative impacts.	Most significant positive impacts relate to potential catchment area of P&R site, rather than immediate locational issues.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Noise	Reducing the impact of traffic noise is not a primary objective of this scheme.	There will be some increase in noise levels in the vicinity of the P&R site. However, the site is located away from population areas, and will have no impact on deprived groups.	The site will be landscaped and modern buses will be used to service the site.	Minor impact only.	Further analysis is considered disproportionate.
Air Quality	Improving air quality is not a primary objective of this scheme.	There will be some reduction in air quality in the vicinity of the P&R site. However, the site is located away from population areas, and will have no impact on deprived groups.	The service vehicles will have low emission engines.	Minor impact only.	Further analysis is considered disproportionate as AQ benefits are not significant or a large proportion of the overall benefits.
Accidents	Reducing traffic-related accidents is not a primary objective of this scheme.	No clear impact on vulnerable groups.	Design details mitigate possible negative impacts.	Not applicable.	Further analysis is considered disproportionate.
Security	Increasing security is not a primary objective of this scheme.	There will be some security benefits to users (e.g. switching from parking in an edge of town centre car park to a fully serviced car park and escorted bus service), but there are no security benefits	Design details mitigate any possible negative impacts.	Neutral.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits and security is not a primary objective.

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
Severance	Reducing severance is not a primary objective of the scheme.	to those living and working along the route. Most traffic would access the P&R site from the direction of the A3 and the Tesco roundabout junction, which would have no impact on severance. There would be a small increase in traffic through the Park Barn area.	Traffic flows would be monitored and additional traffic calming would be implemented should any increase in flows begin to affect severance.	Minor impact only.	Further analysis is considered disproportionate as the potential impacts are minor and mitigation measures would help to reduce these impacts.
Accessibility	Some but limited increased accessibility as existing bus services serving the local area will benefit from bus corridor improvements implemented as part of the scheme.	Existing local bus services serving the Royal Surrey County Hospital and the Park Barn area would benefit from the P&R corridor improvements, but impacts are small and indirect.	Not clear that any negative accessibility impacts would be created.	Minor positive benefit.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits.
Affordability	Increasing affordability is not a primary objective of this scheme.	No impact is likely; the P&R bus services are less easily accessible to areas of low income or vulnerable social groups than other, existing services.	Not clear that any negative affordability impacts would be created.	Neutral.	Further analysis is considered disproportionate.

Brief description of initiative: Bus priority and corridor improvements (Woking, Guildford and Redhill/Reigate)						
Initiative objectives: To encourage mode shift						
Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>	
User Benefits	The scheme would increase user benefits and at the same time either minimise or have no impact on other users. For example, intelligent bus priority will be used thereby minimising the impact on other network users.	Positive impact as those residents without access to a car would benefit from the improvements.	No clear negative impacts needing mitigation.	Impacts concentrated in areas served by bus routes to be upgraded.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.	
Noise	Reducing the impact of traffic noise is not a primary objective of this scheme.	Modern buses, which are quieter, would be used on these corridors, but no clear impact on target groups.	No clear negative impacts needing mitigation.	Neutral impact likely.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits and reducing noise is not a primary objective.	
Air Quality	Improving air quality is not a primary objective of this scheme.	Modern buses would be used, which have low emission engines, but no clear impact on target groups.	No clear negative impacts needing mitigation.	Positive benefit overall, but not focussed or of significant extent.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits and improving air quality is not a primary objective.	
Accidents	Accident reductions related to public transport are not significant and not a primary objective of this LSTF element.	Impacts on target groups are not likely to be significant.	No clear negative impacts needing mitigation.	Neutral impact likely.	Further analysis is considered disproportionate.	
Security	Increasing security is not a	Improved waiting facilities	No clear negative impacts	Impacts concentrated in	Further analysis is	

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
	primary objective of this scheme.	would be implemented, which would include improved lighting in bus shelters.	needing mitigation.	areas served by bus routes to be upgraded, likely to lead to improved security.	considered disproportionate as the benefits are not a large proportion of the overall benefits and increasing security is not a primary objective.
Severance	Reducing severance is not a primary objective of the scheme.	Impacts on target groups are not likely to be significant.	No clear negative impacts needing mitigation.	Neutral impact likely.	Further analysis is considered disproportionate.
Accessibility	Increased accessibility through improved journey time and service reliability.	Possible impact on low income and vulnerable groups, but impact dependent on extent of take-up compared to present.	No clear negative impacts needing mitigation.	Positive accessibility benefits to areas served by improved bus routes.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Affordability	Increasing affordability is not a primary objective of this scheme.	Changes to fare structures are not part of the scheme. Impact not likely to be significant.	No clear negative impacts needing mitigation.	Neutral impact likely.	Further analysis is considered disproportionate.

Brief description of initiative: Walking & cycling improvements (Woking, Guildford and Redhill/Reigate) Initiative objectives: To promote mode shift						
Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>	
User Benefits	Increased activity and health benefits.	Any impact would be the result of the location of measures and extent of changed travel behaviour in relation to those areas.	No clear negative impacts needing mitigation.	Impacts could be focussed on catchment areas of key routes.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.	
Noise	Reducing noise is not a primary objective.	Impact of scheme measures is likely to be low or neutral for target groups.	No clear negative impacts needing mitigation.	Neutral - low impact.	Further analysis is considered disproportionate.	
Air Quality	Improving air quality is not a primary objective.	Impact of scheme measures is likely to be low for target groups.	No clear negative impacts needing mitigation.	Low and indirect impact.	Further analysis is considered disproportionate.	
Accidents	Social / distributional impact not clearly linked to accident performance objectives.	This is unlikely – no significant change in performance is expected.	Any potentially negative impacts would be offset by design features, including scheme safety auditing.	Any impacts would be experienced in immediate area affected.	Further analysis is considered disproportionate.	
Security	Increasing security is not a primary objective.	Any impact would be the result of the location of measures in relation to target groups. Some correlation is possible.	Yes - any potentially negative impacts would be offset by design features, e.g. improved surfacing and lighting.	Extent of significance is not likely to be large and is limited to key routes only.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits and increasing security is not a primary objective.	
Severance	The introduction of new facilities should reduce severance, but impacts are not likely to be of significant scale.	Impacts on target groups are not likely to be significant.	No clear negative impacts needing mitigation.	Neutral - low impact.	Further analysis is considered disproportionate.	

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
Accessibility	New routes would improve accessibility to key employment centres.	Possible impact on low income and vulnerable groups, but impact dependent on extent of take-up.	No clear negative impacts needing mitigation.	Degree of focus and significance depends on take up rates and location.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Affordability	Not clear that new routes will have an affordability impact for key journeys.	Not clear that there is an impact on low income and vulnerable groups.	No clear negative impacts needing mitigation.	Minor positive impact is likely, but degree of focus and significance depends on take up rates and location.	Further analysis is considered disproportionate.

Brief description of initiative: Smarter choice improvements (Woking, Guildford and Redhill/Reigate) Initiative objectives: To promote mode shift and increase travel horizons and facilitate business savings					
Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
User Benefits	Yes – behavioural change for transport users is the underlying objective, which has a specific SDI element within it.	Yes, through location of certain scheme elements in areas of deprivation, and indirectly, through the impact of information and travel planning measures in the workplace. No clear impact on target groups is identifiable.	No clear negative impacts needing mitigation.	Impacts could be focussed on areas of deprivation, target employment areas and key routes.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Noise	Reducing noise is not a primary scheme objective. Improving air quality is vital to certain LSTF elements in other categories, but potential SDI AQ impacts are more peripheral in respect of smarter choices works.	No clear impact on target groups is identifiable. Impact of scheme measures is likely to be low.	No clear negative impacts needing mitigation. No clear negative impacts needing mitigation.	Impacts are likely to be low and dispersed. Impacts are likely to be dispersed.	Further analysis is considered disproportionate. Further analysis is considered disproportionate.
Air Quality	Yes – there is a correlation through the impact of scheme measures in specific areas of the affected towns.	Increased use of walking and cycling is not believed to have an impact on safety and accidents.	Design features will be needed to mitigate safety aspects relating to increased use of sustainable modes.	Potential impacts concentrated around the key routes in the Travel SMART programme.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Accidents	A linkage between SDI impact and transport security objective is evident, through the differing security perceptions of different transport modes.	Any impact would be the result of the location of measures and extent of changed travel behaviour in relation to those areas.	Design features will be needed to mitigate security issues relating to increased use of sustainable modes.	Impacts could be focussed on areas of deprivation, target employment areas and key walk, cycle and public transport routes.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits and increasing security is not a primary objective.
Security					

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
Severance	An indirect link between SDI impact and the severance objective is evident, but impact is likely to be low in respect of Smarter Choices measures.	Possible impacts on target groups, but severance impacts are not considered to be significant.	No clear negative impacts needing mitigation.	Impacts could be focussed on key routes, but not likely to be significant.	Further analysis is considered disproportionate.
Accessibility	Improved accessibility, especially for those without access to a car, both by physical measures and by marketing and information to reduce people's perceived barriers to travel.	Yes, through location of certain scheme elements in areas of deprivation, and indirectly, through the impact of information and travel planning measures in the workplace.	No clear negative impacts needing mitigation.	Impacts could be focussed on areas of deprivation and target employment areas and thus are concentrated. Significance of impacts requires more assessment.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Affordability	Improved affordability is not an objective of the Smarter Choices measures.	Yes, through location of certain scheme elements in areas of deprivation, and indirectly, through the impact of information and travel planning measures in the workplace.	No clear negative impacts needing mitigation.	Impacts focussed on target areas of deprivation, thus localised. Significance of impact needs further assessment.	Further analysis is considered disproportionate.

Brief description of initiative: Traffic management improvements						
Initiative objectives: To increase journey reliability						
Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>	
User Benefits	Reduced journey times and increased journey time reliability for users, as well as decongestion benefits to other network users.	Benefits vulnerable groups to the extent that they are transport users or indirectly, as town centre residents.	No clear negative impact needing mitigation.	Impacts focussed on town centre only	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.	
Noise	Reducing noise is not a primary objective.	Indirect benefits to target groups through reduction in circulating traffic.	No clear negative impact needing mitigation.	Minor positive benefit, focussed on town centre.	Further analysis is considered disproportionate as the benefits are not a large proportion of the overall benefits and reducing noise is not a primary objective.	
Air Quality	Improving air quality is not a primary objective.	Traffic town centre levels would remain high – air quality impact likely to be low, but central Redhill is an AQMA.	No clear negative impact needing mitigation.	Minor positive benefit focussed on town centre.	Suggest undertake full screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment	
Accidents	Reducing accidents is not a primary objective.	Traffic town centre levels would remain high – accident impact likely to be low.	No clear negative impact needing mitigation.	Minor positive benefit focussed on town centre.	Further analysis is considered disproportionate.	
Security	Increasing security is not a primary objective.	No impact on security is likely.	No clear negative impact needing mitigation.	Neutral impact.	Further analysis is considered disproportionate.	
Severance	Reducing severance is not a primary objective.	Traffic town centre levels would remain high – severance impact likely to be low.	No clear negative impact needing mitigation.	Neutral impact.	Further analysis is considered disproportionate.	
Accessibility	Increased accessibility	Benefits vulnerable groups to	No clear negative impact	Minor positive benefit	Suggest undertake full	

Impact (Consider each separately)	Is social/distributional impact relevant to stated scheme objectives? <i>(If yes, provide details)</i>	Could scheme lead to impact on low income and/or vulnerable groups? <i>(Provide details)</i>	Can potential negative impacts be eliminated through design or mitigation? <i>(Provide details)</i>	Are potential impacts, where presumed, likely to be 'significant and concentrated'? <i>(Provide details)</i>	Next steps: what further screening (Step 1 to 3), or full SDI analysis (Step 1 to 5) is necessary and/or proportionate to potential impact? <i>(Provide rationale for proposal)</i>
	through the provision of information, but impacts likely to be low.	the extent that they are transport users, or indirectly as town centre residents.	needing mitigation.	focussed on town centre.	screening steps 1-3. Consider full analysis steps 4 & 5 depending on outcome of screening assessment.
Affordability	Increasing affordability is not a primary objective.	No impact on affordability is likely.	No clear negative impact needing mitigation.	Neutral impact.	Further analysis is considered disproportionate.

