



Access Fund for Sustainable Travel Revenue Competition - Application Form

Applicant Information

Local transport authority name(s):

Tees Valley Combined Authority (TVCA) – lead authority
Darlington Borough Council (DBC)
Hartlepool Borough Council (HBC)
Middlesbrough Council (MC)
Redcar & Cleveland Borough Council (R&CBC)
Stockton-on-Tees Borough Council (SBC)



Bid Manager Name and position:

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When authorities submit a bid for funding to the Department, as part of the Government's commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.

SECTION A - Project description and funding profile

A1. Project name: Connect Tees Valley

A2. Headline description:

The Connect Tees Valley project has been developed by Tees Valley Combined Authority to:

- Actively promote increased levels of physical activity through walking and cycling;
- Increase the number of children travelling sustainably to school - improving the health and fitness of the children and reducing congestion related to the school run;
- Improve access and information relating to accessing post-16 education, training and employment;
- Improve actual and perceived safety on sustainable transport networks;
- Work closely with public health bodies to promote healthy transport choices; and
- Work closely with businesses to enable accessible and healthy transport choices.

A3. Type of bid

a) This bid is:

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

Access Fund monies will only be spent on revenue activities and this proposal has greater than 10% revenue match. In accordance with guidance we have aligned these activities with our Local Transport Plan and LGF capital investment which is already secured for a programme of walking, cycling, bus and rail interventions (Sustainable Access to Employment programme).

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

b) If your bid is reliant on capital funding, please select one of the following options:

Reliant on new bid to Local Growth Fund. This bid is reliant on capital funding from the Local Growth Fund and work cannot progress if LGF funding is not secured. (If so, please indicate the page number(s) in the Strategic Economic Plan that corresponds with the relevant capital investment(s):

Contains Local Growth Fund contribution, but not reliant on it. This bid contains a local contribution from the Local Growth Fund, but the work can still progress as planned if LGF funding is not secured.

Does not contain any Local Growth Fund contribution. The local contributions in this bid have been secured from sources other than a new bid to the Local Growth Fund, and there are therefore no relevant links to the LGF.

A4. Total package cost (£m): £4.477m (revenue)

A5. Total DfT revenue funding contribution sought (£m): £3.322m
Bids need to express a minimum interest of £350,000 and a maximum of £1.5million for an individual LA, with a maximum £500,000 per year. Combined LAs may submit a joint bid with a cap of £7.5 million.

A6. Local contribution (£m): £1.155m revenue (26%) plus £7.5m capital

The local contribution can be broken down as follows, with supporting evidence referencing letters that can be found in **Appendix A**

Revenue
 Middlesbrough College - £150,000 (Middlesbrough College letter of support)
 Middlehaven developer contribution - £50,001
 Connect Tees Valley Team, Stockton Borough Council - £499,500
 North East Smart Ticketing Initiative £30,000
 Durham Police National Driver Offender Retraining Scheme (NDORS) £32,000
 Middlesbrough Environment City £166,333 (MEC letter of support)
 Redcar & Cleveland Public Health £15,000 (R&CPH letter of support)
 Redcar & Cleveland Council, £5,000 (R&CBC Section 151 letter)
 Hartlepool Borough Council - £195,000 (HBC Section 151 letter)
 Stockton on Tees Borough Council - £12,000

Capital
 LGF Sustainable Access to Employment, TVCA - £7,200,000 (2017/18 – 2019/20)
 Local Transport Plan, Safer Routes to School, TVCA - £300,000

A minimum of 10% match funding must be given for both revenue-only bids, and 10% match funding for bids that required both capital and revenue funding. Please provide a breakdown of the source of any local contribution. Where the contribution is from external sources, please provide a letter confirming their commitment to contribute to the cost of a specific package element(s).

A7. Equality Analysis

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

A8. Partnership bodies:

Partnership bodies with which we will work are listed below, grouped by the relevant sub-brand:

Connect Training & Employment

- Redcar SSI Taskforce - aims to help workers and families affected by the closure of SSI (Steelworks in Redcar). The Task Force is also leading initiatives to support new business start-ups, growing businesses and provide help to companies in the SSI supply chain.
- Job Centre Plus – as part of STTY Fund piloting a project to train staff to provide journey planning advice to clients;
- Colleges – work together to provide information and support on travel choices to access education and training
- Employers – work together to support recruitment of new staff, retain staff and to address specific issues such as parking, workplace health, relocation etc.
- Bus operators – transport 31m passengers per year
- Rail operators and Bishop Line Community Rail Partnership – transport 6.74m passengers per year
- North East Smart Ticketing Initiative (NESTI) - has created smart ticketing infrastructure that covers the public transport network in the North East. This covers the North East and Tees Valley Combined Authority areas. The first smart ticket product POP has been launched in 2016.
- Youth Employment Initiative – 28 organisations - providing pathways to training and employment

Connect Education

- Road Safety Teams, including Bikeability – provide a range of road safety education, training and publicity activities in schools
- Public Health Teams – develop public health policy to tackle local health issues and implement a programme of interventions to improve health and reduce health inequalities
- Durham Police and Durham Fire Service – support local road safety partnerships
- Cleveland Police and Cleveland Fire Service - support local road safety partnerships
- Sports Development Teams – encourage greater physical activity amongst all age groups
- Headteachers, PTAs, Governors – facilitate road safety training in schools
- Redcar & Eston Schools Sports Partnership – deliver Bikeability and Bikeability Plus training

Connect Active Travel

- Tees Valley Sports Partnership – is one of 49 partnerships across the country and aims to improve the quality of life of all residents in the Tees Valley by increasing participation in sport and physical activity
- Sustrans – operate the Active Travel Hub in Stockton
- Middlesbrough Environment City – work across Middlesbrough to promote healthy and sustainable living and operates Middlesbrough Cycle Centre, Middlesbrough Bike Academy and Walking for Health programme
- Bike Stop Darlington Ltd was set up as a Social Enterprise by First Stop Darlington which is a local charity supporting people who are homeless, at risk of homelessness, and those who are chronically excluded from society. It opened in 2012 and offers training and volunteering opportunities through the recycling and maintenance of bikes.

SECTION B – The Business Case

B1. Project Summary

This project has been developed on 4 principles:-

1. Supporting the capital investment in the Local Growth Fund
2. Building on the investment already made by the public and private sector
3. Continuing with what is proven to work
4. A clear focus on:
 - a. walking and cycling;
 - b. end to end journeys linking walking and cycling to bus and rail journeys; &
 - c. access to employment and supporting the economy

Tees Valley Combined Authority is a recently established Authority building on the well-established and successful Tees Valley Unlimited Local Enterprise Partnership. It has a clear economic ambition, articulated in the Strategic Economic Plan. The investment plan for transport includes £8.3m Local Growth Fund monies (2016-2020) to support Sustainable Travel to Employment, a suite of measures to improve walking, cycling and public transport connectivity between housing and employment opportunities.

