



Derby City Council

Derby: Better Ways to Work

Local Sustainable Transport Fund

February 2012



Local Sustainable Transport Fund - Application Form

Applicant Information

Local transport authority name: Derby City Council

Senior Responsible Owner name and position: Paul Robinson, Strategic Director

Bid Manager name and position: Rachel Harvey, Transport Planning Group Manager

Contact telephone number: 01332 641771

Email address: rachel.harvey@derby.gov.uk

Postal address: Derby City Council, Saxon House, Heritage Gate, Friary Street, Derby, DE1 1AN

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

SECTION A - Project description and funding profile

A1. Project name: Derby: Better Ways to Work

A2. Headline description:

Derby: Better Ways to Work focuses on an area that is key to the City's vision for economic growth. Delivery of the 8000 new jobs envisaged for this area could however be held back by congestion and poor accessibility. We will address this problem, unlocking Derby's low carbon growth potential through a step change in the quality and uptake of low carbon transport; relieving congestion, reducing carbon emissions and improving access through a five strand comprehensive package:

1. **Improve sustainable transport options** for commuters and businesses
2. **Encourage behaviour change** through a smarter choices package
3. **Enable job-seekers to access employment** at targeted sites
4. **Work with employers to support sustainable travel**
5. **Ensure new developments build in sustainable travel options** from the start

A3. Geographical area:

The **Derby: Better Ways to Work** programme area focuses on the **south east quadrant of Derby** as a current and future major employment destination, shown in Figure A3. A more detailed map of the programme area highlighting some of the key employment locations and proposed projects is in section B1.

The quadrant includes three key arterial routes, the A52 heading east to Nottingham at its northern boundary, the A6 and the A514 heading south east to join the A50. It is bisected by the A5111 ring road and is bounded on the western side by the Derby – Birmingham rail line. Derby rail station at the north western periphery of the programme area is a key interchange for many people heading for the target businesses in the area.

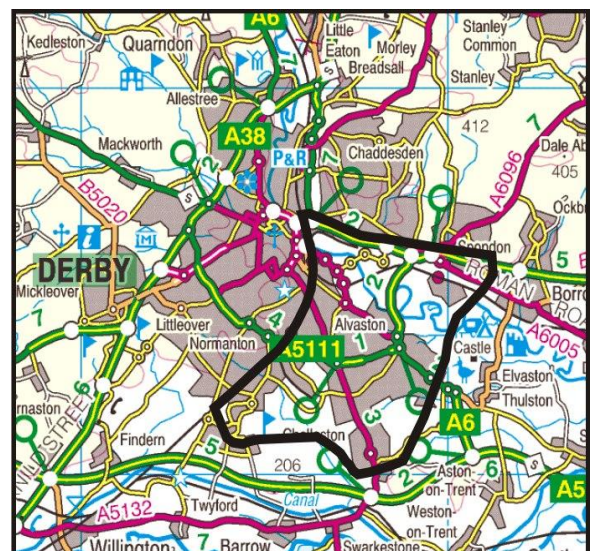


Figure A3

A4. Type of bid

Tranche 2 bid



A5. Total package cost (£m): £8.969 million

A6. Total DfT funding contribution sought (£m): £ 4.922 million

A7. Spend profile:

£K	2011-12	2012-13	2013-14	2014-15	Total
Revenue funding sought		432	1830	814	3076
Capital funding sought		245	786	814	1845
Local contribution		2677	668	703	4048
Total		3354	3284	2331	8969

A8. Local contribution

Our confirmed local contribution of just over £4m shown in table A8.1, makes up over 45% of the total project value and comes from a broad range of local partners in the public, private and third sector. A significant proportion, 35%, of our local contribution is from the private sector, figure A8. In addition to this there is a further potential £2m contribution, from partners and stakeholders future programmes and S106 contributions, table A8.2.

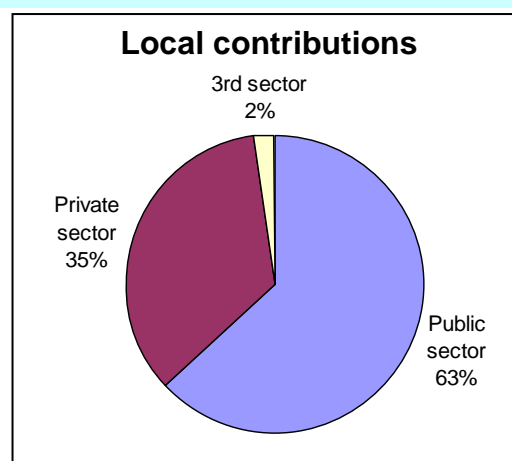


Figure A8

Table A8.1

Contribution	Committed to deliver	Value (£K)
Goodman Developments UK s106	<ul style="list-style-type: none"> Travel Plan coordination £140k all mode junction access improvements to the site £160k on occupation (Jan 2012) contribution to the provision of public transport and encouraging its use for accessing the site £160k on 1st anniversary of occupation (Jan 13) contribution to the provision of public transport and encouraging its use for accessing the site 	460
Rolls Royce	Committed £230k per annum on travel related initiatives, including £200k per annum on shuttle bus and £30k per annum on travel plan. Additionally they provide a contribution from national travel plan coordinator (not costed)	690
Severn Trent	Committed to pump-prime shuttle bus to Raynesway site in 2013	92
Pride Point s106	Committed to funding a full time Travel Plan Officer up to Mar 15 – recently appointed.	99
Unity Plaza (Pride Park) s106	Committed to the provision of, or improvements to, public transport, cycling and pedestrian network	31
Wilmorton College s106	Committed to the delivery of a Toucan crossing at a key junction within the heart of the LSTF programme area	120
Wheels to Work	Contribution to programme delivery and income generated from sales of bikes after loan. There is also an un-costed contribution from the local supplier of mopeds and training estimated at 15 hours per week	63.4
Groundwork Derby and Derbyshire / Derby University partnership	Value of bikes available to the bike recycling scheme that will be run in the programme areas plus the University offering Groundwork free office space to establish Derby hub for their bike recycling project	68.3
Sustrans	Committed to delivery of Bike It within the programme area for 2012/13	40
Rail Station Interchange Improvements	A partnership funded project including enhanced bus stop and waiting facilities, undercover secure cycle storage, improved pedestrian links and taxi facilities: LTP - £230k, European Regional Development Fund – £1400k, New Growth Point - £40k, National station Improvement Programme - £100k	1800
Derby City Council LTP - 2012/13 Programme	10 schemes that will improve cycle, pedestrian, public transport access on key routes to or within the programme area	170.5
Derby City Council revenue	Staff contribution to LSTF delivery across services, support for Pride Park 'Park & Ride', delivery of the Smarter Choices, cycling and travel plan budgets	414
Total committed		4048.2

Table A8.2

Additional contributions tbc	Delivery	Value (£K)
Sainsbury's extension Wyvern - s106	To be paid on commencement for the provision of improvements to the A52 transport corridor to include maintenance, highway work, public transport, cycle and pedestrian facilities and travel planning. Plus additional commitment to develop Travel Plan	306 (tbc)
Derby City Council 2012/13 Public Realm programme	Proposed riverside cycle / pedestrian route improvements, this is a key route that crosses the city centre providing a direct link into the project area. Approval is expected in March 2012	500 (tbc)
Derby City Council Transport generic s106 programme	Subject to consultation with neighbourhoods boards contributions to the s106 funding pool for transport will be added to the programme to support delivery in 2012/13	81 (tbc)
Transport generic s106 funding pool	Estimate of the value of s106 funded schemes to be delivered within programme area by 2015, based on typical / known developments likely to commence in LSTF period – 3 relevant corridors - London Road (A6) , Osmaston Road (A514) and A52	500 (tbc)
Derby City Council LTP - 13/14 - 14/15 Capital Programme	£300k per annum (indicative) to be programmed in for schemes which compliment this programme and its target area	600 (tbc)
Chamber of Commerce	In kind officer time to sit on Partnership Board and facilitation of business forums to deliver the programme	In kind
Jobcentre Plus	In kind officer time to sit on Partnership Board and administer subsidised tickets and 'Wheels to Work'	In kind
Nottinghamshire & Derbyshire Traction	In kind staff time and alignment of marketing materials to the programme, particularly in relation to the proposed shuttle service	In kind
Arriva	In kind staff time, rescheduling of services within the programme area and alignment of marketing activities to the programme area	In kind
Trent Barton	In kind staff time, realignment of marketing activities and contribution of a 10% discount on season tickets for relevant organisations and employees in the programme area	In kind
Indicative commitment total		1,987

A9. Partnership bodies

The successful delivery of the **Derby: Better Ways to Work** programme will be achieved by working closely with a range of partners. A Partnership Board is being established to help steer the delivery of the programme and a number of key partners have already signed up to sitting on this Board. Letters of support from partners and key stakeholders are supplied with this bid. A short description of the key partners and their specific involvement and commitment is summarised.