3.281 In summary, the categories still requiring at least some degree of screening analysis are as shown below.

Appraisal category	Park & Ride	Sheerwater	Bus Corridor	Traffic M'gt	Cycle routes	Smarter choice
User benefit	Yes	Yes	Yes	Yes	Yes	Yes
Noise No	Yes	No	No	No	No	No
Air quality	No	No	No	Yes	No	No
Accidents	No	No	No	No	No	No
Severance	No	No	No	No	No	No
Security	No	No	No	No	No	No
Accessibility	No	No	Yes	Yes	Yes	Yes
Affordability	No	No	No	No	No	No

3.282 Given that there has not been the opportunity to complete the various steps of the SDI process in consultation with the DfT, only an initial view of the User Benefits, Noise, Air Quality and Accessibility impacts are presented below in this note.

3.283 The findings are also summarised in an initial SDI Matrix for each town and in the AST.

3.284 Impacts relating to accidents, severance, security and affordability have been scoped out completely. The following sections, once supported by TUBA output, will constitute the screening opinion on the social and distributional impacts of the Travel SMART programme on the identified groups.

3.285 In taking the SDI appraisal forward, it is intended to undertake the following:

- Complete the screening option work outlined in the 'step 0' scoping.
- Gather base SDI data fields on income and social distributional aspects of the areas affected by the programme.
- Map the transport effects and cross-compare with the SDI data fields.
- Engage in dialogue with the Department for Transport's SDI team to confirm the approach and carry out any further work that may be deemed as necessary.
- Finalise the SDI assessment pro-formas for each of the three towns within the overall programme.

3.286 From the work undertaken to date, the SDI implications of the scheme are not likely to be of significant magnitude, however certain aspects have been identified as possibly having an impact in social and distributional terms. It is not possible to definitely state at this point whether full profiling of any of these relationships will be needed, going beyond the screening stage.

3.287 The most important matter to note at this point is that whatever the eventual level of appraisal to be carried out it is highly unlikely that any negative impacts will register as a consequence of this scheme: the Travel SMART interventions are seen as generating positive impacts only, although the distributive effect may not be entirely uniform across Guildford Woking and Redhill/Reigate.

Summary

- 3.288 The economic case for Travel SMART has been developed through an appraisal using the Department for Transport's LSTF Supplementary Guidance and using the latest release of WebTAG guidance.
- 3.289 The underlying principle of the evaluation is that the Travel SMART measures will encourage mode shift to take place, away from car trips (for all journey purposes), and increase the use of public transport, park and ride, cycling and walking thereby promoting economic growth and reducing carbon emissions.
- 3.290 The case for the programme is demonstrated by the benefits it generates in its economic and social context. The BCR of the proposed scheme is 3.45. This represents good value against the recognised value for money criteria.
- 3.291 Economic growth will be promoted by facilitating job creation and widening employers' access to workers and skills. The potential number of jobs the programme would create is about 470 in the three target boroughs. The population living within a 30 minute drive of one of the three towns would increase by over 4%.
- 3.292 Carbon savings would be achieved to the value of £2.36m (2002 values and prices).



COMMERCIAL



COMMERCIAL CASE



COMMERCIAL CASE

CASE



COMMERCIAL CASE

Introduction

4.1 Surrey County Council has one of the leading public sector procurement teams within the South East. It was the first county council to centralise all supply chain activity and now directly manages over £600 million in goods, works and services. The Procurement and Commissioning Department has built a reputation for joint working and delivering the highest possible quality and lowest possible price. This approach has enabled the county council to deliver a total of £50 million in savings in the last 2 years and reduced the county council's supply base from 15,000 to 4,000 contract suppliers.

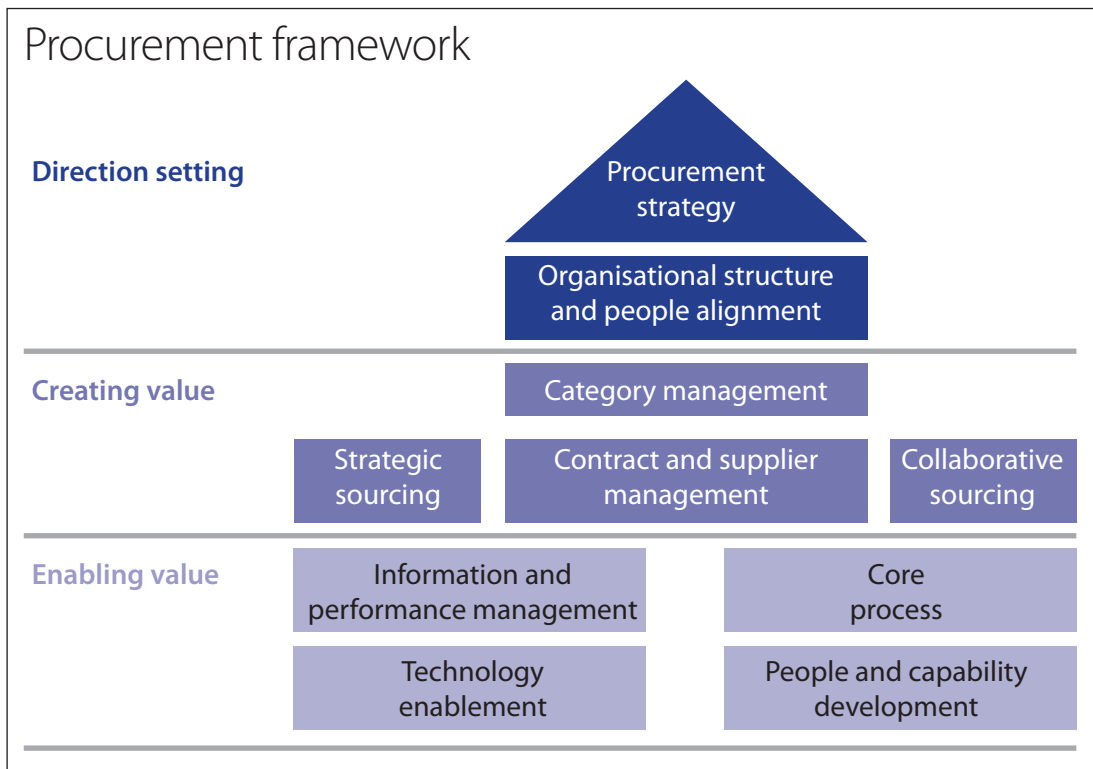
Standing orders and strategy

4.2 SCC procurement is governed by two formal documents:

- **Procurement Standing Orders** – details the minimum legislative processes which must be adhered with to meet the OJEU and EU procurement legalisation requirements.
- **Procurement Strategy** - detailing how procurement creates and enables value.

4.3 Like all UK local and central government departments, the county council has formally adopted procurement standing orders within its constitution. This details the minimum number of quotes and route to market, which must be complied with dependent upon the contract value. Our procurement policy is to competitively tender for all contracts over 99k; for contracts between 10 and 99k, a minimum of three quotes are required.

4.4 The county council also recognises that to achieve value and reduce risk in procurement additional steps are required over and above simply offering contracts in the market place. The diagram, below, shows the link between direction setting, creating value and enabling value is fully understood.



- 4.5 A full description of the procurement standing orders and procurement strategy is available on the Surrey County Council website, www.surreycc.gov.uk
- 4.6 The direction setting and enabling value components are led by the centralised procurement and commissioning department which ensures the organisation has the correct skills, processes and IT capability to manage external supply chain.
- 4.7 Creating value is delivered jointly with individual service business groups through the use of the industry best practice category management tool. This deploys UK standard classifications of goods, works and services to enable benchmarking of costs with other public sector bodies. Category Management involves three value-creating processes:
- Strategic sourcing.
 - Contract management.
 - Supplier relationship management (N.B this is only deployed for long term contracts and is not applicable to the LSTF project).
- 4.8 Since October 2011, a dedicated senior procurement category specialist has worked with the Travel SMART Project Team to apply category management principles to the overall project delivery. The outcome of this work is detailed below:

Strategic sourcing

- 4.9 To deliver the Travel SMART programme a strategic review of the current contracts has been completed, assessing the appropriateness of current contracts, capacity of current contractors and the best value option. This has enabled the bid team to quantify where Surrey County Council can use current contracts to ensure delivery and value for money. The team has also reviewed where there are significant elements of the bid which require a bespoke procurement activity to be undertaken due to the size and cost of the project against the back drop of procurement legislation. Three different procurement strategies have been adopted depending on the value and risk of the activity, see below:

High risk infrastructure projects over £1m

Two schemes have been identified as high risk sourcing activities:

1. Guildford park & ride
2. Sheerwater corridor improvement

Both schemes cannot be delivered within existing contracts (due to value and resource requirement) and will require a significant mobilisation period. An external sourcing activity will be required using the county council's standard route to market. The external sourcing activity will also ensure costs are fully market tested, with schemes tendered upon schedule of rate commercial model to enable effective comparison and cost control.

To remove delivery risk, it has been agreed to start the sourcing activity in January ahead of the LSTF award announcement, the risk of lack of funding will be clearly made to the marketplace and no contracts will be signed until the LSTF announcement in June 2012, see timetable below:

Activity	Milestone
Issue PIN Notice	January 2012
Issue PQQ	February 2012
Shortlist to 3 for each scheme	March 2012
Issue ITT with outline design	April 2012
Select preferred supplier	June 2012
Contract award (subject to LTSF announcement)	July 2012
Early contractor involvement to finalise design	July – August 2012
Agree construction timetable and final design	September 2012
Commence pre-construction	October 2012
Deliver schemes	Oct 2012 – Oct 2014

- 4.10 Surrey County Council will work to develop a competitive marketplace through a number of different activities. In the spring the bid team will hold a number of meet the project team events. These events will be co-hosted with our local business link group and act as information sharing networking events. It will be an opportunity for interested parties to be involved prior to any formal procurement, to discuss the overall programme of work and whether it would be appropriate for their organisation to bid for the new projects.
- 4.11 The two separate tender opportunities will have a specific notice on our web page to notify interested groups. The tendering process will be completed using our electronic e-sourcing tool “Bravo”, which then links to Europe-wide notification networks. In addition a specific email address will be given for interested organisations to indicate their interest.
- 4.12 To further maximise value from the supply chain, the county council will ensure early contractor involvement post contract award. This will enable the preferred supplier to challenge design and use their expertise to value engineer the project and improve overall delivery.
- 4.13 Contract terms and conditions will be written to ensure that Surrey County Council risks are limited and that the supplier takes the financial risk. Insurance risks are also taken into consideration and contracts make it clear to both parties the point when risks are transferred. Contracts will be tendered using the standard NEC contract terms, with adapted clauses to reflect our requirements.

Medium risk infrastructure projects under £1m

- 4.14 A number of bus corridor, cycle way, footway and junction infrastructure improvements have been identified as part of the LTSF project delivery. These schemes will be delivered through Surrey Highway’s existing term maintenance contract with May Gurney Plc. The six year contract started in 2011, with May Gurney contracted to deliver all road maintenance and transport improvement schemes under £1,000,000.
- 4.15 The contract is delivered through a mix of in-house dedicated resource based at the Merrow Depot in Guildford and second tier supply chain to deliver specialist services. For example, Siemens delivers all traffic signal improvements.

- 4.16 To improve co-ordination and delivery, May Gurney will provide a dedicated scheme manager for the Travel SMART programme. The scheme manager will be part of the dedicated task team, which will manage each scheme, and include representatives from the county council, May Gurney and specialist sub-contractor resource. The task team will be chaired by the project manager and will work to agree detailed design, programme and technical specification.
- 4.17 The May Gurney contract (value £35 million p.a) is based on a monthly payment mechanism with a built-in profit incentive, which is closely monitored as part of the contract monitoring. This ensures that payment can be withheld subject to delivery and, where work is not delivered to the expected standard can penalise the contractor through deductions in payment of profit. A Task Completion Certification is also completed for each scheme to ensure compliance with the original design specification.

Low risk contracts

- 4.18 A number of external consultants and delivery agents have been identified to deliver the marketing and behavioural change elements of the project, e.g. delivery of a new on-line web tool to support traffic planning. As a first step, the procurement and commissioning department will seek to exploit existing public sector frameworks to provide support, e.g. central government buying solutions frameworks.
- 4.19 Where an existing framework is not viable, a tender exercise will be undertaken. However, due to the nature of the contract, a long mobilisation period is not required and therefore delivery risk is low.
- 4.20 Following confirmation of LSTF funding in June 2012, we will form a dedicated procurement bid team with the Travel SMART project team. This will map all low risk activity and determine the route to market. Based on existing experience, all required external contracts will be in place for October 2012. Contracts will be let using the pre-agreed framework conditions or standard terms of contract.