Over recent years there has been significant public and private investment in sustainable transport including branded inter-urban bus services with new low emission vehicles; active travel hubs across the Tees Valley; and improvements to the quality of rail stations and to rail service frequency. The Tees Valley authorities have been delivering in partnership over the past two years, and as has been proven in the DfT's review of the Sustainable Transport Demonstration Town projects, a sustained investment of capital and revenue is required to achieve and retain travel behaviour change.

There is a sound evidence base as to what has worked in previous programmes including LSTF, STTY and DfT Sustainable Travel and Cycling Demonstration Town projects in Darlington. This has been used to inform the programme and the people and processes are in place to ensure that it can deliver the whole programme in a timely manner. The quality of the work of the Tees Valley team has been recognised in 2015 with a Gold UK Bus Award, Best LSTF Project Team and National Highways and Transport Outstanding Performance Award for Road Safety.

We are looking to consolidate the work undertaken over the past two years and further develop our programme, in particular in support of the Government's Walking and Cycling Investment Strategy and our Tees Valley Strategic Economic Plan.

Package 1 – Connect Employment

Personalised Travel Planning – The PTP programme has developed during the last 2 years from being primarily focused on households to being a much more flexible programme that can use the same techniques to support travel behaviour change to multiple audiences. This will continue to be rolled out to job centres, recruitment fairs, colleges, university, employers, hospital sites and community events as well as residential areas. The team of Travel Advisors will target 30,000 households and work with the 29 public, private and voluntary organisations that are delivering the Tees Valley Pathways and Tees Valley Routeways Programmes, both of which support young people (aged 15-29) into employment. This £19.29m Youth Employment Initiative is funded as part of the European Social Fund. The programme includes monitoring to assess the impact of different approaches.

Independent Travel Training (ITT) – ITT provides residents with learning and physical disabilities the opportunity to undertake their own sustainable transport journeys. Before intervention, the trainees are provided personalised services to access education, training or employment opportunities, funded by the Local Authority. After successful training, the learners are provided with the skills to travel independently, (walking, cycling or travelling by bus or train) improving their opportunities and self-esteem, and accessibility to training and employment. The scheme has been developed in Middlesbrough and is now being rolled out across the Tees Valley, improving life chances for people with disabilities.

The Access Fund will aim to assess 1500 young people; provide ITT (1:1 training) to 250 people; and provide journey plans and other travel information to 600 people.

Town Rider Bus Service – Links Middlehaven and Riverside Park to both the Rail Station and Bus station in the town centre.

Middlehaven is Middlesbrough's strategic regeneration site and is situated adjacent to the main employment sites within the town centre and Riverside Park areas. Accessibility to this 30ha site is currently an issue. TVCA has prioritised the construction of a new road bridge to the site which is to be completed by January 2018 and is funded from LGF. The bridge will provide access for pedestrians, cyclists and all traffic including buses. One of the new developments at the site will be a proposed £30m Snow Centre which will open once the bridge is in place, creating 330 sustainable jobs and is estimated to attract over 2.25 million visits per annum.

With 15,000 students at Middlesbrough College, and an ever-growing commercial presence, there is a compelling case to continue the partnership with Middlesbrough College to support the current Town Rider bus service in the short term. Once the bridge opens commercial bus services will be able to access the site and public and development funding will no longer be required.

The service carried 80,000 passengers in 2015/16 and is increasing as more development takes place and the service becomes established. The Access Fund will also promote the service to potential passengers and will seek to increase patronage by in excess of 125,000 journeys/year as a result of development and additional marketing, ensuring that the service can operate commercially

Wheels To Work – An average of 31% of households across the Tees Valley do not have access to a car. This is most prevalent in areas with low levels of

employment. Whilst the urban areas have comprehensive bus service networks and the main centres are linked by good quality, high frequency services, there are predominantly rural areas that have relatively poor bus service provision. In addition some of the main employment sites are at a considerable distance from the main population centres, such as the extensive developments at Teesport International Gateway (port) and chemicals and process engineering industries at Seal Sands and Wilton. This leaves a transport gap which commercial bus services are not going to fill and which will never be sustainable.

A 'Wheels to Work' project will be developed to pilot a different approach, where those without a viable public transport option or access to a car are given support to loan a bicycle, electric bicycle or scooter depending upon their requirements. Whilst Wheels to Work projects are often targeted at young, unemployed people, this scheme will take a wider approach so as to take into consideration workers that have been displaced by significant job losses at places such as SSI and Boulby Potash Mine. The scheme will work closely with the likes of Jobcentre Plus and the SSI taskforce to ensure that those where transport is a labour market barrier are given the assistance they need.

The Tees Valley is also in the process of developing an open call for Wheels to Work through the European Social Fund (ESF). The use of ESF for this purpose has yet to be approved by the Government, due to delays following the EU referendum. However, if approved it would allow the scheme to be grown and enhanced within the area.

Connect Tees Valley marketing programme - Local research has suggested that the cost of public transport and a lack of awareness of travel options are two key reasons why people do not travel further for work, education and training. 'Expanding horizons' will involve a mixture of promoting existing public transport services and ticketing options whilst simultaneously working with local bus and train operators to develop cheaper products that can help people to access more education, training and employment opportunities. This will be done as part of a wider agreement with bus operators that will be developed when the new buses bill becomes law. Initial work with Job Centres and using the recently launched POP smart ticket has shown that small scale schemes can help get people back into employment through the provision of better information, support and value for money travel options. The postholder will develop and implement marketing campaigns targeting young people accessing education, training and employment; job seekers and NEETs; and those currently commuting who may benefit from a switch to public transport. The programme will be monitored through annual Passenger Focus surveys, marketing metrics and take up of ticketing options.

Connect Tees Valley portal - The post holder will be responsible for development and support of the already established www.connectteesvalley.com travel information portal. The site provides detailed transport information all sustainable modes. This includes a comprehensive searchable database of bus timetables, a multi-modal journey planner, traffic alerts, sign-posting to detailed rail timetable and ticket information, cycling and walking route maps and tips. The site also features interactive social media channels via Twitter and Facebook to allow feedback by users of transport issues. Future developments will include interactive bus, cycle

and walking maps, and greater integration with emerging app development as part of public access wifi.

Package 2 – Connect Education

Tees Valley Education Marketing programme

Currently encouraging children and their parents/carers to use sustainable travel to school varies across the Tees Valley. The Access Fund provides an opportunity to offer a comprehensive programme of education, engineering, encouragement and enforcement as part of Connect Tees Valley - Connecting Schools brand. The project will build on the successes of Bikeability and Mega Motion (Darlington and Durham) and will incorporate existing national campaigns such as The Big Pedal and Walk to School Month.



Darlington has delivered a comprehensive programme of activities under its Mega Motion brand and has achieved an increase in cycling trips from 0.9% to 5.9% and a reduction in car trips from 39.7% to 30.6% between 2004 - 2015

The Connect Schools programme will aim to:

- Provide a comprehensive, consistent schools package ensuring that all children have access to high quality training.
- Build on the successful Mega Motion programme which has operated in Darlington over a number of years -focus messages on parents
- Expand the Junior Road Safety Scheme so that schools can implement measures appropriate to their children and the local community
- Further develop the Transition programme to help children move on to secondary school with knowledge and skills to travel sustainably
- Link to capital projects to improve routes to school
- Be monitored through an annual hands up survey and Modeshift

The Access Fund will support a part time marketing officer and implementation budget.