Private sector partners

The **Derby Renaissance Board, DRB**, a private sector led strategic board for the economic regeneration of Derby, has been engaged in the development of our programme and has formally endorsed the bid. The role of the DRB is to coordinate the economic strategy and to ensure that all partners deliver this strategy. DRB links to the Local Enterprise Partnership, **D2N2**, that has also endorsed this bid.

Derbyshire and Nottinghamshire Chamber of Commerce is actively engaged in the LSTF programme and will form part of the LSTF Partnership Board to ensure businesses are represented at all levels of programme governance and delivery. They have engaged their members throughout the period of bid development and have agreed to organise and host additional meetings with businesses to support engagement throughout the LSTF programme. The first meeting is planned for shortly after the submission date to feedback on progress and the findings of the consultation to date that has shaped the programme proposals.

Individual businesses and developers are also fully engaged. Rolls Royce, Severn Trent, Balfour Beatty and Bombardier are some of the major employers located within the **Derby: Better Ways to Work** programme area. They already deliver sustainable transport initiatives through wider corporate strategies. **Rolls Royce** currently spends around £230,000 per annum on travel plan initiatives, including running a bus service between sites for its staff.

Severn Trent will spend £100,000 next year, primarily on shuttle bus services for its own staff. These key stakeholder businesses are actively supporting **Derby: Better Ways to Work** because of the benefits the programme will bring by combining their resources and experience. The companies are

committed to working collaboratively through the programme to deliver more cost-effective joint services, build experience and provide stewardship to less experienced travel planning organisations in the area.

Goodman UK Ltd is a commercial and industrial property group which is currently developing Derby Commercial Park, a 40 hectare business park in the programme area. This will provide offices, general industrial and warehouse units and up to 3,000 jobs.

Goodman have worked closely with the Council to integrate cycling and walking into the layout of the business park and its access points and provide commitment to travel plan delivery. A s106 agreement has provided £460,000 towards sustainable travel initiatives and access improvements. This contribution will both directly support the **Derby: Better Ways to Work** programme and ensure that there is future funding to continue initiatives.

Delivery Partners

The bid identifies a number of packages that will require expertise, resources and established delivery mechanisms from locally based organisations. The Council has discussed the LSTF proposals with a number of organisations who could potentially deliver specific initiatives.

The bus service improvements identified for the programme have been developed in conjunction with the operators that currently serve the programme area, and have the potential to be commercially viable beyond the programme period. **Arriva Midlands** is the main bus operator and will work within the programme to build on its recent increases in service frequency on key corridors, and investments of over £3 million since 2009 in new low floor buses. **Nottinghamshire and Derbyshire Traction Ltd**, a partner of the larger trent barton group, operate a small number of local services, including the existing Pride Park 'Park & Ride' and the shuttle bus contract for Severn Trent. Improvements to both of these are proposed in the programme.

Sustrans has been involved in Derby over many years, through the National Cycle Network development, the 'Bike It' programme and Cycle Derby. Sustrans has put forward its proposal to the Council to work in partnership to deliver personalised journey planning, explore the establishment of a local task force to deliver projects and promote low carbon commuting and business travel.

Jobcentre Plus has undertaken a travel survey to provide key evidence to help design the programme. Jobcentre Plus will offer a direct link to job seekers, promoting and administering the initiatives available to them to help them get into work and keep those jobs, for example, they will administer the half price bus passes scheme on our behalf and provide information on sustainable travel options.

Wheels to Work Derbyshire has been running successfully across Derbyshire for a number of years, helping over 600 people access work or training. Wheels to Work are keen to develop a programme to cover Derby, using an existing referral scheme within the Jobcentre Plus service. They are also keen to explore the establishment of a Social Enterprise or Community Interest Company within Derby. As a result of our LSTF workshop they are already collaborating with **Groundwork Derby and Derbyshire** to utilise refurbished bikes from the established bike recycling scheme. Both organisations are working towards being able to extend these schemes to target these services across the programme area.

Derby's **Climate Change Partnership** is a city-wide group that facilitates the exchange of carbon reduction information and best practice, providing an existing mechanism for **Derby: Better Ways to Work** to tap into for the quick delivery of joint initiatives. **Transition Derby** works to build resilience to climate change and economic instability and provides a mechanism to involve the voluntary and community sector in promoting the sustainable lifestyle choices that are important to our bid.

There is a great deal of enthusiasm and interest in our programme from a much broader range of groups and individuals, such as **Derby Cycle Group**, and we will maximise the benefit of this engagement as the programme is established and delivered.

SECTION B – The local challenge

B1. The local context

The **Derby: Better Ways to Work** programme area is undergoing large scale regeneration. This includes proposals for a Derby Enterprise Zone 'Environment Cluster' and 'Global Technology Cluster', where there is the opportunity to build in sustainable transport options at the outset of regeneration. Together with the third cluster in the city centre, which will also benefit from LSTF, these will support the creation of 12,300 jobs, up to 8000 within the target area over the next 10 years.

By supporting existing businesses and their employees, new developments and job seekers we will have an immediate impact and will pave the way for sustaining longer term economic prosperity, helping to unlock the full development potential of Derby.

The problem that **Derby: Better Ways to Work** will address is two-fold

- **tackling peak hour congestion** to reduce the impact that this has on both the environment in terms of carbon emissions and the economy in terms of the viability of the key regeneration sites, unlocking the development potential and reducing the costs to business
- **maximising accessibility by sustainable modes to key regeneration sites** to ensure that we can get people into work using low carbon choices and that Derby's growing businesses enjoy good access to a local workforce.

A focussed package of transport interventions will ensure that we are able to address these issues quickly whilst also paving the way for sustaining longer term economic prosperity and job creation, unlocking the development potential of Derby in a low carbon way.

Derby economy and employment

Historically, the Derby economy has had a strong focus on high-quality manufacturing and engineering, much of it aimed at the export market. 19% of jobs are in manufacturing, compared to the national average of 10%. Over half of these jobs, 10% of our workforce, are in advanced manufacturing, which compared to the national average of 1.2%, makes Derby a national leader in this sector. In Derby this sector is dominated by large companies such as Rolls Royce and Bombardier, both of whom are based in our programme area.

41% of Derby's employment is in large organisations with more than 200 employees, compared to the GB average of 32%. While our large manufacturing companies are a significant strength, our reliance on a relatively small number of large companies makes us vulnerable, especially as over the last decade, the number of jobs in manufacturing has generally been in decline.

We also have a high proportion of jobs in the public sector, with 29% of employment being in public administration and education. In common with other areas of England, jobs in this sector are likely to decline in the next few years.

Derby has been hit by recent announcements of job cuts, although there has also been good news, such as the recent decision by contact centre HEROtsc to locate here, providing 700 new jobs. 5.3% of Derby residents are claiming Job Seekers Allowance (JSA), above the national figure of 4% (January 2012 figures). Unemployment in Derby is highest in the central Arboretum and Normanton wards, Alvaston ward to the south east of the city centre and the adjacent Sinfin ward to the south of the city centre. Between them, these four wards account for 46% of all people claiming JSA in Derby and are all adjacent to the **Derby: Better Ways to Work** programme area.

In response to these challenges, it is important that we create the right conditions for high growth amongst businesses that have the potential to expand, and improve the business environment in which our companies operate. A key part of this is creating a well-integrated and efficient transport system, so that both existing and new businesses see Derby as an attractive location. It is also important that we make sure that poor transport does not act as a barrier to unemployed people gaining work at the sites where new jobs are being created.