Sustainability and local workforce implications

- 4.21 Utilising the county council contracts to stimulate the local economy and have a positive impact on the environment is a critical contract objective of all our procurement activity. Regardless of the route to market identified above, all contracts will incorporate five specific targets for sustainability and local workforce:
- 1) % of waste sent to landfill.
 - 2) % of recyclable material used to deliver scheme.
 - 3) % of carbon used to deliver scheme.
 - 4) Number of apprentices employed to deliver scheme.
 - 5) % of workforce employed locally.

The targets will be monitored on a quarterly basis, and, although they will not form part of the tender evaluation process, will enable the county council to set clear direction and ensure markets understand the need to support local sustainable growth.

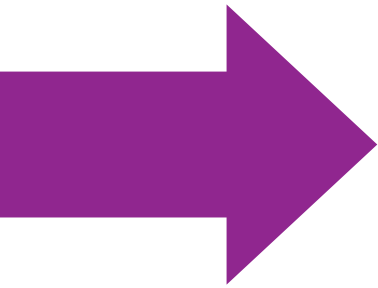
Contract management and performance

- 4.22 Surrey County Council's Highways department has a designated contract management function. All new and existing contracts are target driven and based on a performance framework. Other key performance indicators include reviewing of recycling and customer feedback.

- 4.23 Performance is measured through site visits or monthly operational meetings, formal quarterly strategic reviews and annual reviews. The primary term maintenance contract includes a partnering timetable for continuous improvement, with all contractors expected to work with Surrey County Council to develop further innovation, efficiencies and best practice supply chain developments.

Risk to delivery

- 4.24 The procurement review has estimated that to deliver the Travel SMART programme, £8m will be tendered on the marketplace. This is identified as low risk and is in line with business as usual procurement activity. In 2011/12 the county council delivered £30m of highway maintenance and infrastructure projects and is therefore adept in managing contracts of this scale and size.
- 4.25 Due to the strategic nature of the project a dedicated resource will be provided from the procurement and commissioning department to support sourcing activity and supply chain performance management.
- 4.26 The primary risk relates to the long mobilisation period required to deliver the two strategic high risk infrastructure projects (Guildford Park & Ride / Sheerwater corridor improvement). Delaying procurement activity to July 2012 would present an unacceptable construction risk, so it will start in January 2012 to enable preferred suppliers to be appointed prior to final LSTF announcement.
- 4.27 Risks will be further reduced through the deployment of standard contract terms and use of existing term maintenance contract and public sector frameworks.



FINANCIAL



FINANCIAL CASE



FINANCIAL CASE

CASE



FINANCIAL CASE

Introduction

- 5.1 Surrey County Council is seeking LSTF investment of £16 million, with a further £4.4 million of secured local contributions from the private sector and other organisations. In developing its proposal the council has taken steps to ensure that:
- Cost estimates are reasonable, drawing on experience of other schemes and including appropriate assumptions for inflation and risk.
 - Local contributions are only included where they are secure.
 - Proposed measures are financially sustainable, with no assumption of ongoing DfT funding after the LSTF funding period, and only minimal ongoing financial support from Surrey County Council.

Cost estimates

- 5.2 To estimate costs we have looked at costs of similar projects that have already been successfully implemented, obtaining supplier quotations where possible within the time available, or using rates supplied by existing contractors. In many cases the proposed measures have already been progressed through initial feasibility and design stages, resulting in increased understanding of, and confidence in, likely costs. Appropriate assumptions have also been made for the financial impacts of inflation and risk.
- 5.3 Cost estimates are outlined at this stage and will be refined as schemes are progressed through design and procurement phases. Estimates include a provision for risk. However in some cases it may still be necessary to make amendments to proposed schemes and programmes in order to accommodate changes in costs, and DfT will be consulted where this is the case.
- **Guildford park & ride** – initial infrastructure costs for the park & ride site are based on the Merrow park & ride scheme recently completed. Land at the proposed site is owned by Surrey University and planning conditions make this land available to Surrey County Council for a park and ride at no cost. The estimated scheme cost includes provision to support bus services for up to 18 months.
 - **Sheerwater corridor improvement** – estimates have been developed in conjunction with Woking Borough Council and its externally appointed transport advisors.
 - **Redhill town centre variable message signing** – estimates are based on similar schemes that have already been successfully implemented in Guildford & Woking.
 - **Bus priority and corridor improvements** – costs are based on comparable schemes successfully implemented elsewhere in Surrey, e.g. the A23 Horley to Redhill quality bus corridor, Arriva route 91 in Woking and Stagecoach route 1 in Camberley. The proposed measures are expected to result in additional investment by bus operators, including new and improved vehicles and additional commercial bus services. As these additional contributions are not guaranteed they are not reflected in local contribution totals.
 - **Walking & cycling improvements** – estimates are based on similar schemes undertaken elsewhere, including the Cycle Woking project.
 - **Information, travel planning & marketing** – cost estimates are drawn from a number of sources including similar projects already operating, and in some cases supplier quotations.
- 5.4 **Inflation** – existing highways and transport contracts are largely linked to RPIX, which is currently 5%. However the Bank of England's November 2011 Inflation Report acknowledges that current inflation levels reflect increases in VAT, energy and import prices over the past 12 months, the impact of which is expected to dissipate during 2012. The Bank of England's forecast inflation at the end of 2014 remains 2%. In addition, Surrey County Council's procurement and commissioning team has

successfully sought to restrict inflationary increases in existing contracts to below RPIX. Taking these factors into account an inflation assumption of 3% per annum has been included in cost estimates.

- 5.5 **Risk** – a number of steps have been taken to reduce financial risks, e.g. use of existing contracts where possible giving a degree of price certainty, many of the measures proposed have been successfully delivered elsewhere in Surrey, and many measures have already progressed through initial feasibility and design stages. However there is still risk of cost escalation, e.g. through further inflationary pressures, variations where costs remain subject to a competitive process, and unforeseen costs when construction commences. In recognition of this a standard risk allowance of 10% has been applied to most costs, which is based on experience across a range of other successfully implemented schemes. Exceptions include the Sheerwater corridor improvement and Manor Park park & ride scheme. Travel SMART expenditure on the Sheerwater corridor improvement is expected to be capped at £1 million, with Woking Borough Council meeting the remainder of the cost and risks. A risk factor of 20% has been applied to Manor Park park & ride scheme. Although initial design work has been carried out, this scheme utilises non-highway land which is considered to be an additional risk.

Surrey County Council's approach to risk management is explained in more detail in sections 6.35 to 6.41 of the management case.

Local contribution

- 5.6 **General** – local contributions have been classified as either secure or anticipated. Secure contributions are those where Surrey County Council or a borough or district council is already in receipt of funding, or where a partner has made a written commitment to provide funding. Secure contributions totalling £4.4 million are expected over the life of the project, clearly demonstrating local commitment and support. Local contributions represent a contribution toward the cost of measures included in this bid, rather than complementary works already being implemented.
- 5.7 **Source of contributions** – the table below summarises the source of secure local contributions by sector. The majority of the local contribution relates to Woking Borough Council's funding of the Sheerwater corridor improvement and S106 monies already held by local authorities in Surrey. Where other organisations are providing local contributions written agreements are in place.

Source of secure local contributions	£million
Local authority – developer contributions	1.2
Local authority – other	3.0
Private sector – transport operators	0.2
Total	4.4

Cost breakdown

- 5.8 **General** – the following tables provide a detailed cost breakdown showing the cost of each package element and town, separately identifying local contributions, DfT capital and revenue, and allowances for inflation and risk. Total DfT funding of £16 million is requested, with secure local contributions totalling £4.4 million (excluding key component).

Travel SMART - finance case table				
Town - summary				
£'000s	2012/13	2013/14	2014/15	Total
Sheerwater corridor improvement* / Park & Ride / Traffic management (VMS)				
DfT revenue	£0	£250	£250	£500
DfT capital	£2,000	£2,750	£500	£5,250
Local contribution**	£500	£1,000	£1,500	£3,000
Total	£2,500	£4,000	£2,250	£8,750
Bus priority and corridor improvements				
DfT revenue	£60	£130	£160	£350
DfT capital	£500	£960	£1,010	£2,470
Local contribution	£25	£110	£35	£170
Total	£585	£1,200	£1,205	£2,990
Walking and cycling				
DfT revenue	£0	£0	£0	£0
DfT capital	£341	£315	£674	£1,330
Local contribution	£350	£526	£388	£1,264
Total	£691	£841	£1,062	£2,594
Information, travel planning and marketing				
DfT revenue	£2,058	£1,549	£1,343	£4,950
DfT capital	£600	£275	£275	£1,150
Local contribution	£0	£0	£0	£0
Total	£2,658	£1,824	£1,618	£6,100
Key component (already funded)				
DfT revenue	£660	£800	£680	£2,140
DfT capital	£830	£500	£50	£1,380
Local contribution	£1,010	£470	£130	£1,610
Total	£2,500	£1,770	£860	£5,130
Totals				
Total package cost (entire project)	£7,049	£7,529	£4,942	£19,520
Total revenue (entire project)	£2,778	£2,729	£2,433	£7,940
Total capital (entire project)	£4,271	£4,800	£2,509	£11,580
Total DfT funding requested (for this bid only)	£5,559	£6,229	£4,212	£16,000
Total local contribution (including any contribution made to the key component bid)	£1,885	£2,106	£2,053	£6,044
Allowance for inflation	£150	£296	£400	£846
Cost of risks	£556	£560	£384	£1,500
Note* - Sheerwater corridor improvement risk is with Woking Borough Council.				
Note ** £4,500 local contribution for hospital roundabout scheme shown in complementary measures for Guildford				

Travel SMART - finance case table				
Town - Woking				
£'000s	2012/13	2013/14	2014/15	Total
Sheerwater corridor improvement				
DfT revenue	£0	£0	£0	£0
DfT capital	£0	£500	£500	£1,000
Local contribution	£500	£1,000	£1,500	£3,000
Total	£500	£1,500	£2,000	£4,000
Bus priority and corridor improvements				
DfT revenue	£20	£30	£40	£90
DfT capital	£100	£250	£270	£620
Local contribution	£25	£50	£35	£110
Total	£145	£330	£345	£820
Walking and cycling				
DfT revenue	£0	£0	£0	£0
DfT capital	£208	£20	£190	£418
Local contribution	£130	£56	£0	£186
Total	£338	£76	£190	£604
Information, travel planning and marketing				
DfT revenue	£373	£241	£176	£790
DfT capital	£150	£25	£25	£200
Local contribution	£0	£0	£0	£0
Total	£523	£266	£201	£990
Totals	£1,506	£2,172	£2,736	£6,414
Total DfT funding requested (for this bid only)	£851	£1,066	£1,201	£3,118
Total revenue (entire project)	£393	£271	£216	£880
Total capital (entire project)	£458	£795	£985	£2,238
Total local contribution	£655	£1,106	£1,535	£3,296
Note - Does not include key component as some measures countywide.				