Tees Valley Junior Road Safety Officer Scheme (JRSO) – the key delivery in schools will be undertaken through the Tees Valley Junior Road Safety programme. The JRSO scheme enables Year 5 and year 6 pupils to spread road safety messages to the whole of their school, parents, teachers and the local community. It involves maintaining a noticeboard, running termly competitions, speaking in assemblies and organising campaigns, providing an important link between their school and the council’s road safety team. The role will be developed to include the dissemination of sustainable transport messages and encouragement i.e. safe cycling, safe walking etc. including participation in competitions and formal walking and cycle training. This will be delivered to 60 schools and 25,200 children.

Tees Valley Pedestrian and Cycling Training Scheme – One of the main barriers to more children walking and cycling more often is the concerns and perception regarding safety, particularly from parents.

Tees Valley Councils address this through a road safety training programme. We already provide high levels of Bikeability training and over the 3 year period that the Access fund covers we will deliver;

Level 1	2,413 children
Level 1/2 combined	7,599 children
Level 2	4,986 children
Level 3	1,215 children
Bikeability +	<u>2,226</u> children
Total	<u>18,439</u> children

This is primarily funded from DfT Bikeability funding but also including some match funding. For the purposes of this bid the DfT Bikeability funding and associated match has not been included as match funding in accordance with the guidance document.

Darlington has developed a pedestrian training programme in schools based on the national Kerbcraft programme. This delivers graduated training over a 3 year period to infant age children. It is intended to roll this out to other areas of the Tees Valley, particularly targeting schools in disadvantaged areas where children are most at risk of being injured in a road traffic collision. We will seek additional funding from local road safety partnerships, mainly through National Driver Offender Retraining Scheme (NDORS) funds but this has not been secured as yet due to the quick turnaround required for the bid submission. Any funding that is forthcoming will provide additional training over and above the training numbers below.

The Access fund will support the delivery of pedestrian training for 18,000 children and 1,000 additional Bikeability + training courses.

Package 3 – Connect Active Travel

Active Travel Hubs – There is a good cycle network in the Tees Valley with the main towns connected by Sustrans NCN routes 1, 14 and 65. A range of local improvements are being implemented as part of the 4 year LGF programme, with year one schemes currently on site. Therefore cycling should be an option for short trips for many people. Each main town has developed an active travel hub which seeks to address barriers such as affordability, secure parking, perceived and actual risk and lack of information. The successful active travel hubs provide a range of initiatives designed to encourage and support people to walk, cycle and use public transport more often. These have been instrumental in supporting people into being more active, both walking and cycling. However they have also offered a variety of opportunities for volunteering, apprenticeships and employment. Recycling schemes have enabled people to purchase low cost bikes so they can cycle to work. Cycle parking and maintenance courses have enabled people to take up and keep cycling. Staff from the hubs are also able to work with local employers and communities to support cycling activity. The Access Fund will allow ongoing continuation and

expansion of the Hubs, increasing their impact and providing valuable support to new and existing users.

During 2016/17 a Sustrans Project Support Officer is working with the Hubs to recruit and train local volunteers who will become facilitators for additional walking and cycling activities. As well as building capacity into projects, the local volunteers will also help promote and champion the activities throughout their communities, providing sustainability and legacy to the programme. Going forward this role will continue with a greater emphasis on developing a Tees Valley wide walking programme in conjunction with partners including public health.

Active travel marketing programme – This will fund a marketing officer to implement a programme of marketing campaigns to encourage people to walk and cycle as part of an active lifestyle. The campaigns will focus on having fun and the health and mental wellbeing benefits of being active. The programme will continue to implement the Big Summer, promoting active days out, as well as spring and autumn campaigns to promote health and a winter campaign to focus on travel safety. The programme will utilise national campaigns such as Bike to Work Week and Catch the Bus Week, as well as providing PR for the local capital investment in sustainable transport and running travel challenges to motivate people to get involved.

B2. The Strategic Case

Context

The Cycling and Walking Investment Strategy 1 sets out the Government's ambition for creating a walking and cycling nation, the targets and objectives they are working towards, the financial resources available, the strategy for delivering the objectives, and the governance arrangements for delivery.

The Government's ambition for England is: "We want to make cycling and walking the natural choice for shorter journeys, or as part of a longer journey".

It is noted within the strategy that to achieve this will not only take sustained investment in cycling and walking infrastructure but also long-term transport planning and a change in attitudes amongst central Government, local bodies, businesses, communities and individuals. This accords with the Connect Tees Valley project which seeks to address barriers to modal shift, assisting people to understand the options available and how/why they should change their travel behaviour.

In his 2015 Autumn Statement, the Chancellor announced £580 million (£80 million revenue and £500 million capital) for sustainable travel. Tees Valley has secured £8.3m of the capital element to invest specifically in a programme of sustainable travel schemes to support 'Sustainable Access to Employment'. The programme aims to reduce congestion and cut emissions and also to improve accessibility to employment opportunities to residents, to be achieved through:

- Improving walking and cycling access between housing, employment and training sites
- Improving safety on existing transport networks
- Improving access to/from the Tees Valley's public transport network

It has a target of a 5% reduction in the number of people travelling by car for journeys to work of less than 3 miles by 2020. This is to be achieved through an increase in the number of people travelling by foot, by bicycle or by rail and bus.

£20 million of the £80 million revenue funding supported the Sustainable Travel Transition Year competition in 2016/17. Tees Valley was successful in securing £0.99m of this fund, with a local contribution of £0.53m. This built on the success of previous LSTF funding in individual authorities. The bid was strengthened by a proven track record of working in partnership across the 5 local authorities such as in the £57m Tees Valley Bus Network Improvement (TVBNI) project. The remaining £60 million has become the Access Fund from 2017/18 through 2019/20.

The Tees Valley Strategic Economic Plan has recently been refreshed following the establishment of the Tees Valley Combined Authority in April 2016. It sets out a vision for the next ten years with stretching ambitions and is the foundation for the strategy to drive a step change in economic growth in the Tees Valley.

The priorities in the SEP are grouped into six building blocks for economic growth in the Tees Valley which reflect the main challenges, areas of market failure and opportunities for the Tees Valley:

- Business growth;
- Research, development and innovation;
- Education, skills and employment;
- Place;
- Culture; and
- Transport and infrastructure.

The Strategic Economic Plan (SEP) sets a target of 25,000 additional jobs in the Tees Valley over the next 10 years across a range of sectors and building 23,000 new homes. To reach the 25,000 target, Tees Valley will need to out-perform the UK growth rate in a number of sectors. Other success criteria for the delivery of the SEP will be the growth in Gross Value Added per head; unemployment and economic activity; average earnings; a better qualified workforce and good school results.

Lord Heseltine's independent report Tees Valley: Opportunity Unlimited, published on 7 June 2016, provides a strong endorsement for the priorities and direction set out in the Tees Valley SEP.