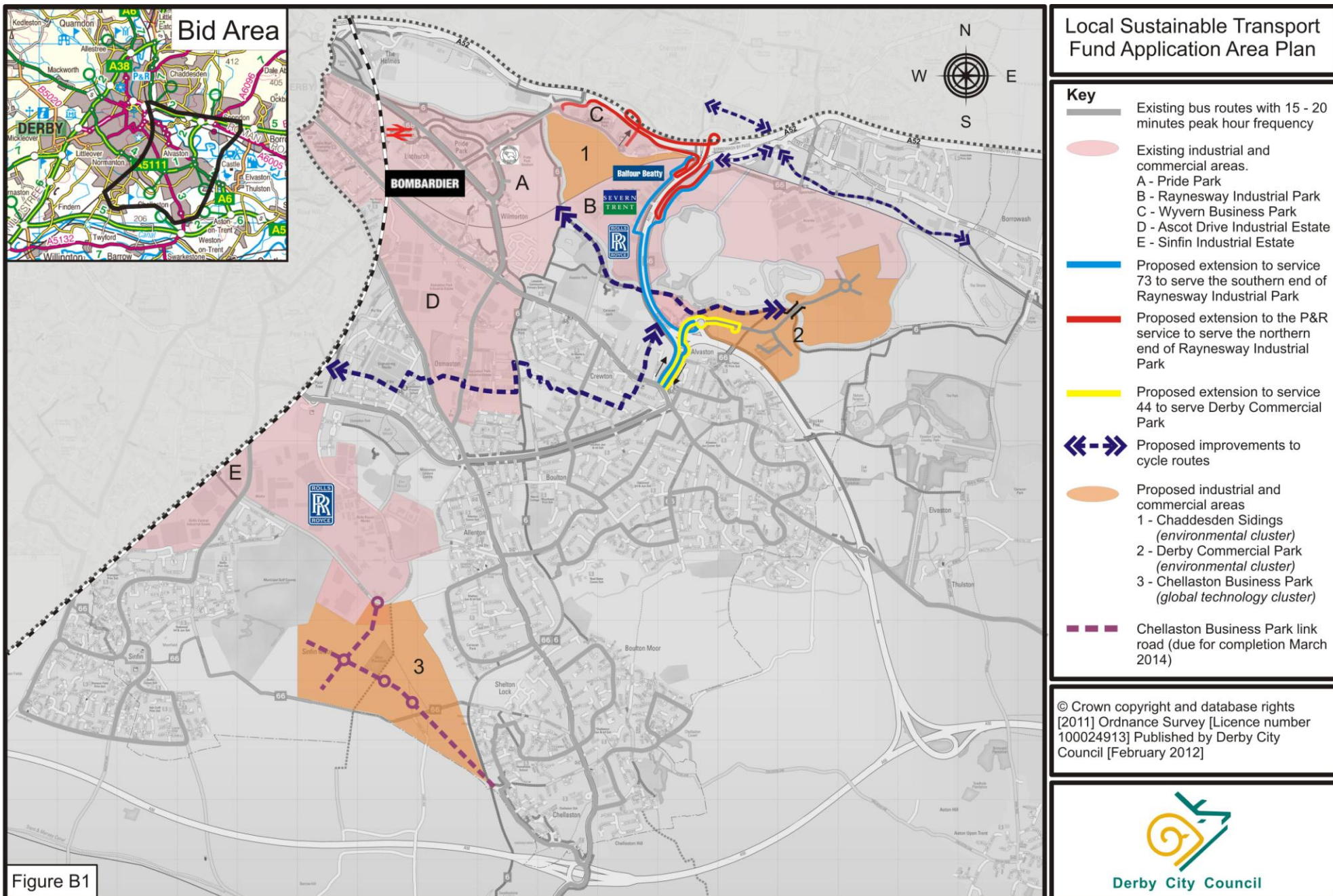


Figure B1

Employment in our target area

The **Derby: Better Ways to Work** programme area has been selected because it has a high concentration of existing employment sites and proposals for substantial further development. It is anticipated that at least 8,000 new jobs will be created in this area, a significant proportion of which of which are expected during the LSTF funding period.

The programme area is within Alvaston and Sinfen wards, which are areas of higher unemployment, and is adjacent to Arboretum and Normanton wards, where unemployment is also high. The close proximity of the prospective workforce to existing and newly created jobs provides significant potential and viability for low carbon travel modes. The **Derby: Better Ways to Work** target area includes the following major employment and development sites, highlighted on figure B1.

Major existing employment locations (Figure B1 locations A-E)

Pride Park – location A

This large 140 hectare business park on a former brownfield site close to Derby rail station was developed in the 1990s. It now employs 10,000 people, with principal employers being Rolls Royce, Delta Rail, Interfleet, HEROTsc contact centre, Derby County Football Club, Derby College Roundhouse, Miller Homes, Geldards LLP, Orchid Business Computing and Cooper Parry. Derby County Football Club has recently gained planning permission for further development around the stadium, Unity Plaza, which will include cafes, restaurants, small scale retail and 2,000 sq m of office space. Derby City Council is planning a new multi-use arena on land south of Pride Park Stadium.

Raynesway – location B

This is an industrial area between the A52 and A6. Balfour Beatty, Severn Trent and Rolls Royce have major sites here each employing around 1,000 people. Severn Trent and Rolls Royce are expanding their operations and both have a need to accommodate an additional 250 employees. There are also a number of smaller manufacturing and distribution companies such as ARC machines and Meachers Global Logistics. Total employment at businesses located along Raynesway is approximately 3,000.

Wyvern Park – location C

This is a retail and business park adjacent to the A52. The retail units accommodate a range of businesses including Sainsbury's, Homebase, Halfords and Boots and employ approximately 250 people. The office units form part of a high quality campus development and employ a further 800 people. The main employers are OMYA UK, Raybould & Sons and Capita.

Ascot Drive Industrial Estate – location D

This is a traditional industrial estate covering approximately 60 hectare. There are a range of uses including retail, warehousing, manufacturing, trade counters, a bus depot and a fire station. Major businesses include Dunelm, UPS and Arriva Midlands.

Sinfen Industrial Estate – location E

This is a large industrial site occupied primarily by Rolls Royce and includes their main production and testing site as well as significant number of office buildings. A large proportion of Rolls Royce 11,000 Derby employees are based at this site and there is regular travel between this and other sites. Other units are occupied by aerospace related businesses taking advantage of close links to Rolls Royce and providing a very local supply chain.

Proposed major employment locations (Figure B1 locations 1-3)

Chaddesden Triangle— location 1

This 28 hectare vacant brownfield site between Pride Park and Wyvern Park is owned by Network Rail. They are currently in the process of selecting a development partner in order to develop a comprehensive masterplan to redevelop the site. The site forms part of the proposed Enterprise Zone 'Environment Cluster' for Derby and could generate up to 3,000 jobs.

Derby Commercial Park – location 2

Goodman UK Ltd has invested over £20m in bringing forward this 40 hectare employment site. It is adjacent to Raynesway and forms part of the proposed Enterprise Zone 'Environment Cluster' for Derby. The site has planning permission for over 200,000sqm. Development has commenced and

has the potential to create approximately 3,000 jobs within offices, restaurants & cafes, general industrial, distribution and warehousing.

Chellaston Business Park – location 3

This 87 hectare site is adjacent to the Roll Royce works at Sinfen, location E. It provides a significant proportion of Derby's future employment land supply and has been proposed as part of our Enterprise Zone 'Global Technology Cluster'. Rolls Royce are continuing to make significant investments into their facilities in Derby, alongside this the Council has secured Regional Growth Funding to deliver the Chellaston Business Park link road, linking the new employment site to the A50.

Transport Issues

To enable low carbon growth we need to plug the gaps in the sustainable transport network and encourage more sustainable forms of travel for commuting, business trips and deliveries. This will improve accessibility, reduce the potential increase in congestion that threatens the viability of new development and job creation, limit carbon emissions and benefit air quality.

Accessibility to our target area

A number of the employment sites within the **Derby: Better Ways to Work** area are poorly served by public transport and there are severance issues for both cyclists and pedestrians. Located on the north western periphery Derby rail station is a key interchange for many accessing the area. Providing good multi modal connections from this important interchange is essential.

Access by bike and on foot is of mixed quality. NCN Route 6 serves the area well, and provides a sound basis for our core cycle and pedestrian network in the area, particularly Pride Park and Wyvern. However, the areas further to the east are less well served and there are significant barriers, particularly at major junctions. Several of the main roads in the study area create significant physical barriers between residential and the targeted employment areas for people cycling and walking. For example the A5111, Raynesway A5111 and the A52 are dual carriageways with speed limits of 50mph and higher, grade separated junctions and crash barriers. The perception of safety and personal security is low in the vicinity of these roads. The River Derwent and the two rail lines (Midland Mainline and Derby to Birmingham line) add to issues of severance.