Travel SMART - finance case table				
Town - Guildford				
£'000s	2012/13	2013/14	2014/15	Total
Park & Ride				
DfT revenue	£0	£250	£250	£500
DfT capital	£2,000	£2,000	£0	£4,000
Local contribution*	£0	£0	£0	£0
Total	£2,000	£2,250	£250	£4,500
Bus priority and corridor improvements				
DfT revenue	£40	£80	£80	£200
DfT capital	£400	£510	£500	£1,410
Local contribution	£0	£60	£0	£60
Total	£440	£650	£580	£1,670
Walking and cycling				
DfT revenue	£0	£0	£0	£0
DfT capital	£72	£135	£366	£573
Local contribution	£120	£120	£123	£363
Total	£192	£255	£489	£936
Information, travel planning and marketing				
DfT revenue	£720	£530	£435	£1,685
DfT capital	£225	£75	£75	£375
Local contribution	£0	£0	£0	£0
Total	£945	£605	£510	£2,060
Totals	£3,577	£3,760	£1,829	£9,166
Total DfT funding requested (for this bid only)	£3,457	£3,580	£1,706	£8,743
Total revenue (entire project)	£760	£860	£765	£2,385
Total capital (entire project)	£2,697	£2,720	£941	£6,358
Total local contribution	£120	£180	£123	£423
<p>Note - Does not include key component as some measures countywide. Note * - £4,500 local contribution for hospital roundabout scheme (complementary measures)</p>				

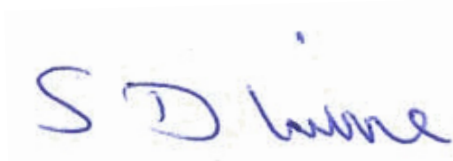
Travel SMART - finance case table				
Town - Redhill-Reigate				
£'000s	2012/13	2013/14	2014/15	Total
Traffic management (car park VMS)				
DfT revenue	£0	£0	£0	£0
DfT capital	£0	£250	£0	£250
Local contribution	£0	£0	£0	£0
Total	£0	£250	£0	£250
Bus priority and corridor improvements				
DfT revenue	£0	£20	£40	£60
DfT capital	£0	£200	£240	£440
Local contribution	£0	£0	£0	£0
Total	£0	£220	£280	£500
Walking and cycling				
DfT revenue	£0	£0	£0	£0
DfT capital	£61	£160	£118	£339
Local contribution	£100	£350	£265	£715
Total	£161	£510	£383	£1,054
Information, travel planning and marketing				
DfT revenue	£965	£778	£732	£2,475
DfT capital	£225	£175	£175	£575
Local contribution	£0	£0	£0	£0
Total	£1,190	£953	£907	£3,050
Totals	£1,351	£1,933	£1,570	£4,854
Total DfT funding requested (for this bid only)	£1,251	£1,583	£1,305	£4,139
Total revenue (entire project)	£965	£798	£772	£2,535
Total capital (entire project)	£286	£785	£533	£1,604
Total local contribution	£100	£350	£265	£715
Note - Does not include key component as some measures countywide.				

Financial sustainability

- 5.9 **General** – Surrey County Council is mindful that measures implemented must be financially viable without ongoing DfT financial support and individual measures have been appraised and selected on that basis. Further measures are designed to minimise any additional financial burden on the council.
- 5.10 **Guildford park & ride** – discussions with bus operators are ongoing to explore opportunities for operating services on a commercial basis, including meeting ongoing costs of operating and maintaining the park & ride site. It is anticipated that the park & ride service will to a degree be integrated with existing commercial services, increasing the financial viability of the service. Additional income could be generated from parking at the site outside of park and ride operating hours. After initial support through the LSTF grant, it is expected that the proposed park & ride service will operate on a commercial basis.
- 5.11 **Sheerwater corridor improvement** – ongoing general maintenance costs have been assessed as minimal. Costs will be met from Surrey County Council's existing budgets.
- 5.12 **Redhill town centre variable message signing** - ongoing general maintenance costs have been assessed as minimal. Costs will be met from Surrey County Council's existing budgets.
- 5.13 **Bus priority and corridor improvements** – opportunities will be taken to upgrade existing equipment using new technology, which is more cost effective to operate and maintain. Costs will also be shared with bus operators where possible. For example it is anticipated that operators will take financial responsibility for real time information equipment installed on vehicles. Additionally, bus use is expected to increase as a result of improvements made, increasing the commercial viability of routes (e.g. to include evenings and weekends) and reducing the cost to the council.
- 5.14 **Walking & cycling improvements** – ongoing maintenance costs are expected to be minimal and will be met from the authority's existing budgets.
- 5.15 **Information, travel planning & marketing** – services such as training and advice will be provided free of charge in year one, and at a subsidised rate in years two and three. A number of service delivery models are being explored thereafter including continued provision of services by Surrey County Council, provision through a community interest company, or through a commercial model. Under each delivery model following the initial investment, branding and marketing, services are expected to be self-financing, e.g. through fees or use of volunteers.

Section 151 Officer sign-off

- 5.16 As Section 151 Officer for Surrey County Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Surrey County Council has the intention and the means to deliver this scheme on the basis of its proposed funding contribution above, as well as meeting any ongoing revenue requirements on the understanding that no further increase in DfT funding will be considered beyond the contribution requested.



Sheila Little
Chief Finance Officer and Deputy Director for Change & Efficiency



MANAGEMENT



MANAGEMENT CASE



MANAGEMENT CASE

CASE



MANAGEMENT CASE

Introduction

Aims

- 6.1 The Local Transport Sustainable Fund will support the implementation of the Travel SMART programme and provide key infrastructure improvements to enable managed economic growth in Surrey's primary economic market towns of Guildford, Woking & Redhill. Transport surveys have identified these town centres have exceeded maximum transport capacity, preventing additional business from entering the area and deterring visits to key residential areas. The Travel SMART programme will enable increased footfall and business investment in the local economy.

Objectives

- 6.2 A recent survey has identified congestion and lack of accessible transport is preventing economic growth in three strategic locations. The Travel SMART programme and associated infrastructure improvements will:
- Reduce existing town centre car traffic through provision of a park and ride scheme.
 - Provide improved access to the Sheerwater business park through construction of a new access road and corridor improvements.
 - Improve pedestrian and cycle access to Redhill town from the primary train station.
 - Invest in new bus, cycle and pedestrian corridors to improve reliability and safety in alternative travel solutions.
 - Improve town centre signage and information points to improve local transport planning and movement.
 - Encourage communities and business to adopt sustainable transport options through active engagement, public awareness campaigns and development of targeted travel plans for business.

Project management approach

Successful delivery

- 6.3 Surrey County Council (SCC) has a significant and very successful track record in delivering complex transport, environment and highway projects:
- Street lighting PFI – Surrey County Council was the first authority to achieve the PFI milestones to replace its 80,000 street lighting stock. Since March 2010, the county council via its partner Skanska has replaced over 30,000 columns, which included working with local districts to install special design columns in conservation areas, all within the original budget and programme agreed in 2009.
 - Cycle Woking – following DfT grant, the county council worked with the local cycle community to significantly improve access to sustainable forms of transport. The project has so far delivered significant success by improving cycling usage, gained popular support with local cycle forums and has been delivered to time and programme.
 - Public Value Reviews – in 2010, the county council embarked on a lean and efficiency review to remove waste and inefficiencies from front line and support services. To date the project has delivered £22.7m in cashable savings and its methodical project management approach has been commended by a number of external bodies including the Cabinet Office and Treasury.
 - Walton Bridge – in 2009, following an exhaustive planning and consultation process, the county council was awarded a £40m DfT grant to design and build the first river crossing over the River Thames. The infrastructure is a hugely complex endeavour involving large supply chain; road re-design; moving main oil pipeline & BT cables feeding Heathrow Airport, and re-work to embankment and landscaping. The project is fully on programme and is being delivered under budget due to tight cost and ongoing value engineering.
 - Waste management – working with partners, the county council was the first county to recycle 50% of residential waste and action plans are in place to achieve 70% by 2014. This involved a considerable behavioural change exercise and effective consultation alongside operational change and improvement.

The process of monitoring and evaluating the objectives is included in annex 2. This outlines the planned systematic collection and analysis of information in each of the three towns. The information collected will be used to monitor each of the objectives in the strategic case and follow a process of evaluation.

- 6.4 Project managers, using the mandatory project framework and quality approach detailed in section 6.5, successfully deliver key projects in-house. Project delivery is fully supported through its externally recognised procurement and supply chain management function, ensuring all contracts are delivered on time, to budget and to quality specification. This tried and tested approach, detailed below, will be fully deployed to deliver the Travel SMART programme.

Project management framework

- 6.5 The management of the development and delivery of this project will follow Surrey County's Council's corporate project management framework. The framework has been developed in conjunction with the Association for Project Management (APM) and mandates clear project lifecycle, accountability, documentation and change control:

Phase	Required documents	Sign off accountability
Analysis/concept –ascertain issues the project will address and the benefits to the organisation, in order to determine value.	1.Business case 2. Equality Impact Assessment 3. Options analysis 4. PESTLE / SWOT	Level 4 Manager
Initiation - detailed planning to determine resources to ensure benefit realisation.	5.Project initiation document 6. Risk and issue tracker 7.Benefit tracker 8. Stakeholder analysis 9.Consultation and engagement toolkit 10.Communications plan	Level 3 Manager
Delivery – ensure project is running to time, cost and budget within strict change control parameters and is delivering anticipated benefits.	11. Change control 12. Project assurance documents 13. Infrastructure gateway control 12 Agenda template 13. Actions template	Project Board
Closure –ensure that any deliverables are integrated into business as usual and that benefits are continually monitored.	14. Project closure 15. Lessons learned	Level 3 Manager

The project management framework mandates that all projects have distinct roles and responsibilities, with clear segmentation of duties:

Scrutiny - providing external project review and challenge.

Project sponsor – ensuring project delivers original benefits and scope.

Strategic direction & decision making - ensuring project benefits are realised within budget, ensure risks and opportunities are managed and enforce change control.

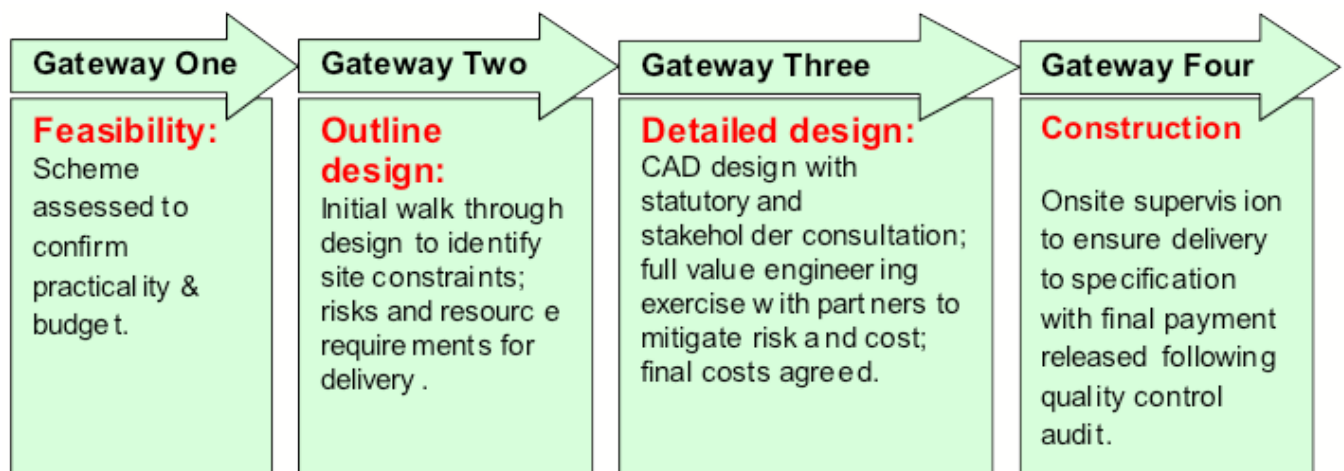
Project control and monitoring - managing project resources, documentation and programme to ensure project is fit for purpose.

Project delivery - effective & robust resources sufficient to deliver programme objectives and benefits.

This approach has been successfully embedded since its introduction in 2009 and has been responsible for delivering a number of significant SCC project successes. For example, the Public Value Reviews project.

Infrastructure gateway process

6.6 As part of the SCC Environment and Infrastructure (E&I) project framework, all capital funded works are also subject to the highway infrastructure gateway control process;



The gateway process recognises the importance of the planning phase in scheme delivery, and requires a senior manager to independently approve each stage of the process. It mandates that cost and risk can only be effectively controlled through a rigorous planning phase and deliberately forces project managers to fully assess the schemes viability with all partners and stakeholders prior to instigating site work. The gateway process embraces a culture of value engineering and early contractor involvement, ensuring that all opportunities for cost and risk mitigation are fully exploited. This enables gateway four to focus on cost and quality control, removing unexpected delays and confrontation.

The gateway process is fully embedded and used to great effect on all E&I infrastructure projects, including Walton Bridge (a £40m DfT funded scheme) and a £16m major maintenance programme for highways.

Project skills & review

6.7 All the county council's project managers are expected to achieve the APMP Diploma in Project Management. Delivered by the Institute of Project Management it provides an understanding all of project management concepts, techniques and processes. In tandem, junior project managers and support officers are also encouraged to achieve the Certificate in Project Management.

Following certification, project managers are supported by the county council's Performance and Change Team (PCT), who provide best practice user groups; external speakers, specific project advice and continually review project templates and processes to ensure they meet best practice and lean guidelines. The PCT can also, if necessary, provide external audit and intervention.