The objectives of the Government's Cycling and Walking Investment Strategy and Access Fund are in keeping with the SEP, as it acknowledged that to unlock future growth there is a need for locations within the Tees Valley to be better connected to assist in overcoming the relatively high levels of unemployment.

The Tees Valley's vision as set out in the SEP is for a high value, low-carbon, diverse and inclusive economy. The ambition incorporates economic, social and environmental priorities and will allow all partners to work towards a sustainable and socially responsible Tees Valley. Underlying this ambition is a commitment to improving the lifetime opportunities for local people, tackling some of the difficult challenges of social exclusion, providing opportunities across all of the Tees Valley including rural areas and disadvantaged communities, thereby ensuring that all citizens are able to share in the benefits of economic growth.

The SEP recognises that effective transport connectivity is crucial to the future development of the Tees Valley as it will stimulate, support and be a driver for economic growth. Overcoming barriers to get businesses and people moving,

trading, working, learning and exporting is therefore essential to achieving the economic aims of the Tees Valley.

A Strategic Transport Plan (STP) is being produced to support the updated SEP, and to recognise the new Tees Valley Combined Authority, and is due for publication in spring 2017. The emerging STP states that all of the growth sectors identified in the SEP need effective and reliable multi-modal transport connections. It highlights the strong rationale for investment in transport and sets out a framework based around five stepping stones to success as follows:

- National Rail;
- Major Road;
- Connecting Centres;
- Unlocking Growth Sites; and
- Door to Door Journeys.

The provision of good quality sustainable transport solutions is essential in order for TVCA to realise our aspirations for new jobs and new homes, to ensure that homes and jobs are well connected by all travel modes, and that our residents can enjoy a high quality of life. Residents must also be able to access training and education programmes that will help them realise their employment ambitions. There is a need to continue our work to date on developing and supporting the use of walking and cycling networks that link housing sites to key attractors across the area and on providing sustainable transport links from local hubs into our strategic centres and economic assets. This directly concurs with the objectives and substance of the Connect Tees Valley project.



Issues

- Unemployment

As the economy has started to grow in recent years there has been an increase in house construction, new companies have moved to the area and existing companies have created new training and employment opportunities. However, despite this just 67% of the Tees Valley’s working age population are in employment. Unemployment is a persistent issue and has been compounded

recently by the closure of the SSI steel works. Youth unemployment, deprivation, barriers to work and issues around education and skills attainment are particular problems. There is therefore a drive to improve education and skills training in the Tees Valley and to ensure new jobs and training opportunities are accessible to all residents of the Tees Valley.

The 25,000 new jobs, training and education opportunities that the SEP is seeking to deliver must not be the reserve of those who can afford cars and have the ability to drive. 30.5% of households in the Tees Valley do not have access to a car compared to 25.6% nationally. The area needs to ensure that these households have access to the same opportunities as car owners to remove one of the barriers to accessing employment and the need to be dependent on welfare support. The Connect Tees Valley project will support and enable those without access to a car to train, up skill or find employment, making a positive contribution to the economy. It will also enable people to move on to higher skilled jobs as these are created. Increasing the mobility of residents without access to a private car will help to support the workforce offer of the Tees Valley.

- Skills

The Tees Valley is below the national average for both higher and lower skills resulting in a high percentage of vacancies in skilled trade roles that are hard to fill due to a shortage of suitably skilled or experienced staff. The percentage of Tees Valley residents with no qualifications is 11% compared to 9% nationally, while those with NVQ levels 1 and above and 2 and above, are below the national average. We also have a significant shortfall in higher level skills, as just 28% of residents had an NVQ Level 4 in 2014. This is around 8% below the national average. Youth unemployment rates are also high, more than double the national average.

To address the issue of skills and unemployment for young people (15-29) the Tees Valley has secured £19.29m ESF Youth Employment Initiative monies to provide personalised education, training, employment opportunities to address personal barriers to progression and to target priority employment sectors.

- Health

The Tees Valley performs worse than the England average on a number of key health indicators including deprivation, obese children and adults, percentage of physically active adults, life expectancy and people under 75 dying of cardiovascular issues or cancer. Whilst there are many contributory factors to poor physical health and mental wellbeing low levels of physical activity is a recognised factor.

The Connect Tees Valley project will work towards improving this situation, by ensuring new jobs, education and training opportunities will be accessible by all sections of the public, particularly the economically disadvantaged, in order to improve quality of life. Active travel can help tackle obesity and has been proven to reduce time off work due to sickness, which can help local employers to improve productivity and competitiveness, and there will be cycling and walking initiatives to increase the uptake of these modes.

Public Health England states that risk of cardiovascular disease, coronary heart disease and stroke is reduced by 20-35% in people who are physically active, and that risk of colon and breast cancer reduces by 30% and 20% respectively (Working

Together to Promote Active Travel, 2016). The NHS guidelines of 150 minutes moderate activity per week for adults aged between 19 and 64 can easily be covered by commuting by bicycle or fast walk for 15 minutes each way 5 days a week, or a fast walk to/from a bus stop/railway station.

- Accessibility and Affordability

A report by Sustrans, Locked Out: Transport Poverty in England (2012) shows the Tees Valley as having medium transport poverty, whereby people cannot access jobs, education, hospitals and other services because of having no access to private or public transport, either because of where they live, their age, disability and/or income. Local research has suggested that the cost of public transport and a lack of awareness of travel options are two key reasons why people do not travel further for work, education and training.

The Tees Valley contains a large number of communities that have limited travel horizons with residents rarely traveling much beyond their immediate local area when looking for education, employment and training opportunities. This attitude limits the economic potential of the area since it narrows the opportunities available to people.

- Safety

Following years of positive trends 2015 has seen an increase in KSIs for child pedestrians, cyclists and car occupants, although there were no fatalities, which was an improvement on all years 2011-14, and on the 2005-09 average. However, there was a 17% increase in accidents which resulted in serious and slight injuries. Of particular note was the increase in child pedal cyclists and child car passengers sustaining slight injuries, and child pedestrians sustaining serious injuries.

- Perceptions

There are negative perceptions about sustainable transport which can hinder its popularity.

Below are some examples of transport perceptions which stifle the uptake of sustainable transport, taken from the DfT Door to Door Strategy (2013):

- Trains are prohibitively expensive;
- That buses and trains do not follow routes which suit the user, with buses being slow and infrequent and train stations not being sited in convenient locations;
- That cycling is not safe and there is too much traffic; and
- That walking takes too much time.

In addition local data from Passenger Focus and the NHT attitudinal surveys highlights issues around perceptions. Previously we have used this data to inform our sustainable travel programmes with proven results, such as a negative attitude in terms of driver behaviour on buses has been addressed through additional training of drivers; resultant improvements in actual behaviour; have been communicated to existing and potential passengers through effective marketing campaigns; and this has resulted in a shift in attitude and perception of behaviour in subsequent surveys.

The same approach will be followed.

- Congestion

At certain times of the day there is already congestion on the strategic and local road network. This is increasing year on year as a result of increasing development and car ownership. Experience in major conurbations shows that capacity improvements are only part of the solution and that sustainable transport has an important role to play in reducing demand on the road network.