A historic lack of public transport services means that much of the infrastructure required, such as bus waiting facilities, is limited and in some areas non existent. This is particularly so in the Raynesway and Derby commercial park area.

Small scale interventions can help address these barriers making the routes more attractive to those travelling by bike and on foot. Often the last link in the journey is missing; providing the connections from the core cycle network to the employers' sites can make all the difference.

Employers are already working to try and address the access issues for their staff and their customers. For example, Severn Trent has recently begun funding a peak-hour bus service. The new services will complement this Severn Trent-funded service, and provide access to employment at a number of businesses as these come on-stream at Derby Commercial Park.

Transport congestion in our target area

All the key arterial routes, A52, A6, and A514 plus the A5111 outer ring road, within the target area suffer from severe peak hour congestion. A substantial proportion of peak hour traffic on the A52 is for destinations within our target area. For example, at the A52 Wyvern slip road, around 50% of westbound traffic during the morning peak period exits for destinations in Pride Park. During the afternoon peak period, there are delays for traffic attempting to leave Pride Park, and queues can back up for over a mile within Pride Park itself. On the A6 London Road, there is a congestion hotspot at the roundabout giving access to Pride Park. The '6Cs' Congestion Management Study found that between 8am and 9am, traffic on the A6 between the ring road and city centre experienced a total delay of nearly 8 minutes over a distance of just 2.3 miles.

This congestion creates problems for buses as well as car drivers. Westbound buses, towards the city centre, on the A52 also experience over 8 minutes delay during the morning peak.

Carbon emissions and air quality

Traffic volumes, driver behaviour and congestion are a significant contributor to pollution in Derby. Nearly a quarter of all Derby's greenhouse gas emissions are from transport, making carbon

reduction from this sector a priority. From 2005 to 2009 per capita emissions (tonnes) from transport fell from 1.7t to 1.5t. However this remains higher than neighbouring cities of Nottingham and Leicester and will be adversely affected by additional journeys without increased provision and use of sustainable travel options.

Traffic accessing our target area also causes air quality issues that could affect the health of Derby's residents, and consequently there is an NO₂ Air Quality Management Area on the A52 just outside the target area at Spondon.

The anticipated growth in the programme area will generate many thousands of additional journeys each day. Working with businesses and employees to identify transport issues and viable alternatives will be essential to successfully achieving carbon emission reductions and benefits to health through better air quality and increased levels of activity.

B2. Evidence

In order to design an effective package of measures to achieve modal shift from the car for commuting trips into our target area, it is important that we understand how people are travelling into this area at present.

2001 census data for the Alvaston ward (encompassing most of the programme area) shows that approximately 63% of people working here drive to work. Roughly equal numbers of people, 7-8% in each case, travel to work by bus, bicycle, on foot or as a car passenger.

Looking at those people who drive to workplaces in Alvaston ward, a significant proportion travel quite short distances. Some 7% travel less than 2km to work; 36% travel 2-5 km; and 18% travel 5-10km. This suggests that interventions which improve the ease of access to the targeted employment sites by foot, cycle and bus are likely to be important.

A travel survey carried out by Jobcentre Plus indicated that over half of respondents considered transport a barrier in getting back to work and over 90% claimed they would use public transport if it was subsidised. Over 70% would be prepared to walk up to two miles to work and over 80% would be prepared to cycle up to five miles.

A residents survey via our neighbourhood boards asked people the reasons why they did, or did not, choose to travel by certain modes. The results highlighted some key barriers to sustainable transport that we will address through our bid. 62% of people said that the main reason they choose not to take public transport is that it is too expensive. The main reasons people said that they choose not to cycle were because they felt that cycle parking in Derby is not secure enough, that there aren't any cycle facilities at their workplace or destination, that they don't want to cycle on the road and that they don't feel safe on a bike.

For employees travelling longer distances, the proximity of Pride Park to Derby rail station is an advantage that we can build on. We know that train travel already accounts for a significant proportion of longer-distance trips to work in Alvaston (11% of all trips over 20km to workplaces in the ward), and as such is a viable option which more employees might well be encouraged to shift to.

Further specific evidence from individual firms in our target area includes:

- at Severn Trent, an employee travel survey in 2011 found that the site was heavily car-dependent, with 85% of employees driving to work in their own car or a company vehicle
- at Rolls Royce, an employee travel survey in 2007 found that 79% of employees drive to work. A total of 10%, which is a significant proportion, commuted by bike and 5% car shared. However, only 2% of people walked and 1% commuted by bus.

This data, together with 2011 travel-to-work data from the census when it becomes available, will provide us with a baseline against which the effectiveness of our proposed interventions can be measured.

Evidence from successful projects

We have a track record of implementing projects which have been successful in achieving mode shift and financial sustainability, and we intend to apply the experience from these projects and from others delivered elsewhere to our **Derby: Better Ways to Work** programme.

Derby 'Skylink' – increased patronage and commercial viability!

We secured funding for an improved 'Skylink' bus service between Derby and East Midlands Airport in 2008. Before improvements, the service ran once an hour during the day (6.30am-5.30pm), and was of limited use to airport passengers or the many people who worked at the airport at major employers such as DHL Logistics. The Council bought six new buses, specifically designed for the airport service, which were leased to the existing operator of the bus route at a peppercorn rent on condition that they substantially improved the service. The new service runs every 30 minutes during the day (6.30am-7.30pm) and every hour overnight. Passenger numbers increased by 54% (from 491,000 per year in 2007/08 to 754,000 in 2010/11), and are still growing. The service is now commercially viable and requires no ongoing financial support.



Overall bus use in Derby is increasing. In 2010/11 Derby saw over 18 million bus passenger journeys, the highest number ever recorded. Satisfaction is high and by providing a quality service in conjunction with behavioural change support we believe there is potential for substantial growth. Our experience of investing in improved bus services to the point where they become commercially viable will be relevant to our plans to improve bus services to Pride Park, Wyvern Park, Raynesway and Derby Commercial Park, see section C1.

Cycle Derby – behaviour change, brand recognition and wider influence!

Our Cycle Derby programme between 2005 and 2011 focussed on children and young people. In the first half of the programme, cycling mode share for the journey to school at targeted Bike It schools increased significantly from 6% to 20%. There is high brand recognition and the projects success was infectious providing knock-on benefits amongst the adult population, with the proportion of adults cycling increasing from 20% to 25%, the largest increase outside London. Cycling activity on the riverside cycle path at Pride Park has increased by around 50% over the 10 years to 2008. At the Derby College site on Pride Park, the proportion of staff cycling to work increased from 3% to 10% as a result of high quality cycle storage, a salary sacrifice cycle purchase scheme and other measures. This demonstrates that a combination of high quality cycle infrastructure and behaviour change initiatives are effective in increasing levels of cycling. We plan to adopt this integrated approach, tackling all of the barriers to cycling at and around our target employment sites.



Travel Planning - Derby's proactive employers leading by example!

A number of employers in our target area have been active in supporting sustainable travel by their staff for some time. Rolls Royce has implemented a number of initiatives to reduce car travel by their staff. These include a very successful car-sharing scheme for their Raynesway site, and an inter-site bus service, the Derby Flyer, which is used by about 600 employees per day, significantly reducing business car use. Severn Trent also provides support for bus services for their staff. In 2011 Derby College provided £35k worth of interest free loans to staff purchasing rail season tickets, including a 10% discount negotiated with East Midlands Trains. In 2010/11, 12 businesses in Pride Park adopted workplace travel plans.



Workplace travel plans at existing employers provide an excellent benchmark and will help us in encouraging other employers to act to support sustainable travel by their staff. The companies involved are committed to working jointly to maximise the benefits.

Smarter Choices – A Peterborough success story!

Individualised Travel Marketing (ITM) was offered between September 2005 and December 2007 as part of the Sustainable Towns Demonstration Town programme. The 'My Travelchoice' project contacted 24,333 households and sent out 153,594 pieces of tailored travel information households who requested an information pack. Follow up visits were offered and eco driver packs were issued to those not interested or able to change their travel mode to encourage more sustainable driving. Local partners supported ITM by providing free information resources (e.g. GNER timetables, Ramblers Association leaflets). Stagecoach also carried out the bus-related home visits.