Quality management framework – The Surrey Way

- 6.8 In addition to adhering to the project management framework and gateway process, the Travel SMART programme will be subject to the E&I quality management framework - The Surrey Way. This ensures that all E&I projects are commissioned and delivered for the benefit of Surrey residents and managed as one team throughout the business.
- 6.9 It mandates that project managers must consult and consider potential impacts on all service departments, ensuring strategy, commissioning and delivery bodies are fully aligned to the same goal without any unintentional consequences. Utilising customer insight and engagement, The Surrey Way embeds the voice of the community and customer needs at the heart of any potential change programme.
- 6.10 The directorates commitment to internal and external consideration is continually monitored and reviewed by the director and directorate management team, and is reinforced through continual cultural workshops and communications

Contract management

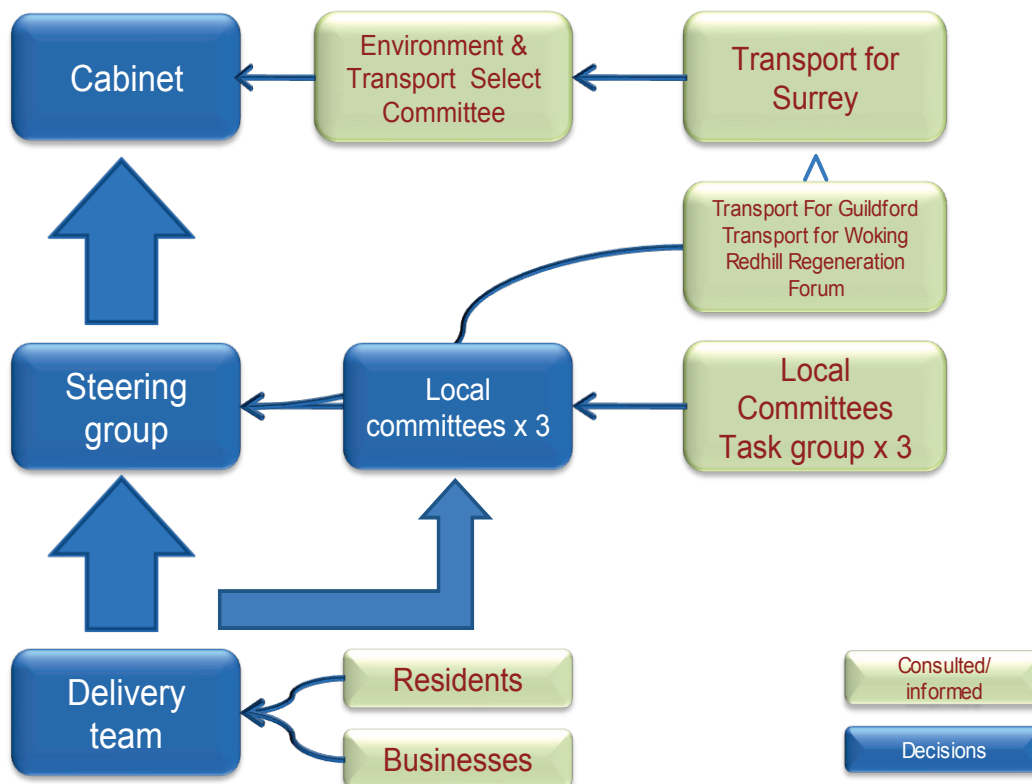
- 6.11 All E&I strategic contracts have a dedicated contract manager to ensure adherence to KPI's; contractual conditions and to continually deliver improved efficiencies. The centralised procurement and commissioning department provides dedicated supply chain management advice and toolkits to support project managers. This includes attending quarterly contract management reviews to share best practice and collective areas of improvement.
- 6.12 All contract managers are required to attend the contract management course, which focuses on relationship management and in maintaining and improving good performance. Contract managers are monitored to ensure they fully understand the contractual terms and supplier expectations. The county council also encourages a policy of supplier and client co-location, for example, the highways management team and highways contractor (May Gurney) are based in the same management office, this supports cross working and reduces delays in communication. The council is also committed to contract transparency and therefore seeks to publish KPI and performance data in the public domain to expose areas of failure and highlight success.

Quality assurance and business case approval

- 6.13 Prior to the implementation of the LSTF governance model advised in 3.1, the business case is required to be approved by six separate bodies to determine affordability, quality assurance and return on investment (ROI) before implementation:

Stage	Approval body	Approval role
1	E&I DMT	Approve business case feasibility-alignment with directorate objectives, project resources & funding restrictions.
2	LSTF steering group	Approve strategic need, economic case, governance and meets needs of residents and business.
3	Procurement review group	Approve commercial case ensuring project represents value for money and route to market.
4	SCC investment panel	Approve SCC funding contribution and cashflow projections.
5	Cabinet	Approve business case meets wider council objectives.
6	Department for Transport	Consider business case and approve/reject funding.

- 6.14 Following approval of stage six, the business case and project detailed design will be required to be re-submitted to stage 1 –5. This will confirm any required amendments following Department for Transport approval and any change in circumstance as a result of further consultation since the previous submission.
- 6.15 At stage six, the DfT approval will be replaced by local committee approval (Guildford, Reigate & Banstead and Woking) to confirm the specific project plan for their area and approval for localised design impact.
- 6.16 Following local committee approval, the project will move to construction and implementation stage, and will be monitored through a governance model. To enable considered and robust decisions to be made, there is considerable scrutiny and consultation built in to the decision making process, post contract award. This diagram below describes the reporting process established to ensure progress is monitored and any changes are identified and approved through the relevant process.



Approvals process

Delivery team

The delivery team consists of the workstreams delivering the Travel SMART programme. It has already involved consultation with businesses and residents and this will continue during the delivery of the schemes. This will help validate them to ensure they are fit for purpose and address the issues currently facing residents and businesses.

Steering group

The steering group are key decision makers for the project and provide approvals to the project delivery team.

Local committee and task groups

Local committee task groups have been established for each town. The purpose of the task groups is to provide a level of scrutiny to the proposals and plans. The task groups will then report to the local committees to help inform and recommend the decision making process at this level. The local committees are responsible for approving the individual local schemes, and will approve updates to the schemes on an annual basis.

Transport for Surrey, Transport for Woking, Transport for Guildford, Redhill Regeneration Forum

These forums have been established and include members and officers from both the district and borough councils and the county council, transport operators (bus / rail), local business representatives and town centre management.

Cabinet and Environment & Transport Select Committee

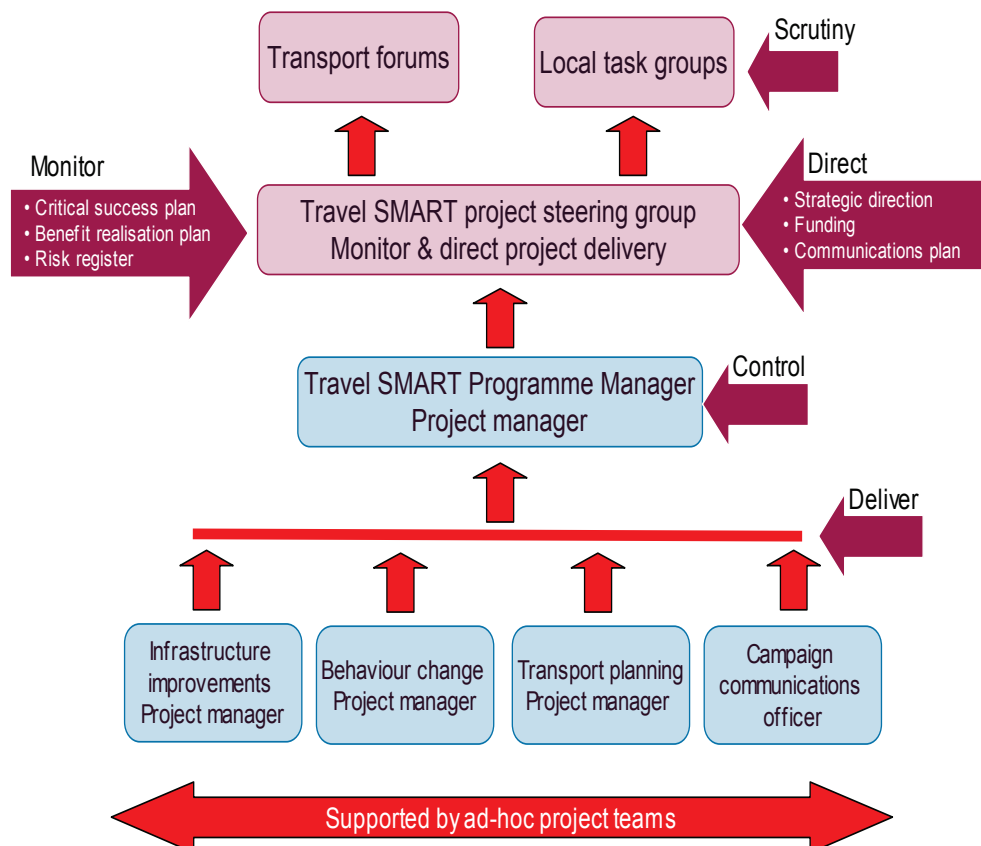
The SCC Environment and Transport Select Committee will scrutinise the proposals and provide recommendations to the SCC Cabinet. The Cabinet has responsibility to approve the proposals on behalf of the council.

Governance and reporting

Overview

6.17 The following governance and resource model has been developed to deliver and manage the Travel SMART programme. The governance model is fully compliant with principles and requirements of the project framework detailed in 1.0. An overview of the LSTF governance model is provided at 6.16, with further detail provided below.

Travel SMART Project governance



Project sponsor

6.18 The Assistant Director for Economy will be accountable as project sponsor. The project sponsor will chair a quarterly review meeting with project steering group members and will be custodian of the benefits realisation plan (see annex 1). Agreed prior to delivery, the benefit realisation plan and register will clearly detail the relationship between project actions and proposed benefits. The project sponsor will independently monitor benefit tracker's alignment with the project programme, preventing project creep, testing that actions and resources continue to focus on delivering pre-agreed objectives.

Project steering group

6.19 The project steering group has been established, and consists of ten permanent members, see table below. The steering group meets monthly and has three distinct functions:

- Provide strategic direction - ensuring project continues to reflect local, strategic and national objectives, while maintaining a cohesive vision and objective for project.
- Provide decisions – ensure option analysis is considered and actioned.
- Approve project monitoring reports – ensuring project risks are mitigated; project critical path maintained; resources sufficient for delivery and where necessary taking specific action to resolve escalated areas of concern.
- Approve communication and engagement plans – ensure project continues to engage with wider community through media; formal events and stakeholder management.

Role	Responsibility
Assistant Director – Economy (Project Sponsor, Chair)	Ensure project delivers objectives within agreed time/budget. Align strategic aims to needs of local economic partnership. Report to select committee for external project scrutiny.
SCC Cabinet Portfolio Holder - Transport	Provide democratic accountability to ensure project reflects county council priorities and wider strategic goals.
Group Manager - Projects	Responsible for infrastructure delivery, supply chain management and providing commercial expertise to project delivery.
Group Manager – Transport and Travel Planning	Responsible for delivery of transport planning and ensuring project is aligned to wider transport strategy.
Group Manager - Strategy	Responsible for ensuring project continues to meet needs of local business and economy, and aligned to wider economic strategy.
Sustainability Team Manager	Responsible for delivery of behavioural change and providing expertise on sustainability and community engagement.
Travel SMART Programme Manager	Responsible for day-to-day delivery of project; managing risk register; communications plan and ensuring board is fully aware of project successes and areas requiring action/direction.
Woking Chief Executive	Ensures project meets “place” and localism objectives of local community and delivers project legacy benefits to wider community.
Guildford Chief Executive	Ensures project meets “place” and localism objectives of local community and delivers project legacy benefits to wider community.
Reigate & Redhill Chief Executive	Ensures project meets “place” and localism objectives of local community and delivers project legacy benefits to wider community.

Project Scrutiny Committee

- 6.20 The project sponsor will provide a quarterly report to the Environment & Transport Select Committee detailing overview of budget, delivery of programme milestones; risk management and delivery of project objectives. The committee will provide external scrutiny and accountability, and where necessary, has authority to request further project documentation and make specific recommendations for improved governance or project control.
- 6.21 The project sponsor will also ensure that local area task groups and Transport for Guilford, Transport for Woking and Transport for Reigate are fully engaged and provided with every opportunity to challenge and scrutinise the project throughout its life cycle.