At present 61% of residents in the Tees Valley travel to work by car. If this is applied to the 25,000 new jobs, congestion on the road network will increase and may deter investment in the area and stifle the desired growth.

High levels of congestion have a negative impact on the economy – the costs to the economy of congestion, specifically vehicle delay and increased journey times are well documented. Unacceptable levels of congestion will stifle regeneration through the planning process as well as by investors being deterred from investing in problem sites. A particular issue is low occupancy vehicles which contribute to a disproportionate amount of congestion to the number of people on the road.

If an investment is not made in providing an alternative to the private car, existing and future employment sites will find their recruitment limited to only the car owning section of the population. Public transport, walking and cycling require significantly less road space and can help contribute to retaining the economic competitiveness that a free flowing well connected transport network can offer the Tees Valley.

- Environment

Motorised vehicles continue to be a major contributor to carbon emissions, poor local air quality (NOx, particulates, etc.) and noise pollution. The 2015 Tees Valley Annual Report on Air Quality notes that whilst those pollutants mainly associated with road transport, nitrogen dioxide and particulates, have stabilised in recent years with any reduction in emission levels per vehicle being largely offset by increases in traffic flow. Therefore, whilst modern technology, such as more efficient engines and electric vehicles, is reducing emissions from motorised vehicles, sustainable transport still provides a solution which can make a much larger impact on a growing urban population.



Actions

The Access Fund is intended to build on the legacy of the Local Sustainable Transport Fund (LSTF).

The primary objectives of the Access Fund are:

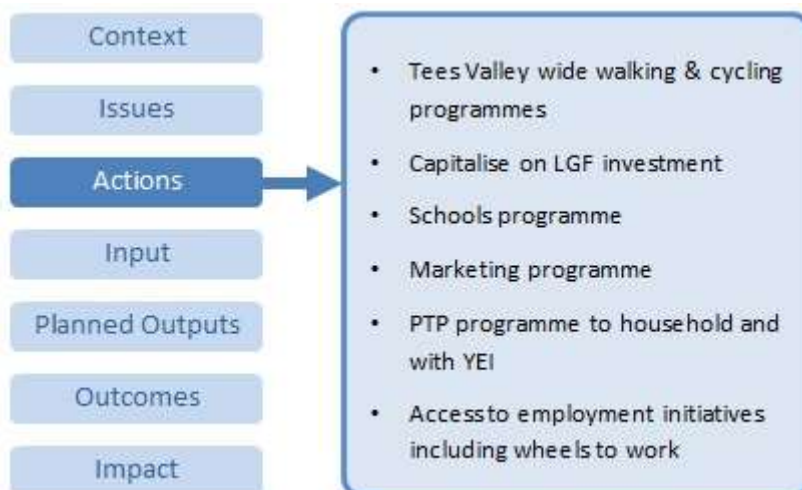
- To support the local economy by supporting access to new and existing employment, education and training; and
- To actively promote increased levels of physical activity through walking and cycling.

This Connect Tees Valley bid will enable the Tees Valley to deliver against these primary objectives through:

- Work with colleagues in the voluntary and health sectors to increase levels of walking and cycling through travel hubs and Tees Valley wide walking and cycling programmes;
- Capitalise on the LGF sustainable transport capital investment programme, learning the lessons of the TVBNI project on the importance of combining capital investment and revenue activities to increase levels of walking and cycling;
- Deliver a comprehensive schools programme incorporating pedestrian and cycle training, promotion, infrastructure and the Junior Road Safety Scheme to increase walking, scooting and cycling to school.
- Continue to deliver a comprehensive marketing programme under the Connect brand to encourage travel behaviour change;
- A PTP programme to support the significant investment in the Youth Employment Initiative to tackle high levels of unemployment particularly amongst younger people;
- Working with employers and training providers to address issues around accessibility to training and employment through measures such as Wheels to Work and POP cards;

We also wish to maximise on other investments such as:

- Maximise the benefits of the new Northern rail franchise – improvements to stations, rolling stock, service frequencies;
- Continue partnership working with the commercial bus operators, which is being explored further in light of the draft Bus Services Bill; and
- Regional initiatives such as real time bus information, smart ticketing and Rail North.



Inputs

The Tees Valley authorities have been delivering sustainable transport schemes in partnership for a number of years, through the development of the Second and Third Local Transport Plans. Most significant in terms of funding has been the TVBNI project, but there has also been the Tees Valley Rail project (formerly Metro), Local Sustainable Transport Fund (LSTF) 2011-15, LSTF 2015/16 and now the 2016/17 Sustainable Travel Transition Year Fund. Joint delivery has also taken place with regards to Connect Tees Valley information and marketing.

TVCA has developed a programme of sustainable transport capital schemes for the period 2016/17 – 2019/2020 which will help meet the objectives of the five stepping stones and work within the three sub-brands. This programme received £8.3 million through the Local Growth Fund (LGF) in 2014. The programme includes a package of infrastructure schemes that will provide a sustainable travel alternatives to the use of private car for journeys within the Tees Valley: cutting carbon; releasing extra capacity on the existing highway network to accommodate growth; and enhancing accessibility to employment and essential services throughout the Tees Valley. It includes physical enhancements to walking, cycling, bus and rail networks and has targeted eight locations where a growth in employment has been highlighted and/or where new housing has been allocated. £1.1m has been approved for 2016/17 and has brought in an additional £416k match funding. The remaining £7.2m for 2017/18-2019/20 is currently going under approval, which will potentially bring in at least a further £2.2m match funding.

- Proven track record in both delivery to time and budget and in terms of quality outcomes.
- Experience of delivery through Middlesbrough’s Healthy Town programme and Darlington’s Sustainable Travel and Cycling Demonstration Town projects.
- Award winning travel behaviour marketing expertise and high brand recognition developed over a number of years.



Outputs

Three packages have been devised under the Connect Tees Valley brand, to help focus delivery. These are largely a continuation of schemes funded through the

Sustainable Travel Transition Year Revenue Competition 2016/17 for which £0.99m was granted in May 2016, and are detailed below.

Connect Active Travel - In order to increase the numbers of people walking and cycling we will further expand existing programmes by having an overarching marketing programme and local delivery. There will be an emphasis on health, but also staying safe and having fun.

The programme will include removing barriers to participation in active travel such as lack of confidence and knowledge of where people can walk or cycle; availability of affordable bikes; advice and training; provision of more routes through LGF and LTP; and peer group support through volunteer programmes.

The programme will entail a coordinated active travel programme as follows:

- Marketing the Getting Active programme, including cycle maps, safety campaigns, advertise partner/national campaigns and events, and incentives to cycling;
- The Walking Programme will provide a coordinator to develop and deliver walks amongst local communities; building volunteer capacity; working with public health colleagues; and delivering mass participation events;
- The Cycling Programme, delivered by cycle hubs in each area, providing maintenance, advice, recycled bikes, cycle rides and events, cycle security and cycle hire (including trailer hire for shopping); and
- Provision of cycle parking at shops and other public venues.