As a package of measures, which included ITM, the latest survey results published concluded there had been a 9% reduction in car driver trips per person per year, a 14% increase in walking trips, 12% increase in cycling trips and 35% increase in public transport trips from 2004-2008.

B3. Objectives

The **Derby: Better Ways to Work** programme will support the achievement of our five LTP3 goals:

Goal 1: Support growth and economic competitiveness, by delivering reliable and efficient transport networks

Derby: Better Ways to Work will reinforce our efforts to generate employment growth in the south east of the city. LSTF investment will reduce congestion in an area where it is severe, and provide efficient, high quality public transport and cycling access to areas of employment growth. This will create an attractive environment for new and expanding businesses. It will enable more development than would otherwise be feasible, creating more jobs.

Goal 2: Contribute to tackling climate change by developing and promoting low-carbon travel choices

Derby: Better Ways to Work will fund high quality new bus services to the point where they become self-financing. It will deliver new cycle and pedestrian facilities, provide opportunities for car sharing and encourage alternatives to travel, such as teleconferencing and teleworking. It will promote low carbon travel choices through a marketing and behaviour change programme delivered in partnership with businesses in the target area.

Goal 3: Contribute to better safety, security and health for all people in Derby by improving road safety, improving security on transport networks and promoting active travel

We will build on Cycle Derby's successful track record to increase the number of people cycling and walking to work. This will involve a combination of new cycle and pedestrian infrastructure including cycle routes; improved lighting; pedestrian and cycle crossings of major roads and services to stimulate take up of these, such as bike hire scheme and on-site cycle maintenance workshops.

Goal 4: Provide and promote greater choice and equality of opportunity for all through the delivery and promotion of accessible walking, cycling and public transport networks, whilst maintaining appropriate access for car users

Derby: Better Ways to Work will improve access to employment in the target area for job seekers, through interventions such as discounted bus travel, loan of mopeds or bicycles, and a personalised journey planning service. New bus services and cycle paths to the target employment sites will enable people who do not have access to a car to work at locations which are currently difficult to reach by other means.

Goal 5: Improve the quality of life for all people living, working in or visiting Derby by promoting investment in transport that enhances the urban and natural environment and sense of place

Derby: Better Ways to Work will improve the urban environment, by reducing air pollution, noise and severance caused by traffic. By improving cycle routes and making sure that they link right in to key employment sites, we will create a high quality experience for people who cycle to work. LSTF investment will provide high quality, frequent bus services and will support regeneration projects on brownfield sites which create a high quality public realm for pedestrians.

SECTION C – The package bid

C1. Package description

The LSTF offers the opportunity to create a step change in the quality and uptake of low carbon transport choices to support the 8,000 new jobs anticipated in the programme area. We will provide much needed improvements in accessibility for current businesses and new developments and reduce the potential congestion that threatens to stifle continued economic growth. The five strands of our **Derby: Better Ways to Work** programme are designed to tackle all of the barriers that prevent sustainable commuting and business travel to and from companies located in our target area. These strands are:

1. **Improve sustainable transport options** for commuters and businesses
2. **Encourage behaviour change** through a smarter choices package
3. **Enable job-seekers to access employment** at targeted sites
4. **Work with employers to support sustainable travel**
5. **Ensure new developments build in sustainable travel options** from the start.

Strand 1 - Improve sustainable transport options for commuters and businesses

A number of businesses and development sites located in the south east quadrant of Derby are at present quite difficult to reach by sustainable modes of transport. We will introduce a package of measures to improve bus services, cycle routes and pedestrian routes, and access from nearby Derby rail station.

Our **bus service improvements** will include:

- introducing and supporting **new bus services** connecting existing businesses in the Raynesway industrial area and new businesses at Derby Commercial Park with the city centre, rail station, and residential areas to the south east of Derby
- increasing **bus service frequency** at peak periods to a regular 10 minute service on the bus route connecting the city centre and Derby rail station to Pride Park and Wyvern Park
- **bus stop improvements** at 36 identified locations in the target area (shelters, kerb build-outs, bus bay markings), to improve the waiting environment for passengers and make it easier to board the bus
- new electronic **real time passenger information** display signs at 11 existing bus stops adjacent to key employment sites in the target area. Where this is not feasible we will install 'magic touch' signs which give direct access to the Traveline website when passengers' mobile phones are placed nearby.
- improving the overall **quality of experience for users** including higher quality vehicles on the city centre/Derby rail station/Pride Park/Wyvern Park bus route, to make them attractive to commuters.

Our **cycle route enhancements** will build on our cycle audit and previous work to improve the cycle network and facilities in this area. Our main focus is on cycle access to the Raynesway industrial area and the new Derby Commercial Park. We will focus on small-scale schemes that link from the existing Derby cycle network to the targeted employment sites. The key improvements are:

- lighting and surface improvements to the **riverside cycle route**, east of Alvaston Park where it approaches the new Derby Commercial Park, completing a link from the city centre
- **improvements to links** into the Raynesway industrial area from the cycle network to the north east, especially from the residential area of Spondon. These will focus on providing safe cycling routes to and around the major A52/Raynesway junction, which is currently difficult for cyclists to negotiate
- **a new signed route** from the residential areas of Osmaston, Peartree and Normanton to the large employment sites on Raynesway
- **increased cycle parking** at the rear of Derby rail station, a key interchange and gateway to the programme area
- **improved signage schemes** on routes within and to the area
- in collaboration with delivery partners develop a project to support young unemployed local people to gain training, confidence and new skills through the **establishment of a local taskforce** to deliver route upgrades and maintenance.

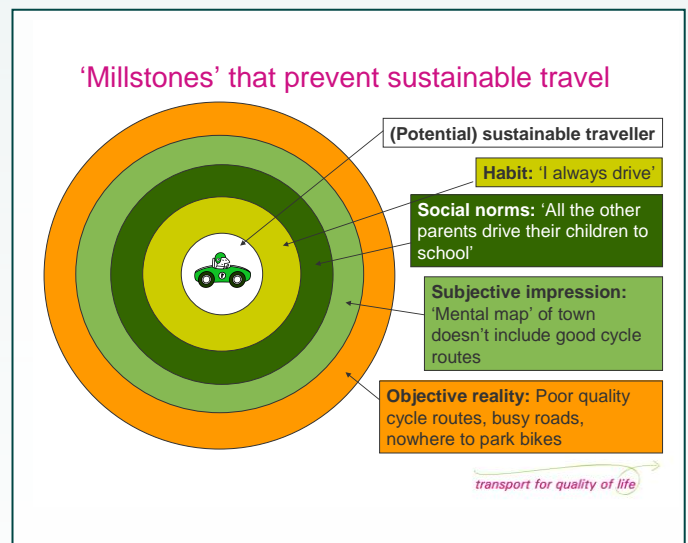
Pedestrian and safety route enhancements will be identified through business travel plans. We will:

- audit existing **pedestrian access** to the target employment sites
- **make improvements** at locations where there are severance problems, we are already aware of severance caused by the crossing the A52, Raynesway and the river and pedestrian access issues at Severn Trent site
- **provide a toucan crossing** at Ascot Drive/London Road a key approach to Pride Park
- **improve lighting** on pedestrian routes serving the main employment sites around Alvaston Park links and Raynesway.

Strand 2 - Encourage behaviour change through a smarter choices package

We know that in order to persuade employees to switch to sustainable modes of travel for their commute, it is important to tackle the barriers to behaviour change, identifying the 'millstones', including habit and social norms, that prevent sustainable travel. Based on outcomes of our business workshop we will develop a comprehensive package of services which will be offered to employees via the businesses in our target area. This will include:

- an **individualised marketing and personalised travel planning service** providing information about sustainable travel options and 'try-out' incentives
- a **travel information website** with bespoke information for each business, covering bus routes, times and ticket options, cycle maps and route guides, real-time traffic information, and journey planning; linked to **electronic travel information kiosks at businesses**
- provision and regular updating of **public transport and cycling information** at key locations e.g. reception area of all target businesses, and on business intranets
- **marketing sustainable travel to employees**, through campaigns, events, incentives and promotions including an annual **sustainable travel challenge** intended to shift social norms in workplaces towards sustainable options
- high profile **incentives** to encourage employees to try new bus services as they are introduced, for example, free travel on the new service for one month to shift employees' travel habits;
- **reduced cost bus travel** for commuting and business trips, through bulk purchase arrangements and 'pool' bus tickets negotiated with operators
- a **hire bike scheme** and **on-site cycle maintenance workshops** to enable employees who do not have a working bicycle but are interested in cycling to work to give it a try
- support to employees in establishing **bicycle user groups** to give a higher profile to cycling in their workplaces and improve on-site cycling facilities
- free cycle training and **bike buddy schemes** to give employees the confidence to cycle and help finding a good route to work
- **security tagging service** to reduce problems of bike theft.