Project delivery team

- 6.22 The project will be led by a dedicated full time Travel SMART programme manager. Following Department for Transport approval of the scheme, the county council will advertise a three year fixed contract to specifically deliver the project business case. The programme manager will report directly to the group manager for strategy and will be accountable to the project steering group to ensure project benefits are realised and effective controls and resource in place to ensure effective delivery.
- 6.23 The programme manager will be supported by a dedicated project officer and actions will be delivered through three project managers:
- Infrastructure project manager – responsible for ensuring schemes are designed, priced and delivered through external supply chain partner May Gurney Plc.
 - Behaviour change project manager – responsible for developing and implementing community education/awareness programme to encourage change in behaviour and improving access to transport information.
 - Transport planning project manager – responsible for working with transport providers to deliver improved passenger transport.
- 6.24 The project managers will be managed by the programme manager via matrix management, and will be seconded from within existing Environment & Infrastructure teams, with 50% of their time dedicated to project delivery. The matrix style of management will reduce overall costs to the project and ensure that there are direct links to impacted departments, allowing the project to benefit from knowledge already available within the directorate.
- 6.25 The project team will also have access to a dedicated campaign communications officer based within the existing county council communication department. The communications officer will support the development of the communications plan.
- 6.26 The programme manager will be responsible for working with internal departments (procurement, legal, finance, IT) to provide necessary project support, and will be responsible to creating sub-project teams to support specific actions. For example, two highway design engineers will be recruited for a 12-month period to support the infrastructure project manager in delivering the detailed design.

Project control documents

- 6.27 The effective delivery of the Travel SMART programme will be maintained through the strict enforcement and maintenance of the following project tools:

<p>CONTROL Documents</p>	<p>Project programme – maintained in real time via change control on MS Project, identifying project inter-dependencies and required sequence.</p> <p>Critical success path – summary of project programme advising required strategic milestones which are essential to project delivery – see 3.2.</p> <p>Risk register – to identify, mitigate and remove risks relating to resources and specific obstacles – see 4.1.</p> <p>Budget monitoring – to ensure budget control and monitoring.</p> <p>Benefits register – pre-agreed SMART objectives of Travel SMART programme, with direct linkages to programme and resources, tested quarterly by project sponsor – see 5.1.</p> <p>Change control – to ensure all changes are assessed in context of the wider programme.</p>
<p>REPORT Documents</p>	<p>Flash report – provided weekly by project managers to the programme manager to advise progress against agreed activities.</p> <p>Programme report – provided monthly to steering group advising project successes; risks and strategy.</p> <p>Scrutiny report – provided quarterly to external scrutiny group advising progress against milestones; key risks.</p>
<p>ENGAGEMENT Documents</p>	<p>Stakeholder management plan – ensuring all relevant parties and individuals are effectively engaged throughout life of project – see 4.1.</p> <p>Communication plan – managing internal and external communications – see 4.2.</p>

Project Planning

Project programme

6.28 The project will be delivered in four phases:

- Consultation and detailed design – including working with the local task groups to finalise the detailed plans for each town. The local committees will then approve the detailed plans in March 2012.
- Procurement and planning application (if needed) – this is relevant to the Guilford park and ride and the Sheerwater corridor improvement. Work on the planning applications has already begun and will be further developed during the first six months of the year. This is to ensure approvals are secured by the summer and work can start as soon as possible following a successful bid. The procurement process will also start in January with the issue of the prior information notice (PIN). This will ensure that preferred bidders are identified by June 2012, ready to be selected following the confirmation of a successful bid.
- Communicate – prior to, during and after the construction period for all schemes there will be a level of communication to the local community to promote and market the schemes.
- Construction and implementation – this will include the construction of the infrastructure schemes and implementation of the information, travel planning and marketing measures.

- 6.29 A critical success plan (see annex 4) has been created to identify the key milestones and phases within each phase. Following submission of the bid, the detailed integrated project plan will be finalised and work packages will be broken down into individual activities; with timescale; with allocated resources and independencies clearly displayed.
- 6.30 The programme will be owned by the Travel SMART programme manager and will be maintained through effective change control procedures, ensuring that consequences of change are fully understood by all parties.

Critical success plan

- 6.31 The county council's project framework recognises that although the project programme is essential to day to day control, its intricate detail is not appropriate for the project steering group to effectively monitor the programme.
- 6.32 The critical success plan therefore confirms the key project milestones which need to be achieved throughout the development and delivery of the project.

Change control

- 6.33 It is recognised that any successful project is dependent upon change, however, change must be controlled and managed. The programme manager will maintain an effective change control process.
- 6.34 Any changes to the critical success plan will be referred to project steering group, to ensure that tactical and operational changes do not prevent delivery of wider project objectives.

Risk management strategy

Risk management

- 6.35 Two types of risk will be identified for the Travel SMART programme:

Strategic Risks	A key risk which would prevent project delivery. These will be monitored by the project steering group and a full mitigation and risk management plan will be in place.
Operational Risks	Risks which would impact the project budget, delivery timescales or resources. These will be managed by the programme manager and the top five will be reported to project steering group, with clear actions to mitigate any impact.

- 6.36 Risks will be captured on the project register, see annex 3, with current risks identified. Each risk will be scored based on its inherent risk (risk at identification) and its residual risk (score following mitigating action). The risk impact and likelihood of impact will also be fully calculated.
- 6.37 High level risks will be escalated to the steering group. All risks will be reported to the delivery team regular meetings.
- 6.38 For infrastructure schemes, the county council will maintain all programming and design risk. However, following approval of gateway three, under the agreed contract, construction risk will be transferred to the contractor, May Gurney. Any delays caused during delivery or through poor workmanship will be at their cost and risk.

Issue management

- 6.39 An issues register will be maintained by the programme manager, this will highlight key engagement or dependencies which if not addressed could be risks to the project. The issues register will be created during the project planning and consultation phase.

Dependencies

6.40 All project dependencies will be fully understood and managed and are divided into development and construction stages:

Development stage

- Delivery of the consultation process with residents and local councillors to enable final details of schemes to be agreed.
- The business case for each scheme needs to consider the local town strategy, to ensure it adds value to existing planning proposals and developer funding.
- Procurement of supplier to deliver park and ride and Sheerwater corridor improvement.

Construction stage:

- Planning permission approval for Guildford park and ride scheme.
- Development of hospital roundabout must be complete prior to the opening of Guildford park and ride scheme (December 2013).
- Clearance of land for Sheerwater corridor improvement.
- Olympic route network and cycle race route will impact on Woking and Guildford area, so any construction will need to be scheduled for after the London 2012 Games.

Contingency Plan

6.41 The project benefits detailed in annex 1, have been identified as key success factors. Two contingency plans have been developed, to compensate if critical risks materialise:

- Bid for funding is unsuccessful – the county council would seek to deliver the project through alternative funding, e.g CIL or grant funding. Although it will take longer to realise the benefits, the project is seen as critical for local growth so will proceed.
- Park and ride planning permission – if planning permission is not given by Guildford Borough Council, the county council would investigate securing agreements with one or two large supermarkets, to provide multi-level spaces in existing car park areas. Although this would not deliver the target of 550 spaces and locations would be less convenient, this will achieve the overall scheme objectives.

Stakeholder management and communications

Stakeholder mapping

- 6.42 A stakeholder management plan (SMP) has been developed and has four objectives:
1. Involve people in the decision making process for capital and revenue investment.
 2. Ensure economic expertise informs the programme.
 3. Ensure the package of measures is well received, used, appropriate and relevant.
 4. Maximise leverage of other existing activities and plans.

The SMP will focus on the areas that have been agreed for the Travel SMART programme, although elements of the work will be countywide. Stakeholders have been categorised into three types of audience:

Businesses

1. Large employers (public and private sector)
2. SMEs
3. Small businesses
4. Retailers/town centres

Residents

1. Employees
2. Areas of deprivation
3. Job seekers
4. NEETs
5. Shoppers/people accessing services

Key stakeholders groups

1. Local members and MPs
2. Borough and district councils
3. Economic development
4. Town centre management
5. Transport engineers
6. Cycling organisations
7. Walking organisations
8. Transport operators
9. University
10. Health sector

- 6.43 It is recognised that each audience type will be interested in different aspects and impacts of the project and their ability to influence the project will vary significantly. Following identification of audience types, a mapping exercise was undertaken to identify all stakeholders.
- 6.44 Before the Travel SMART Programme is delivered an plan will be developed for each audience type and then monitored by the project steering group.

Stakeholder engagement plans

- 6.45 The engagement and support of local business and residents is seen as critical to the delivery of the Travel SMART Programme. A business engagement plan and resident engagement plan will be maintained to ensure local businesses and forums are identified and engaged through a variety of methods throughout the process. The engagement plans will:
- Consult with stakeholders to understand their concerns, needs and requirements.
 - Inform stakeholders of our proposals, the effects of the work on the community and alert them to potential disruption.
 - Keep stakeholders informed of progress and explain in good time any likely variations to the original proposal.
 - Provide specific proposal on obtaining and using feedback.

The engagement plans will be continually reviewed to ensure we meet the requirements of our residents and that we achieve the project benefits.

Communications Plan

- 6.46 Evidence suggests that communication was central to the work of the three towns that carried out smarter choice programmes and a number of good practice guidelines are suggested in the research report on the work.
- 6.47 These have been used to help develop an outline of communications activity that will support the Travel SMART programme in Surrey, along with learnings from other behaviour change campaigns carried out in the county. Most relevant is the communications work to support Drive SMART, a joint initiative developed by Surrey County Council and Surrey Police to tackle anti-social driving and promote road safety, and a similar approach is proposed.

Aim

- Stimulate a change in behaviour that results in residents and businesses making smarter travel choices.

Objectives

- Highlight the benefits of making smarter travel choices, ie cutting carbon, calories and cost.
- Create awareness of specific measures that are introduced to help people make smarter travel choices.
- Signpost people to the information and advice that is available.

Audiences

- All residents and businesses in the three Surrey towns will be targeted with the broad campaign messages.
- Segmented audiences will be identified as appropriate to communicate about specific measures.

Approach

- 6.48 The first step for Travel SMART communications is the creation of a clear brand with a strong local identity. This has already been done to support the key component work. A number of branding options were developed and tested with residents in the three areas where the Travel SMART programme will be implemented. As a result the following brand identity has been adopted with versions available for each local town:



- 6.49 The next stage will be to undertake research with the target audience to gain insight into current behaviours and attitudes to sustainable travel. This will be done using a combination of desk research, focus groups, Mosaic and an awareness survey.

- 6.50 Results of the research will be used to develop campaign messages and a detailed tactical plan. However from previous learnings it is anticipated that the plan will consist of two elements:
1. An annual programme of three to four awareness-raising campaigns that highlight the benefits of choosing sustainable travel options in a relatively light-hearted way. This ensures a 'pull' rather than 'push' approach, ie providing positive reasons why people should opt for smarter travel choices rather than telling them what to do.
 2. An ongoing programme of communications activity to maintain interest and awareness, as well as support the introduction of specific measures in each town. This ensures Travel SMART remains top of mind throughout the year and that people are aware of the tools available to help them make smarter travel choices.
- 6.51 The awareness-raising programme will include an initial campaign to promote Travel SMART Week, with pre promotion to encourage people to take action and adopt one smarter travel measure during the week. This would then be repeated at the same time each year.
- 6.52 Other campaigns will focus on a particular smarter travel choice such as cycling, walking or using public transport. Campaign elements are likely to include:
- Advertising on local radio, bus backs, billboards, bus shelters, magazines and websites.
 - Media relations to generate editorial news, features and interviews highlighting the campaign messages across all local media.
 - Publicity materials including posters and leaflets widely distributed through outlets including libraries, leisure centres, council offices, community centres, shops and health centres.
 - Promotion of specific challenges associated with each campaign, ie Travel SMART Cycle Challenge.
- 6.53 The ongoing communications programme could include a wide range of elements such as:
- Promotion of a dedicated Travel SMART website that provides real time travel information, interactive mapping and advice on smarter travel choices.
 - Regular media stories highlighting successes of the programme, case studies and new measures introduced.
 - Promotion of local activity to support related national initiatives such as National Bike Week, Walk to School Week.
 - Introduction and promotion of a Travel SMART loyalty scheme that offers a regular newsletter, discounts, promotions, competitions etc.
 - Promotion of awards scheme to recognise businesses that have initiated travel plans.
 - Social media activity including a Travel SMART Twitter feed and Facebook page for each town.
 - Publicity and marketing materials to support the introduction of specific measures such as the community transport schemes, new cycle paths, Brompton docks, wayfinding mapping etc.
 - Tie in with related county initiatives such as Drive SMART and the Olympic cycling legacy campaign.