Through the Travel Hubs we will deliver a comprehensive cycling programme to help and support more people to cycle more safely more often:

1125 volunteer lead cycle rides
300 maintenance courses
300 Dr Bike sessions
1500 bikes recycled and 60% sold

The Tees Valley wide walking programme will coordinate and expand walking by local people for all types of trips:

Recruit 50 new volunteers
Lead 1800 walks with 7,000 participants

The Tees Valley active travel marketing campaign will encourage travel behaviour change to walking and cycling building on the successful campaigns run over the last 2 years:

Big Summer Days Out – will reach 3,000 unique users per week
Safety Campaign – will reach 50,000 users per campaign
Facebook growth will be 30% per year
50 press releases will be issued per year
5 case studies will be created each year

Connect Education – providing a comprehensive programme of education, engineering, encouragement and enforcement, building on successes of the Bikeability and Mega Motion (Darlington and Durham) schemes, and will incorporate existing national campaigns such as The Big Pedal and Walk to School Month.

The Connect Education programme will aim to:

- Provide a comprehensive, consistent schools package ensuring that children have access to high quality pedestrian and Bikeability training;
- Build on the successful Mega Motion programme which has operated in Darlington over a number of years and focusing the message on parents;
- Expand the Junior Road Safety Scheme so that schools can implement measures appropriate to their children and the local community;
- Further develop the Transition programme to help children move on to secondary school with knowledge and skills to travel sustainably
- Link to capital projects to improve routes to school; and
- Carry out monitoring through annual hands up surveys and Modeshift.

The Connect Education programme will be delivered in two ways:

- Working directly with schools, through the provision of training, information and activities to encourage children to be active and safe. This will include providing material to help schools communicate national walking and cycling campaigns to parents; increasing the awareness and perceived importance of sustainable travel in senior members of schools by creating links with PTAs, Governors and Head Teachers in the aim of creating Parent and Staff Sustainable Travel Ambassadors; and incentivising schools to increase participation of national campaigns by offering substantial prizes such as bike/ scooter shelters and cycle/scooter training sessions.
- Communicating with parents of children aged between 5 and 10 through social media stream, radio and printed publications to promote the Connect Education brand and encourage sustainable transport use in school time and on the journey to/from school, as well as engagement in national campaigns.

The outputs will include:

Junior Road Safety Officer Scheme in 60 schools

18,439 children receive Bikeability and Bikeability + training (funded from DfT Bikeability funding and not included in match or scheme impact appraisal)

1,000 additional Bikeability+ training places to encourage higher levels of cycling to school

18,000 children given pedestrian training to reduce parental concerns and increase walking to school

Grow Facebook community for parents of primary age school children to 1000

Connect Employment – the activities around this sub-brand will focus on key themes:

- Promoting the existing range of public transport tickets to ensure people are aware of and are choosing the cheapest option, this includes new multi-operator season tickets and the Pop pay as you go regional smartcard;
- Promoting the scope and extent of the public transport system to help people realise how far they can travel in a reasonable period of time;
- Developing and promoting new multi-modal ticketing products that reduce the cost of travel for longer or more complex journeys;
- Promoting cycling as a cheap form of travel by providing information, training and support; and
- Supporting businesses and colleges to attract students, apprentices, employees and customers through a PTP programme.

The outputs will include:

PTP Outputs

Jobcentres:

3000 jobseekers engaged (Further young people will be engaged through the YEI providers)

642 jobseekers into work or training

200 jobcentre staff trained/refresher training to be ongoing

540 drop in sessions in jobcentres

1000 POP cards given out (preloaded with £15)

2500 resources (timetables, cycle maps, signposting sheets etc)

Residential areas:

30,000 households targeted

19,200 household conversations

2865 households showing some or strong potential for change

1072 residents will go on to change their travel behaviour

Workplaces:

1500 employees signed up for step challenges

1500 pedometers given out

200,000,000 steps recorded based on 50% take up/drop outs

Colleges:

825 students engaged in a conversation

300 staff engaged in a conversation

45 open evenings/enrolment events attended

Independent Travel Training

The Access Fund will aim to assess 1500 young people with disabilities; provide 1:1 training to 250; and provide advice including journey plans to 600 young people.

Town Rider bus service – grow patronage to 85,000 by year 3 (250,000 journeys over 3 years)

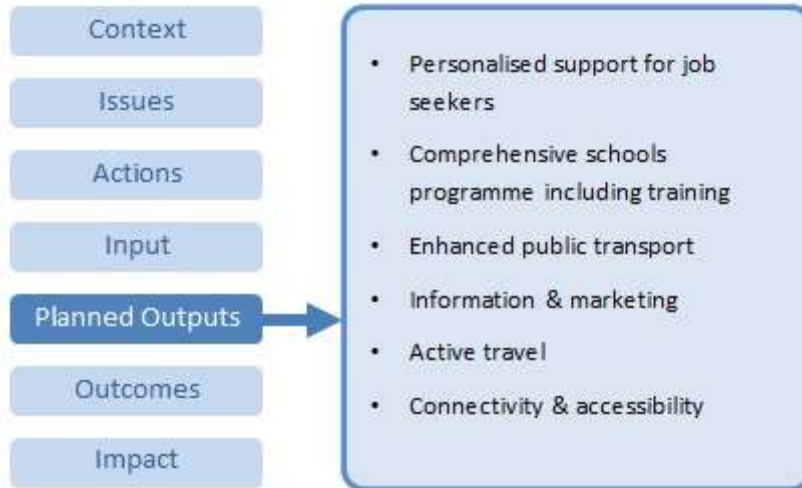
Marketing:

Reach 7,000 people per campaign

Increase website hits for Catch the Bus week by 5% year on year

Download of 100 station maps per year

Wheels to work: - Give 120 people the means to access to employment and training opportunities.



Outcomes

The outcomes for the Connect Tees Valley Programme are to:

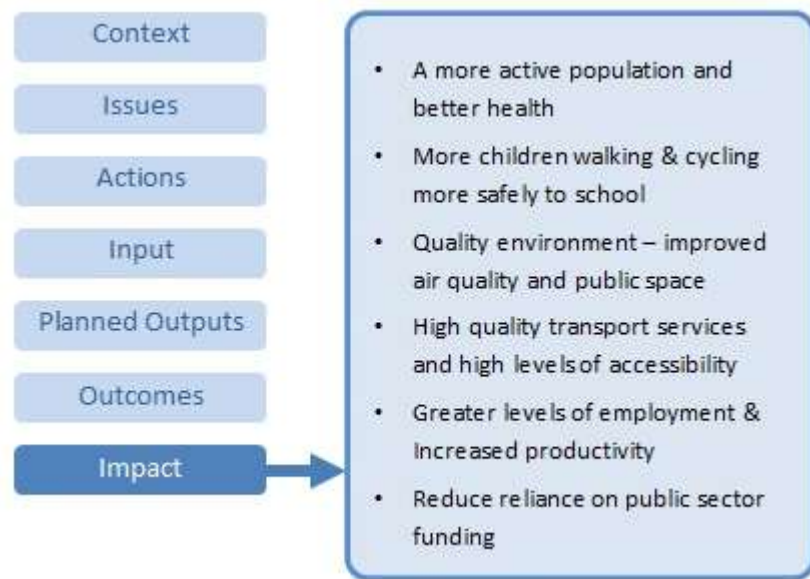
- Increase the number of children travelling sustainably to school - improving the health and fitness of the children and reducing congestion related to the school run;
- Improve access and information relating to accessing post-16 education, training and employment;
- Improve actual and perceived safety on sustainable transport networks;
- Increase the levels of active travel
- Work closely with public health bodies to promote healthy transport choices; and
- Work closely with businesses to enable accessible and healthy transport choices.
- To increase walking, scooting and cycling to school and achieve a reduction in non-sustainable travel to school of 3% (based on Darlington baseline figures of 41% travel by car to primary school in 2004 and 38% in 2015). Baseline to be set for Tees Valley schools following initial surveys.
- Improve the perception scores for safety of children walking to school and safety of children cycling to school as reported in the annual NHT survey
- Increase levels of cycling by 30%
- Increase the number of people walking – baseline to be set and monitored through the Tees Valley walking programme (limited data currently available)
- Improve the perception scores for safety of walking and safety of cycling as reported in the annual NHT survey
- To achieve a 3% increase in public transport trips (bus/rail)
- Reduce the costs of child casualties from £10.733m to £9.872m p.a.
- Reduced vehicle mileage
- Reduced carbon emissions
- To maintain the overall satisfaction with bus services at 90% (Passenger Focus survey)
- To improve perception of 'value for money' for bus services from 64% to 70% (Passenger Focus survey)
- To increase brand recognition for Connect from 40% to 60% and achieve 45% awareness of what it represents



Impacts

The outputs and outcomes will be monitored via data collection such as cycle counters, pedestrian counts and job centre data, and surveys such as the Passenger Focus annual survey. However there will be wider impacts in terms of improvements in personal health and air quality but the monitoring of these will need to be done over the longer term.

Changes in travel behaviour are also in part determined by the physical environment. Now that more sustainable transport is being planned and determined at a Tees Valley level it will be easier to influence decisions regarding land use planning, masterplanning of large scale development sites, design of all major transport schemes (including rail and road) , quality of place and urban design policies, to ensure that sustainable transport is ‘designed in’ from day one. This in turn will create greater awareness of sustainable travel options, change perceptions of walking and cycling and nudge travel behaviour change.



B3. The Economic Case – Value for Money

Option Appraisal

The Connect Tees Valley project has been developed in conjunction with the Sustainable Access to Employment Programme which has approved capital funding for sustainable transport measures up to 2019/20 through the Local Growth Fund. The revenue funding that the Connect Tees Valley project will enhance the benefits of planned capital investment and create significant added value through sustained change in travel behaviour. Options that were considered in the development of these complementary investment programmes/projects are summarised below.

Option 1: Do nothing – rejected

Potential and existing employees will not be able to access training and employment opportunities unless they have access to a car. There is a risk that the 25,000 new jobs will either not be created or vacancies will not be filled unless affordable, sustainable transport options are available. Issues of worklessness and low skills will persist. This option would leave significant gaps in the sustainable transport networks, impeding the ability for a sizeable proportion of the Tees Valley's population to access employment and vital services.

Option 2: Marketing and Promotion of Sustainable Transport Options – rejected

Marketing and promotion has been shown to work well in encouraging a modal shift from private car usage. However, there continues to be physical barriers that cannot be overcome, which require capital funding in order to open up networks linking housing and employment opportunities.

Option 3: Individual Sustainable Transport Projects – rejected

In order to meet the target of a 5% reduction in the number of people travelling by car for journeys to work of less than 3 miles by 2020, a coordinated programme is required. Standalone projects would struggle to justify themselves against this target but together they make a strong strategic case. It would also not enable the same sort of coordination between projects that the programme allows, particularly where there are cross boundary links. Coordinating projects will allow them to be joined together to produce a greater benefit for door-to-door journeys and improved value for money than if they were developed separately.

Option 4: A package of Sustainable Transport Projects supported by marketing and promotion – **selected**

This option includes an £8.3m package of capital public transport, walking and cycling projects supported by revenue funded marketing and promotion initiatives. It brings together a number of complementary projects.

Option 5: A reduced cost package of sustainable transport projects supported by marketing and promotion – rejected

This option would apply a similar approach to option 4 but with a reduced package of projects. Due to the benefits of delivering this programme and the number of locations identified where interventions are required, reduced funding would limit delivery of the programme's objectives.

Option 4 was selected because it brings together all of the potential benefits of sustainable transport delivery and will maximise the delivery of the benefits of sustainable transport within the current LGF and Access Fund programmes. Through initial analysis it has been seen that complementary projects are showing benefits greater than the sum of their parts and will therefore offer higher value for money through the programme.

Scheme Impacts

The packages within the bid are intended to support the ambitions of the Strategic Economic Plan and to specifically support the Sustainable Transport elements and associated sustainable transport capital interventions in the Local Growth Fund and Local Transport Plans.

The sustainable transport element of the Local Growth Fund proposes significant further investment in cycling, walking and public transport infrastructure. The combined capital cost of the various interventions is £8.3m (£7.2m during the timescale that the Access Fund is being implemented). These will be complimented by a range of sustainable travel interventions paid funded by developers though these have not been included in the bid due to lack of certainty regarding development start dates.

Experience in delivering these types of improvements shows that value for money is best achieved when revenue funding is used to support significant capital investment. Tees Valley Authorities are well practised in this approach and it has latterly been used in supporting the implementation and marketing of services and facilities improved through the Tees Valley Bus Network Improvement project

Scheme Impact pro-forma for individual elements of the project and an aggregated scheme impact pro forma are attached at **Appendix B**

An appraisal summary table is attached at **Appendix C** which provides the evidence base, assumptions, calculations and scheme risks and impacts for the various proposed interventions.

Some elements of the project do not have direct scheme impact tables as there impact cannot easily be measured, for instance it is difficult to accurately assess tangible benefits of the marketing and information activities, though these will clearly form part of a package of measures, the net effect of which will be a change in travel behaviour leading to greater cycling and walking and fewer car trips.

We have also tried to capture some benefits of helping jobseekers into employment by assessing the saving to government in terms of reduced dependence on Universal Credits. This does not of course capture all of the benefits of increased employment, specifically the increased tax take, increased economic output and

reductions in calls on other services such as the NHS and local authorities housing benefit etc.

The measured outcomes reflect our local priorities and those set out in the Access fund. Other measures of success are included in chapter B2 and these will assist in assessing the impact of the overall scheme on the National and local policies and priorities.

The measured beneficial, directly attributable impacts are as follows.