Strand 3 - Enable job-seekers to access employment at targeted sites

As existing businesses like Rolls Royce grow and new businesses establish and start recruiting, we want to make sure that transport is not a barrier to local people accessing jobs with them. This is complementary to an RGF funded project aimed at increasing the skill level in Derby's workforce to ensure local people are employed in locally created jobs. We will achieve this by:

- working with local **Jobcentre Plus** to provide a personalised journey planning service to unemployed people;
- providing **personalised journey planning** sessions at recruitment fairs;
- offering a **Wheels to Work** service for unemployed people, including loan of mopeds and bicycles with training and equipment;
- providing **discounted bus travel** to an estimated 700 job seekers per year, supporting travel to interviews and for the first few months after starting a job.

Strand 4 - Work with employers to support sustainable travel

We already have good working relationships with a number of employers in our target area, and many of them are keen to improve the travel options available to their staff. We will work with them to maximise the business efficiency of their own sustainable transport improvements and to support joint initiatives between employers. We are keen to ensure good stewardship and sharing of best practice between the experienced pro active travel planning businesses and organisations that are just starting out. This will include the following initiatives, which have been generated from our dialogue with businesses in the target areas:

- scheduling **public transport timetables** to coordinate with shift patterns at major employers and providing better on-board and timetable information about the business destinations they serve
- consolidating **shuttle buses** that are run by different businesses, getting new businesses on board so that better services are available to their staff at least cost
- offering **matched funded grants** to businesses to invest in on-site capital items to support low carbon travel choices and reduce the need to travel. The grant will cover items such as secure cycle parking, showers, lockers, electric vehicle charging points, pool bikes and cars, video-conference facilities and IT facilities to support home-working
- developing and promoting a Derby **car-sharing scheme** to staff at businesses in the target areas
- supporting the development of a **cycle courier scheme** and a low-carbon **car and electric bike club** for business travel
- establishing a **sustainable travel forum** to share business experience of travel planning and generate further ideas for joint initiatives
- **recruiting three on-site travel plan officers** who will be based at major employment locations, providing practical support for the target businesses in delivering sustainable travel initiatives for commuting, business travel, and travel by visitors. These posts will be jointly funded by the programme and the target businesses, who will host the officers.

Strand 5 - Ensure new developments build in sustainable travel options from the start

We have good mechanisms in place to work with developers and ensure the provision of sustainable travel options is delivered through the planning process. We will build on this, capitalising on anticipated changes in the planning process including opportunities provided by the Community Infrastructure Levy and development of Derby's Local Development Framework Core Strategy. We will:

- **develop improved guidance and tools** to better support developers and enter into longer term supportive engagement as development comes forward, enabling them to participate and benefit from ongoing initiatives set up through the LSTF programme
- **establish a more robust mechanism for monitoring** sustainable travel initiatives and travel plan effectiveness, collecting and collating programme wide data for mode shift achieved through travel planning
- continue to **work closely with developers** - our recent experience of engaging with Derby Commercial Park developer Goodman, from whom we have secured a £460,000 developer contribution, Severn Trent, Rolls Royce and others has illustrated that closer collaboration can help realise greater returns at no extra cost through the development process. These developers and businesses have engaged very closely with us on the development of the programme and we will build on this and use our mutual experiences to provide best practice materials to help improve our engagement on travel planning in our work with future developers.

Through our ongoing work with developers during and after the fund period, we will ensure that the initiatives and lessons that come out of the LSTF programme continue both in the target area and feed out across Derby, embedding changes in working practices for long term impact.

C2. Package costs

Scheme element 1	£K	2011-12	2012-13	2013-14	2014-15	Total
	Revenue		44	209	187	440
	Capital		96	684	702	1482
Scheme element 2	£K	2011-12	2012-13	2013-14	2014-15	Total
	Revenue		147	310	245	702
	Capital		102	28	37	167
Scheme element 3	£K	2011-12	2012-13	2013-14	2014-15	Total
	Revenue		129	1112	181	1422
	Capital		42	42	43	127
Scheme element 4	£K	2011-12	2012-13	2013-14	2014-15	Total
	Revenue		70	153	154	377
	Capital		5	32	33	70
Scheme element 5	£K	2011-12	2012-13	2013-14	2014-15	Total
	Revenue		42	46	47	135
	Capital		0	0	0	0
GRAND TOTAL			677	2616	1629	4922

C3. Rationale and strategic fit

Our rationale for selecting the south east quadrant of Derby as our target area and the package of initiatives proposed is as follows:

- it is a major employment growth area, including two of three proposed Enterprise Zone ‘clusters’
- new development coming forward within the programme time frame means that there will be more jobs and new employees receptive to behavioural change initiatives as they enter the work place
- the area already experiences serious peak hour congestion, which will worsen if action is not taken. Reducing congestion will create a more conducive business environment for companies we wish to attract to the area
- travel to work in the target area already gives rise to significant carbon emissions, encouraging low carbon travel in the area will mean that emissions do not increase in line with increased jobs
- there is an existing good base for providing a more comprehensive sustainable transport network, including a national cycle route and wider network and close proximity to Derby rail station
- there are some very proactive employers already based in the area that can provide an impetus and share experience and best practice to bring others on board
- the package of measures has been designed in consultation with the target audience using an approach of identifying ‘millstones’ and ‘lifebelts’ to behaviour change. Many of the ideas have come directly from the businesses involved
- there is the potential to provide much better sustainable transport access to the target area from the adjacent residential areas in Alvaston, Arboretum and Normanton wards, which are also wards with the highest levels of unemployment

We outline the fit with our **LTP3** in section B3. The programme also has a good strategic fit with wider strategies and programmes:

Our Sustainable Communities Strategy, ‘**The Derby Plan**’ encourages the development of a low carbon economy. It includes an Economic Strategy which seeks to create an additional 5,700 jobs by 2016. The **Derby: Better Ways to Work** programme fits well with these aims: it will support low carbon travel, and by creating a more attractive environment for businesses, it will help attract new employers to Pride Park and other sites in south east Derby.

The areas for new business growth that are the focus of our programme are all identified for major development in our **Local Development Plan**. The Local Plan encourages more sustainable travel patterns through its policies on city centre parking standards, public transport, cycling and walking.

The Council, supported by the Derby Renaissance Board has put forward proposals for a **Derby Enterprise Zone**. Our programme is complementary to the other elements of our Enterprise Zone’s proposed ‘offer’ to businesses.

Our successful **RGF2 bid** includes several projects which are complemented by our LSTF proposals. RGF2 aims to support employers in their recruitment and retention of staff, and our LSTF programme will assist in this by making our target employment area a more attractive place to work. RGF2 will also deliver superfast broadband, which will make it easier for businesses in our target area to use Information Communication Technology, ICT, alternatives to travel such as web-conferencing and tele-working.

The Council are also bidding for funding through the **Better Bus Area Fund - 'Derby: Better by Bus'**. These bids are complementary and the initiatives within them will be stronger if delivered together but they are focused on different geographical areas and target audiences and are not reliant on each other to achieve success.

C4. Community support

Derby's business community, partnership organisations, job seekers and residents have shown great enthusiasm for **Derby: Better Ways to Work** and proactive engagement has led to high levels of support and commitment that have shaped this bid. Consultation has taken the form of:

- a half-day seminar, attended by representatives of businesses, developers and umbrella organisations such as the Chamber of Commerce;
- a series of one-to-one meetings with employers such as Rolls Royce, Severn Trent and Balfour Beatty and Derby's main bus companies
- a travel survey of job-seekers, carried out for us by Jobcentre Plus
- a Derby residents survey
- regular liaison with Derby Cycle Group

A report summarising our consultation findings will be available shortly alongside our application on our website at www.derby.gov.uk. Copies of letters of support are supplied with this bid.