Evaluation

- 6.54 A range of measures will be used to evaluate the success of the communications work including:
- Independent campaign evaluation to assess awareness, impact and behaviour change.
 - Hits to website.
 - Media coverage.
 - Number of sign ups to loyalty scheme.
 - Social media followers.

Annex 1: Benefits realisation plan

Benefit	Owner	Target	Method of measurement	Timing of measurement
Fewer businesses relocate away from the area because of transport issues	Project sponsor	To be determined	A survey of a representative sample of businesses (a cohort to understand the direction of perception)	Baselined in February 2012 Monitored annually
Transport issues decrease for those businesses who are located in the area and not likely to relocate away	Project sponsor	To be determined	A survey of a representative sample of businesses (a cohort to understand the direction of perception)	Baselined in February 2012 Monitored annually
More businesses locate to the area	Project sponsor	To be determined	Monitoring of local authority business rate data	Post-project review
Increased bus patronage	Project sponsor	Overall increase of 2.4% bus patronage on key routes	Patronage figures supplied by operators	Realised beyond the programme
Increased accessibility from more deprived areas to employment areas	Project sponsor	To be determined	A representative survey of the target group	Annually
Increased accessibility to town centres by cycle	Project sponsor	To be determined	Accessibility modelling to be done post bid	Post-project review
More commuting by foot and cycle	Project sponsor	To be determined	Mode of transport surveys at selected workplaces	Baselined in February 2012 Monitored annually

Benefit	Owner	Target	Method of measurement	Timing of measurement
Reduced carbon emissions	Project sponsor	A reduction of up to 3% in the number of tonnes of CO2 per annum per main route	Dft Carbon Tool and AADT flows and average speeds collected from Automatic Traffic Counts	Baselined in February 2012 Monitored annually
Increase in journey time reliability	Project sponsor	Target to be derived following analysis of Trafficmaster	DfT supplied Trafficmaster data	Post-project review
Fuel saving	Project sponsor	To be determined	Data from course providers	Annually
Improved town centre access for the mobility-impaired	Project sponsor	To be determined	Participative accessibility audit	Baselined in February 2012 Monitored annually
Residents participate in transport decision-making	Project sponsor	To be determined	Register of the number of individuals and groups on the scheme	Baselined in February 2012 Monitored annually

Annex 2: Monitoring and evaluation scoping

Introduction

The aim of the Travel SMART programme is to increase the competitiveness of Surrey's economy, which will be judged by our ability to attract and retain established and growing businesses.

The monitoring schedules that follow set out the planned collection and analysis of information in each of the three towns. This will be used to monitor the objectives of the strategic case. The evaluation will be undertaken as follows:

1. Standard DfT transport appraisal methodology / webTAG information.
2. Participative formative evaluation, using the 'rapid improvement event' methodology developed by Surrey County Council.

Baseline and monitoring design

It is proposed to produce a detailed technical reference setting out methods of monitoring and to collect full baseline data in spring 2012. We will tackle confounding factors that may skew the results:

1. Some of the major infrastructure components will not be implemented until towards the end of the bid period. However, if our engagement processes are effective, it may be that people's confidence that issues will be tackled will rise before implementation.
2. There are many factors that affect economic competitiveness and people's confidence in the economic outlook, so we need to separate associations from causal relationships when monitoring and evaluating the impacts of interventions.

Formative participative evaluation

The Travel SMART Programme is based on engagement with target groups such as employers and residents in areas of deprivation. We have consulted with key users groups to confirm that our approach to evaluation is meaningful and contributes to local business intelligence and competitiveness. The evaluation will be undertaken in the same way so as well being formative, it will be participative. We will ensure that the evaluation adheres to the principles of lean management so that participants' time and energy is used efficiently and effectively.

Evaluation methodology

An annual cycle of evaluation is proposed. It will be undertaken through established stakeholder groups and a number of focus groups formed of people from target audiences. The findings will be compiled into a report and recommendation produced by an independent evaluator. The general format of the groups will be to answer the following questions:

- 1) Participants will be asked to review the interventions:
 - What were the initial objectives?
 - What actually happened?
 - Do the inputs (in money and time) justify the outputs?
 - Was the initiative well conceived?
- 2) Participants will be asked to make an analysis of what has changed from their own point of view:
 - Who benefited?
 - Who didn't?
- 3) An analysis of lessons for the future:
 - What has been learned?
 - How should on-going plans be altered?
 - How could stakeholders have greater input, involvement and influence over future activities?

Guildford monitoring			
Strategic case issue	Objective	Indicator	Indicator type, collection tool, frequency
The extent to which transport barriers in the town present major barriers to economic growth.	Greater proportion of employers who believe that transport issues are no longer a major barrier.	Change in extent to which a representative* sample of businesses (a cohort to understand the direction of perception) judge that transport barriers inhibits their competitiveness. *This will include identifying businesses that have a greater propensity to relocate.	Qualitative, survey, every six months.
The extent to which transport barriers in the town present major barriers to economic growth.	Reduce the number of businesses considering relocating away from the area primarily due to transport problems.	a) Change in number of businesses relocating away from the area due to transport barriers b) change in number of businesses moving into the area who rank transport barriers as a less important issue.	Local authority data, annual.
The extent to which transport barriers in the town present major barriers to economic growth.	Reduce the extent to which transport barriers prevent businesses relocating into the town.	Change in redevelopments/ relocations in the area foregone due to transport barriers.	Qualitative, data from commercial estate agents and pre-planning negotiations with development control, annual.

Guildford monitoring

Strategic case issue	Objective	Indicator	Indicator type, collection tool, frequency
Congestion.	Reduce congestion in access to research park, Slyfield and gyratory system.	Change in journey time/queue lengths.	Quantitative, traffic surveys, annual.
Poor public transport accessibility.	Improve links between rail station, town centre and employment areas.	Change in journey times by non-car modes along selected routes.	Quantitative, recorded observation, annual.
Severance makes journeys of 2 to 4 miles difficult.	Remove identified severances for non-car modes along A3 and between town centre, railway station and business areas.	Change in journey times by non-car modes along selected routes identified as having severance problems.	Quantitative, recorded observation, annual.
Need to increase town centre footfall without increasing car parking capacity.	Improve town centre access for pedestrians, cyclists and public transport users.	Change in proportion of people arriving in town centre by different modes of transport.	Quantitative, sample surveys, annual.
Areas with more unemployment have lower car ownership and/or transport costs are a much larger percentage of income, restricting access to employment.	Improve access for pedestrians, cyclists and public transport users between Westborough and employment areas.	Change in proportion of residents in those areas who feel non-car access to employment has improved and that cost of access to employment does not significantly adversely impact on their standard of living.	Qualitative, one-on-one interview, annual.

Guildford monitoring			
Strategic case issue	Objective	Indicator	Indicator type, collection tool, frequency
Need to reduce carbon emissions.	Residents and employees change to low-carbon travel as result of the interventions.	Change in proportion of people in a sample who use lower-carbon travel methods for selected journeys.	Quantitative, structured questionnaires, annual.
Casualties.	Reduce the number of casualties.	Trend in police-reported casualties; individual casualty locations.	Quantitative, stats19. Quarterly.
Access for the mobility-impaired.	Make town centre fully accessible.	Participative accessibility audit.	Qualitative, recorded observation, annual.

Woking monitoring

Strategic case issue	Objective	Indicator	Indicator type, collection tool, frequency
Woking cycle network not completed.	Complete all outstanding links to maximize cycle accessibility in the town.	Change in proportion of population within 5 minutes cycle of designated network.	Quantitative, GIS analysis, annual.
Congestion.	Reduce congestion in Sheerwater business area, A320 corridor, Brooklands and between Knaphill and Brookwood.	Change in journey time/queue lengths.	Quantitative, traffic surveys, annual.
Areas with more unemployment have lower car ownership and/or transport costs are a much larger percentage of income, restricting access to employment.	Improve access for pedestrians, cyclists and public transport users between Westborough and employment areas.	Change in proportion of residents in those areas who feel non-car access to employment has improved and that cost of access to employment does not significantly adversely impact on their standard of living.	Qualitative, one-to-one interviews, annual.
Need to reduce carbon emissions.	Residents and employees change to low-carbon travel as result of the interventions.	Change in proportion of people in a sample who use lower-carbon travel methods for selected journeys.	Quantitative, structured questionnaires, annual.
Casualties.	Reduce the number of casualties.	Trend in police-reported casualties; individual casualty locations.	Quantitative, stats19, quarterly.
Access for the mobility-impaired.	Make town centre fully accessible.	Participative accessibility audit.	Qualitative, recorded observation, annual.

Redhill monitoring			
Strategic case issue	Objective	Indicator	Indicator type
Poor walking and cycling environment at railway station decreases the attractiveness of public transport.	Upgrade the environment, reduce pedestrian congestion at crossing and improve access for those with mobility impairments.	Change in level of user satisfaction with their environment.	Qualitative, Structured questionnaires, annual.
Poor access between Redhill and Reigate town centres and employments areas by bus and cycle.	Improve access between Redhill and Reigate town centres by bus and cycle.	Change in journey times by bus and cycle.	Quantitative, recorded observation, annual.
Congestion.	Reduce congestion on A23 and A25 around Redhill town centre; on A217 and A25 around Reigate town centre; on A25 between Redhill and Reigate.	Change in journey time / queue lengths.	Quantitative, traffic surveys, annual.
Areas with more unemployment have lower car ownership and/or transport costs are a much larger percentage of income, restricting access to employment.	Improve access for pedestrians, cyclists and public transport users between Westborough and employment areas.	Change in proportion of residents in those areas who feel non-car access to employment has improved and that cost of access to employment does not significantly adversely impact on their standard of living.	Qualitative, one-to-one interviews, annual.
Need to reduce carbon emissions.	Residents and employees change to low-carbon travel as result of the LSTF interventions.	Change in proportion of people in a sample who use lower-carbon travel methods for selected journeys.	Quantitative, structured questionnaires, annual.
Casualties.	Reduce the number of casualties.	Trend in police-reported casualties; individual casualty locations.	Quantitative, stats19, quarterly.
Access for the mobility-impaired.	Make town centre fully accessible.	Participative accessibility audit.	Qualitative, recorded observation, annual.

Annex 3: Risk register

1) Strategic Risk Register (high level)

No	BP Obj	Date last reviewed	Risk description	Proximity	Owner	Manager	Impact
S1	Secure £20m external funding	31-Oct	DfT does not approve LTSF Bid	5-Dec-11	Iain Reeve	Iain Reeve	High
S2	Secure £20m external funding	1-Nov	DfT approves part of the bid therefore not all £20 achieved leading to revised schemes or cancelled schemes	1-Jun-12	Iain Reeve	Iain Reeve	Medium
S3	Deliver local schemes	2-Nov	Local committees do not approve schemes leading to delay	1-Mar-12	Iain Reeve	Iain Reeve	Medium

2) Operational Risk Register (high level)

No	BP Obj	Date last reviewed	Risk description	Proximity	Owner	Manager	Impact
O2	Planning Application	31-Oct	Delay to achieving planning applications for Scheme	Summer 2012	David Lighterwood	Iain Reeve	High
O6	Modelling & design	1-Nov	Delay experienced in delivering key elements of package due to modelling or design difficulties	Summer 2012 onwards	Paul Fishwick/ William Bryans	Iain Reeve	Medium
O7	Construction	1-Nov	Delay during construction phase leading to partial completion of the package	Summer 2012 onwards	Paul Fishwick/ William Bryans	Iain Reeve	Medium
O3	Planning Application	1-Nov	Refusal of planning application for major schemes	Summer 2012	David Lighterwood	Iain Reeve	High

Manager	Inherent Risk			Measures in place to manage	Residual risk			Financial Impact	Status
	Impact	Likelihood	Exposure		Impact	Likelihood	Exposure		
Reeve	high	low	Med	Ensure overall bid is robust, fully engage with DfT to bid submission to understand requirements	Med	Low	Low	High	Better
Reeve	Med	Med	Med	Ensure overall bid is robust, fully engage with DfT to bid submission to understand requirements	Med	Med	Med	Med	Better
Reeve	Med	low	Low	Consultation with local committees prior to submission of the bid, and continue to consult during the design stages. Approval of annual plan into the plan	Med	Low	Low	Med	Better

Manager	Inherent Risk			Measures in place to manage	Residual risk			Financial Impact	Status
	Impact	Likelihood	Exposure		Impact	Likelihood	Exposure		
Reeve	High	Med	High	Early dialogue with planners and landowners to establish and mitigate risks	Med	Low	Low	High	Better
Reeve	Med	Med	Med	Carrying out work prior to DfT decision to ensure robust plans in place	Med	Low	Low	Med	Better
Reeve	Med	Med	Med	Effective project management arrangements	Med	Low	Low	Med	Better
Reeve	High	Low	Med	Early dialogue with Planners to establish and mitigate risks	Med	Low	Low	High	Better

Annex 4: Critical success plan

Stage One: Pre-planning & consultation

A dedicated project team will be created in January and funded by the county council to reduce delivery risk if the project bid is successful in July 2012 and enable consultation and detailed design to be undertaken.

The consultation plan, sequencing of schemes, and the procurement processes will be developed by the project team further in January and February in consultation with the local committee task groups and the Environment & Transport Select Committee. Decisions will be made in March 2012 to enable work to be done prior to the confirmation of the bid by the DfT.

Date/ timescale	Approval
January – March 2012	Local committee task groups review proposals, plan and sequencing
January – February 2012	SCC Environment & Transport Select Committee scrutinise the proposals
February 2012	SCC investment panel (subject to DfT approval)
March 2012	SCC Cabinet approval: proposals, plan and sequencing
March 2012	Local committees approval: proposals, plan and sequencing

Stage Two: Procurement

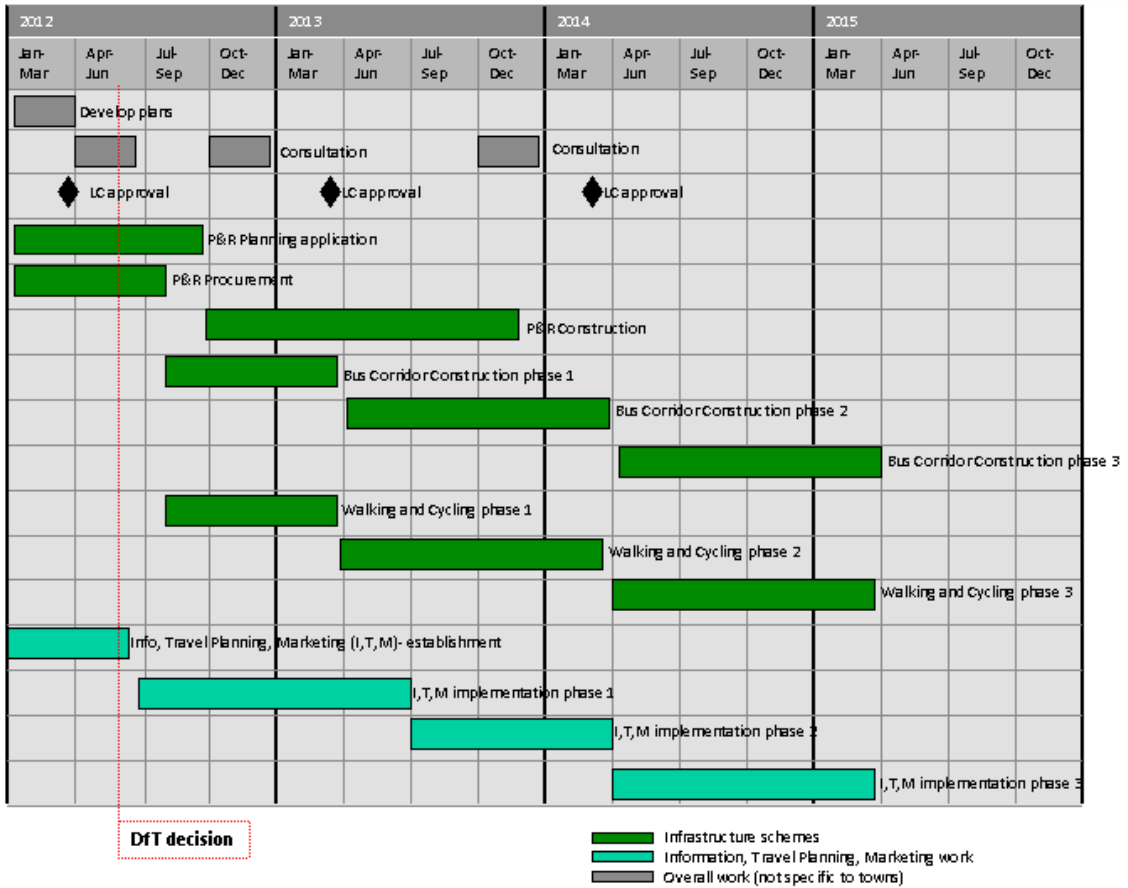
A framework agreement is established with the highways contractor, May Gurney and this will be used for the majority of the highways work. However as outlined in the commercial case, there will be a requirement for a procurement process for the major schemes. This involves a three-stage approval process as outlined below:

Stage	Approval
Start of procurement stage (major schemes)	SCC Procurement Review Group (PRG) approval
At recommended supplier stage	PRG approval
At recommended supplier stage	SCC Cabinet approval

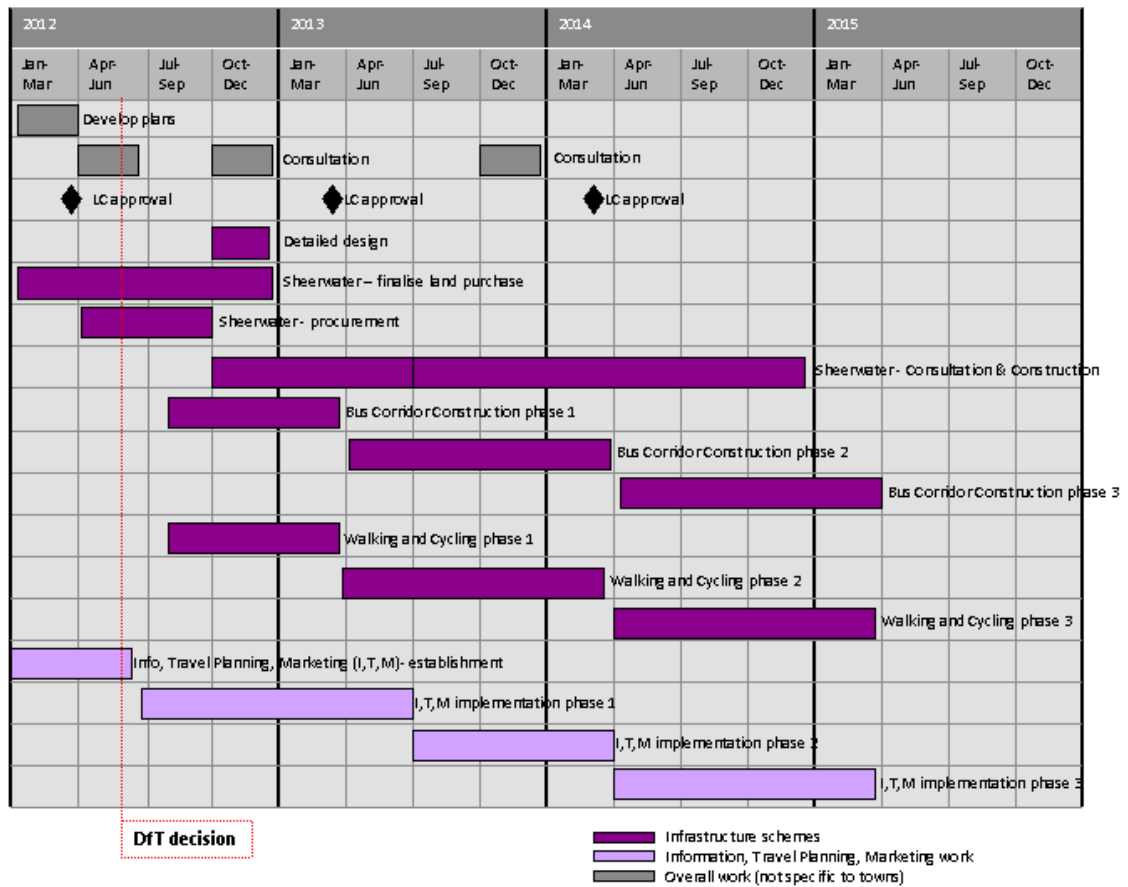
Stage Three and Four = Detailed design and construction/ implementation

An outline milestone plan per town has been developed and will be further refined during pre-planning phase.

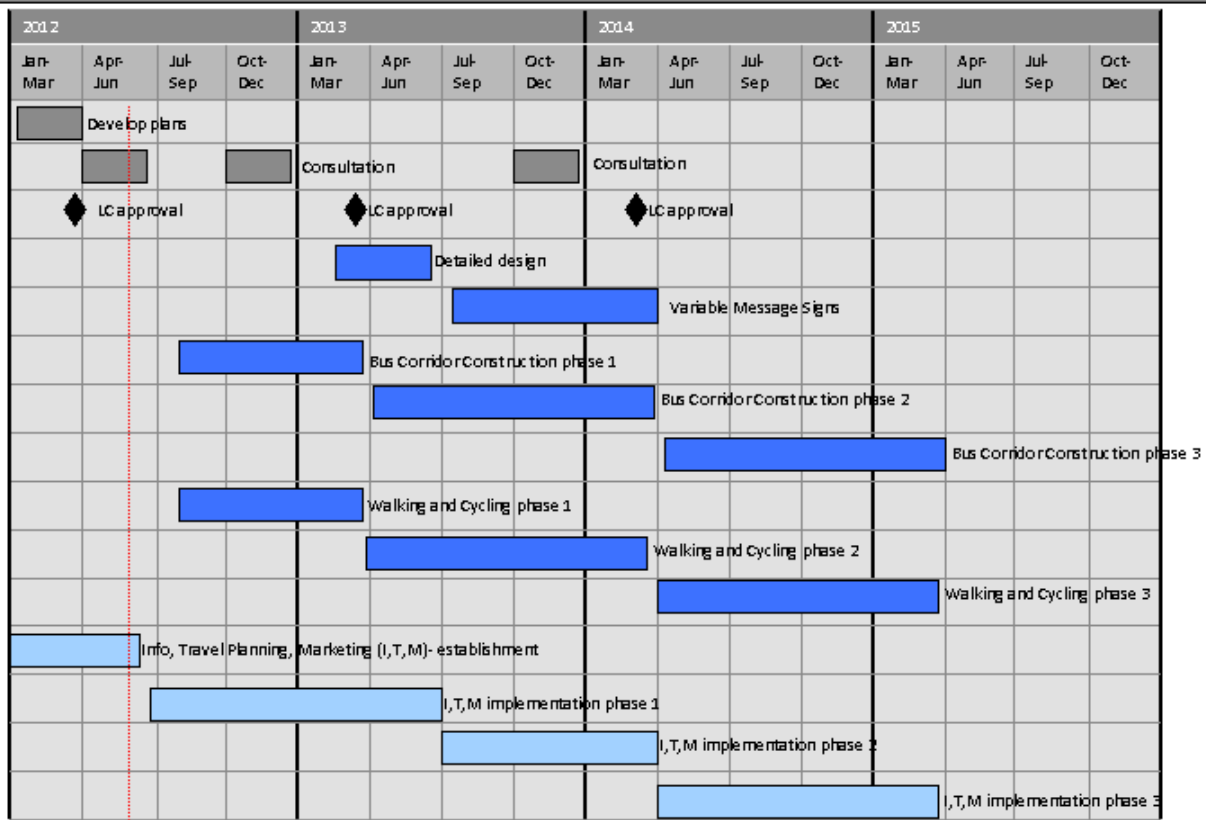
Guildford Development Schedule



Woking Development Schedule



Redhill/Reigate Development Schedule



DfT decision

- Infrastructure schemes
- Information, Travel Planning, Marketing work
- Overall work (not specific to towns)