Examples of reaction to our bid include:

Our vision is 'that anyone can cycle safely, anywhere, at anytime'. The ambition to make Derby a city designed for cycling must make cycling a central element in the planning process, deliver consistently designed cycle-centric routes and facilities and broadcast strong messages to inform people about cycling options. DCG works closely with the Council to achieve these ambitions and fully supports LSTF and the way it is building on the recent successes achieved through Connecting Derby, where design for cyclists has been widely commended, and Cycle Derby where huge behavioural changes have been achieved, not only with the target group of school children, but also with adult cycling. We look forward to these successful strategies being taken further with the help of this LSTF funded project.

Tony Roelich, Campaigns Co-ordinator, Derby Cycling Group

Sustainable transport provision is a vital component of Derby Commercial Park, and Goodman are committed to providing and enhancing green travel initiatives which will benefit the employees and businesses that take up occupation. Having attended the Local Sustainable Transport Workshop recently, we look forward to working with Derby City Council to deliver real benefits in the Derby area.

Martin Scambler, Project Manager, Goodman UK Ltd

Derby's resilience in bouncing back from economic shocks has been demonstrated commendably in recent months, and improved, long-term sustainable solutions for its continued business growth within your bid will allow us to get our goods to market and our people to work. The Chamber is fully supportive of helping people to make low carbon travel choices.

George Cowcher, Chief Executive, Derby and Nottingham Chamber of Commerce

Our survey of Derby residents and ongoing engagement with stakeholder groups has instigated a number of individual letters of support from people living and working in Derby. There is a particular enthusiasm from our strong cycling community. Excellent relationships that have been built through the Cycle Derby project will help ensure that on the ground partnership delivery continues quickly and successfully for our new target area.

The interest and support that we have generated for this bid from businesses, local groups and residents has meant that the partners listed in A9, and others are committed to working with us on the successful delivery of the programme. There is a contribution of almost £1.5 million that has come directly from the private and third sector. This is additional to unconfirmed additional contributions, match in kind and an un-costed but highly valued contribution from volunteers such as members of Derby Cycle Group and volunteer rangers.

SECTION D – Value for money

D1. Outcomes and value for money

OUTCOMES

The anticipated outcomes from our **Derby: Better Ways to Work** programme are described below.

A reduction in car driver mode share for commuter trips and an increase in commuting by sustainable modes and home-working

We expect this to occur at companies at Pride Park, Raynesway, Wyvern Park, Ascot Drive Industrial Estate and Sinfon Industrial Estate. It will be measured by an annual employee travel survey, with the baseline survey conducted in summer 2012. We have reviewed the available national evidence on the outcomes of workplace travel planning at private sector organisations. Based on this we believe that an average reduction of 10% in car use (cars per 100 staff) is achievable. This allows for the fact that some companies will achieve more and some less.

As new employment sites are occupied, a lower initial car driver mode share for travel to work at these sites than the present average for the ward

For new employment sites at Pride Park, Derby Commercial Park Chaddesden Triangle and Chellaston Business Park, we will seek to achieve a car driver mode share of no more than 57%, compared to the Alvaston ward average of 63%.

An increase in patronage on bus routes serving the employment sites in the target area

Based on our experience with the 'Skylink' bus service, see section B2, and current trends in passenger numbers of bus routes serving our target area, we expect that bus patronage on these routes will increase by 20% over three years.

An increase in cycle activity on the main cycle route that links employment sites in the target area

Based on evidence from our Cycle Derby experience, we expect that use of the main cycle route (Route 6) through the centre of our target area will increase as a result of **Derby: Better Ways to Work**, at a more rapid rate than will be the case without our intervention. Use of this route grew by 6% per year during the period of our Cycling Demonstration Town project, compared to 3% per year before that. We expect that our programme will lead to a continued annual growth of 6%, resulting in an overall increase in cycle trips on this route of 18% over the programme period.

An increase in the carbon-efficiency of business travel

At those companies which engage with us in action on business travel, we expect that there will be an increase in teleconferencing and use of public transport/car-sharing for business trips. There may also be a reduction in carbon emissions as a result of a switch to low-carbon cars for business travel, through use of the low-carbon car and electric bike club. At this stage we are not able to estimate the scale of outcomes of these interventions as there is less experience in the UK of area-wide projects to tackle business travel. We will monitor the effects of our programme on business travel, using business mileage claim data from our partner companies.

IMPACTS

We anticipate that the outcomes described above will result in the following longer-term impacts:

No short-term worsening of congestion, despite employment growth

Without the **Derby: Better Ways to Work** programme, congestion and vehicle delays on the A52, A6 and other arterial routes will worsen substantially over the next three years as a result of initial employment growth at Pride Park, Raynesway, Derby Commercial Park, Chellaston Business Park and Chaddesden Triangle. This could potentially compromise the long-term viability of further development at these locations. By reducing commuter car use by 10%, we will be able to accommodate short-term employment growth of up to 3,000 jobs in our target area with no net worsening of congestion. In the longer term, beyond the LSTF funding period, there is likely to be more employment growth in the target area. The legacy of strong initiatives set up through the **Derby: Better Ways to Work** will allow us to achieve ongoing behaviour change to continue to limit congestion.

Reduction in per capita carbon emissions

Indicatively, a 10% reduction in car commuting to companies in our target area will result in a reduction in per capita car driver distance of about 370 km per year (based on average journey lengths for current car commuters to the area). Using the DfT Carbon Tool, we estimate that this reduction in car commuting will save about 1,970 tonnes CO₂ per year once the full growth in jobs has been realised. Savings from reduced use of cars for business travel will be additional to this.

Increase in accessibility

Derby: Better Ways to Work will make it significantly easier for job-seekers based in south east and central Derby, the areas with the highest levels of unemployment, to gain access to jobs in the target area.

Increase in physical activity and health

By encouraging cycling and walking to work, **Derby: Better Ways to Work** will result in an increase in the number of adults engaged in regular physical activity, with consequent benefits to health. Indicatively, we know from our Cycle Derby project that a city wide 5% point increase in the number of adults doing any cycling was correlated with a 3% point decrease in the proportion of residents who were classed as physically inactive.

Air quality and road safety

Without **Derby: Better Ways to Work**, both air quality and road safety in the target area could deteriorate due to increased traffic and congestion associated with employment growth and new development. With the investment, we anticipate that there should be no overall worsening of air quality and no change in road casualties.

VALUE FOR MONEY

Our proposed combination of bus, cycle and pedestrian improvements, complemented by a package of behaviour change measures is broadly similar to the packages of measures adopted in the Sustainable Travel Towns which showed high value for money. The strong links between our programme and plans for employment-generating development in the target area are likely to further increase the benefit of our programme.

D2. Financial sustainability

To avoid repetition, the list provided in Table D2 is not exhaustive. It highlights the key opportunities for ensuring continuity and financial sustainability for the core elements of the programme.

Future contributions secured from developers to mitigate the impacts of new development will enable initiatives established through the **Derby: Better Ways to Work** programme to be continued into the long term. Where possible this is quantified in table A8.2. Mechanisms set up through the programme, in particular through Strand 5, will allow the travel planning resources of the Council and businesses to continue to be pooled to enable longevity of joint initiatives.

Table D2 - Financial sustainability of key project elements

Strand 1 - improve sustainable transport options for commuters and businesses	
Scheme element	Financial sustainability
Bus service improvements	Following the proven process we used in the highly successful 'Skylink' service, detailed in section B2. The existing commitment by employers and our previous experience of the ongoing commitment by the bus operators investing in their fleets and services combined with pump priming through LSTF will ensure the service improvements become commercially viable by the end of the LSTF funding period.
Cycle route enhancements	Infrastructure improvements will be maintained as part of our LTP programme.
Pedestrian access and safety improvements	
Strand 2 – encourage behaviour change through a smarter choices package	
Scheme element	Financial sustainability
Improved and better marketed travel information, including web based support	Setting up a comprehensive website and associated effective marketing tools will allow a less resource intensive yet high quality service to be maintained in the long term as part of normal operations.
Personalised travel planning	Personalised travel planning service will embed good travel habits and create a culture change within the target workplaces which will be maintained by the organisations' in-house on-going travel planning activity. Cycle user groups will help to continue skill sharing and cycling support within businesses after 2015 supplemented by less intensive ongoing support planned at Derby City Council. Other incentives and support can be sustained in partnership with businesses through their travel planning budgets and public transport operators, negotiated through ongoing partnerships established as part of the LSTF programme.
Sustainable travel incentive schemes	
Cycle training and support	
Strand 3 - enable job-seekers to access employment at targeted sites	
Scheme element	Financial sustainability
Personalised journey planning	Establishing good travel habits alongside improved facilities for thousands of workers through the LSTF will mean improved, affordable sustainable travel options will be permanently within reach for them after the LSTF period. Potential sources of funding that can be exploited by partners such as the Jobcentre Plus will also be investigated to supplement these initiatives and potentially extend them for new job seekers after the LSTF period. There is additional potential for the bus companies operating the services to be able to offer ongoing discounts and loyalty fares to certain sectors of the community as part of a longer term commitment to the scheme.
Wheels to work initiatives	
Discounted bus travel	
Strand 4 – work with employers to support sustainable travel	
Scheme element	Financial sustainability
Sustainable travel forum	Once established, a well functioning travel forum will be relatively self sustaining with input from all businesses and very moderate levels of support required from Derby City Council. Initiatives established through an intensive period of travel planning will become less resource intensive over time and it will be possible for businesses to sustain these with external support co-ordinated through a single point of contact retained at DCC. The aim is to establish more permanent Travel Planning resources both within businesses and DCC following a successful programme, as has happened through Cycle Derby.
Car sharing, car and bike clubs, couriers	
Consolidating shuttle buses	
Travel plan officers	
Strand 5 - ensure new developments build in sustainable travel options from the start	
Scheme element	Financial sustainability
Provision of best practice materials	An intensive period of research and development made possible through the LSTF will give us the tools and mechanisms to provide a high level of support to developers that will be less resource intensive in the longer term. Bringing new developers into established initiatives and partnership working will also extend the life of the other LSTF initiatives far beyond the lifetime of the fund.
Ongoing travel plan support	
Monitoring mechanism	

E1. Implementation

E2. Output milestones

This is not an exhaustive list but is indicative of the elements that will be delivered across the fund period, leaving scope to agree, design and deliver further initiatives with businesses and partners

Table E2 – Key output milestones

	Year 1 – 2012/13	Year 2 – 2013/14	Year 3 – 2014/15
Strand 1 - improve sustainable transport options for commuters and businesses	<ul style="list-style-type: none">launch of new and improved bus services to Pride Park and the Wyverninstall or improve approximately 10 bus stopscommencement of cycling and pedestrian infrastructure improvements	<ul style="list-style-type: none">introduction of a new bus service to Derby Commercial Park to correspond with the opening of new businessescreate or improve approximately 20 bus stopsprovision of cycle spaces at public transport interchanges4.5km of lighting and surface improvements to pedestrian and cycle routes	<ul style="list-style-type: none">new bus services to Pride Park and the Wyvern become commercially viablecreate or improve approximately 30 bus stops5.3km of lighting, signing and surface improvements to pedestrian and cycle routes
Strand 2 – encourage behaviour change through a smarter choices package	<ul style="list-style-type: none">launch of bike lease scheme and in business cycle training programme	<ul style="list-style-type: none">launch of one stop shop travel information website	
	<ul style="list-style-type: none">free or discounted bus tickets on new bus servicesinitiate support for bicycle user groups		
	<ul style="list-style-type: none">provision of high quality travel information at bus stops and travel information points as well as intensive marketing of sustainable travel information concentrated around the launch of initiatives and opportunities with businesses and partnerspersonalised travel planning service for employees		
Strand 3 - enable job-seekers to access employment at targeted sites	<ul style="list-style-type: none">180 free bikes made available through the wheels to work scheme, with an additional 270 made available to hire/ buy by 2015up to 700 bus passes issued each year to help job seekers get to work, totalling approximately 1750 by 2015		
Strand 4 – work with employers to support sustainable travel	<ul style="list-style-type: none">design bus timetables to co-ordinate with shift changes at major employers and incentivise bus usesecure travel plan officers to work with/in businesseslaunch a sustainable travel forum to organise joint working between businesses and travel providers	<ul style="list-style-type: none">consolidate shuttle bus services run by businessesbegin a programme to provide grants/match funding to businesses for secure cycle parking, showers, lockers and other facilities to make it easier to walk and cycle to workintroduce partnership businesses to an area based car sharing initiative	<ul style="list-style-type: none">launch negotiated travel plan and low carbon initiatives agreementlaunch car clubs/car sharing schemes
Strand 5 - ensure new developments build in sustainable travel options from the start	<ul style="list-style-type: none">ensure adequate weighting given to newer methods of ensuring sustainability of development is accounted for in emerging Core Strategydevelopment of improved guidance to support developers with travel planning initiativesestablish a more robust mechanism for monitoring sustainable travel initiatives and travel plan effectiveness	<ul style="list-style-type: none">ensure the development of Community Infrastructure Levy and future use of s106 legal agreements enables ongoing commitment to mitigate development impacts through encouraging and facilitating smarter choices / travel planning	<ul style="list-style-type: none">ensure the provision of sustainable travel options is built into the planning process

E3. Summary of key risks

A summary of our key risks are provided in Table E3. Overall the risks are low to medium and with mitigation will reduce even further. A risk owner has been identified in each case.

High	Medium	Low
Score 7-9	Score 4-6	Score 1-3

Table E3 – Summary of key risks

	Risk Area	Like- lihood (1-3)	Impact (1-3)	Mitigation	Score	Risk Owner
Engagement / Consultation	Lack of community engagement	1	2	Initial responses to the bid process have been very positive and the project team will seek to maintain that momentum if the bid is successful. Encouraging collaborative working between partners to build on existing relationships	2	
	Lack of business engagement	1	3		3	
	Lack bus operator engagement	1	3		3	
	Lack of new business engagement	1	3	Existing mechanisms are in place to ensure that sustainable travel options are built into the planning process. We will build on these through the LSTF.	3	
Construction	Contributions not forthcoming	1	3	Within our potential funding sources we have clearly distinguished between money which has been secured and other potential sources.	3	
	Delays in the infrastructure programme	1	2	Milestones have been based on previous experience in Derby, as well as ongoing monitoring of existing programmes Delivery of a number of schemes for 2012/13 are already programmed	2	
	Interventions exceed initial cost estimates	2	2	Frequent meetings with project managers and good financial monitoring and programme management	4	
Operation	Delays in implementation	1	2	Implementation schedules have been based on previous experience	2	
	Usage of the various interventions	2	3	Consultation with the various stakeholders has identified a large number of potential future users	6	
	Recruiting the required Officers	1	2	Adequate funding has been allocated within the overall budget. Recruitment process will be initiated prior to notification of success. Delivery partners will help to make this process efficient.	2	
	Ability to spend the money effectively	1	2	Key staff and partnerships are already in place to initiate the programme , some 12/13 are already programmed	2	
	Affordability beyond project/ maintaining legacy	1	3	Make sure transport policies in LDF are enforced, ensure implementation of Community Infrastructure Levy and s106 contribute to Smarter Choices, continued delivery through LTP	3	
	Partnership businesses leave the area	2	3	Liaison with the partnership businesses and active recruitment of new partners	6	
Policy	Changes to DfT Policy	1	3	Communication with the DfT regarding any potential changes in policy	3	
	Political support for the scheme withdrawn	1	3	All political parties are committed to the scheme	3	

E4. Project evaluation

We confirm that we are keen to co-operate with DfT in evaluating the benefits of our programme.

We already have various monitoring mechanisms in place which will assist us in gathering data to measure the outcomes that are set out in D1. This includes bus patronage data, which we are able to obtain from operators, and automatic cycle count data from counters sited on routes into the target area. A number of employers in our target area already collect commute mode share monitoring data, but we anticipate that it will be necessary to collect this data in a more systematic and robust way. We have also identified that it will be useful to collect business mileage claim data from companies.

In assessing the impact of the programme on congestion, we will be able to make use of our network of automatic traffic counters, which covers 10 key arterial routes in Derby, including all of those in the target area and our real time information system which measures buses running on time gives a good proxy for journey time. It will be possible to assess carbon impacts and physical activity impacts indirectly, using workplace travel surveys and business mileage data. We will work with Jobcentre Plus to ensure qualitative and quantitative data is collected on the number of job seekers that are helped into employment.