A 733,878 increase in the number of cycling trips

A 1,171,584 increase in the number of walking trips

A 145,766 increase in the number of bus trips leading to a non-commercial service becoming fully commercial

A 10,257,617 reduction in vehicle kilometres

A carbon saving of 2110 tonnes

A £5,897,460 reduction in the cost of Universal Credits as a result of assisted job seekers access work

A £1,721,374 reduction in the cost of child casualties resulting from road traffic collisions

B4. The Financial Case – Project Costs

Table A: Funding profile (Nominal terms)

	£000s	2017/18	2018/19	2019/20
Revenue	DfT funding sought	1163	1109	1051
	Local Authority contribution	242	242	242
	Third Party contribution including LGF	163	132	133
	TOTAL	1568	1483	1426
Capital	LGF Sustainable Access to Employment	2400	2400	2400
	LTP Safer Routes to School	100	100	100

Notes:

- 1) Department for Transport funding must not go beyond 2019-20 financial year.
- 2) Bids must identify a local contribution (local authority and/or third party) towards the project costs. The local contribution should be at least 10% of the DfT revenue. The breakdown of this local contribution should be provided in section A6.

B5. Management Case - Delivery

Members of TIG and officers at TPOG level were responsible for overseeing the delivery of the £60m programme of measures that made up the Tees Valley Bus Network Improvement (TVBNI) scheme. TVBNI was made up of a number of

schemes largely designed, procured and delivered by individual local authorities to an agreed Tees Valley specification.

The programme was managed through a TVBNI Project Board (including TIG representatives) and TVBNI Project Manager Group (including TPOG representatives). This included setting project objectives, managing project identification, business case development, project sifting/prioritisation, project delivery, programme/project change management, partnership management, project evaluation and project monitoring.

Members of TIG and officers at TPOG level were responsible for delivering the successful £1.27m Connect Tees Valley Local Sustainable Transport Fund 2015/16 Programme and are currently responsible for delivering the £990k Connect Tees Valley Sustainable Travel Transition Year Programme. This comprises of a number of individual schemes that are being delivered by individual local authorities. The programme is being managed by TVU and members of TPOG, with TIG signing off quarterly progress and change reports. The programme is being funded due to a successful application for funding to the DfT which required benefits to be estimated for the various elements of the programme and value for money to be calculated. Schemes within the programme are delivered by individual authorities e.g. the Town Rider Bus Service in Middlesbrough, or in some cases, one authority delivers a scheme across the Tees Valley, e.g. the Personalised Travel Planning programme is delivered by Darlington across Tees Valley households, businesses and Job Centres.

At a project level the local authorities are vastly experienced in the delivery of sustainable transport schemes through their Local Transport Plan Integrated Transport Block. All of the Tees Valley authorities have good track record of delivering their schemes.

Specific examples of the proven track record of delivery of sustainable transport schemes in the Tees Valley includes:

- Improving bus punctuality;
- Significant improvements with bus satisfaction – particularly amongst young people;
- Our marketing campaigns have cut through with the general public (evidenced with growing visits to the Connectteesvalley.com website and the Institute of Marketing award for our campaigns);
- National recognition of our excellence in delivery – LSTF/UK bus award wins (3 awards) and NTA nominations (3 nominations in 2 years); and
- Engagement with 8,385 individuals through the 2015/16 LSTF behaviour change programme;
- 2,174 walk participants, 1,184 guided cycle ride participants and an additional 5,312 participants of general active travel hub activities (cycle parking, maintenance, training, etc.) through the 2015/16 LSTF active travel activities.

- a) A project plan (typically in Gantt chart form) with milestones should be included, covering the period from submission of the bid to scheme completion. The definition of the key milestones should be clear and explained. The critical path should be identifiable and any key dependencies (internal or external) should

also be explained. Resource requirements, task durations and contingency should be detailed and easily identifiable.

A copy of the Project Plan is available in **Appendix F**.

- b) **Where relevant**, if delivery of the project is dependent on land acquisition, please include a letter from the respective land owner(s) to demonstrate that arrangements are in place in order to secure the land to enable the authority to meet its construction milestones. **Not Relevant**
- c) **Where relevant**, please provide summary details of your construction milestones (at least one but no more than 5 or 6) between start and completion of works: **Not Relevant**

B6. Management Case – Statutory Powers and Consents

N/A – No statutory powers or consents are required as part of this project. Please note that under the devolution deal Tees Valley are at the forefront of negotiating for new powers on buses as envisaged by the 2016 Buses Bill to make sure that people can get to work and travel around the area. The Bill would allow for the devolution of some powers to the Tees Valley Mayor and we are working through the most appropriate solution for Tees Valley.

B7. Management Case – Governance

The Tees Valley Combined Authority (TVCA), in partnership with the five Tees Valley Local Authorities, will lead the development of the project. Project Management will be the responsibility of the following groups that are also identified in **Appendix E** and **Figure B7.1**:

TVCA Management Group will be responsible for overseeing project development, delivery and closure and performance management. It is also responsible for overseeing and approving any project changes.

Transport & Infrastructure Group will oversee the management of the individual projects. TIG was set up to lead and set the direction of the Tees Valley's key strategic priorities relating to Transport and Infrastructure provision in the Tees Valley in support of its economic growth ambitions. TIG is responsible for ensuring that all elements of the Programme are delivered in accordance with the funding conditions and the project is delivered to cost, time and quality requirements. It will receive regular highlight reports/exception reports and risk management updates from Transport Planning Officers Group and the Programme Manager; oversee stakeholder management and will be responsible for making decisions on any significant risks that could affect the project in terms of cost or delivery.

Senior Responsible Officer (SRO) –Director of Strategy & Investment, Tees Valley Combined Authority (Linda Edworthy) is responsible for ensuring that the Programme is focused throughout its life cycle on achieving its objectives and delivering a product that will achieve the benefits. The SRO will be responsible for:

- Challenging the Programme Manager on exceptions to plan;

- Monitoring and controlling the progress of the project at a strategic level;
- Ensuring that project risks are being tracked and effectively mitigated;
- Provide a lead within TIG on any issues relating to the project;
- Understanding which potential changes may impact upon the delivery of other projects within the overall programme, and communicating these as appropriate;
- Informing the Programme Manager of any external changes that may affect the project (e.g. realisation of a risk in another project which may have an impact on the project);
- Owning and managing business level risks.

Programme Manager – Strategic Transport Planning Officer (Fran Manancourt), Tees Valley Combined Authority is responsible for the management, coordination and control of all aspects of the project from initiation to completion and is required at all times to keep TPOG, TIG & the SRO informed on all matters in connection with the Programme. The Programme Manager’s roles and responsibilities include, but are not limited to the following:

- Delivering the project, its objectives & products to the desired quality criteria;
- Preparation of all high level documentation;
- Maintaining project documentation e.g. project plan, risk log, stakeholder map, highlight reports, change control etc;
- Identifying and implementing a strategy for identifying and managing risks which includes regular reviews, identification of appropriate mitigating actions and assigning appropriate risk owners;
- Providing regular highlight reports and updates to TPOG/TIG/SRO;
- Providing appropriate exception reports where changes are made to the cost, timeliness or quality of individual initiatives; and
- Ensuring that an accurate record is maintained of all key issues, actions and changes affecting the project using the project Issues, Actions and Changes log.

Financial Control & Claims - Project Manager (Christine Schott), Tees Valley Combined Authority is responsible for the claims process and will provide budget management information to the Programme Manager and will be responsible for:

- Issuing quarterly claim forms;
- Scrutinising claims for accuracy and checking supporting evidence for eligibility; and
- Processing claims for payment.

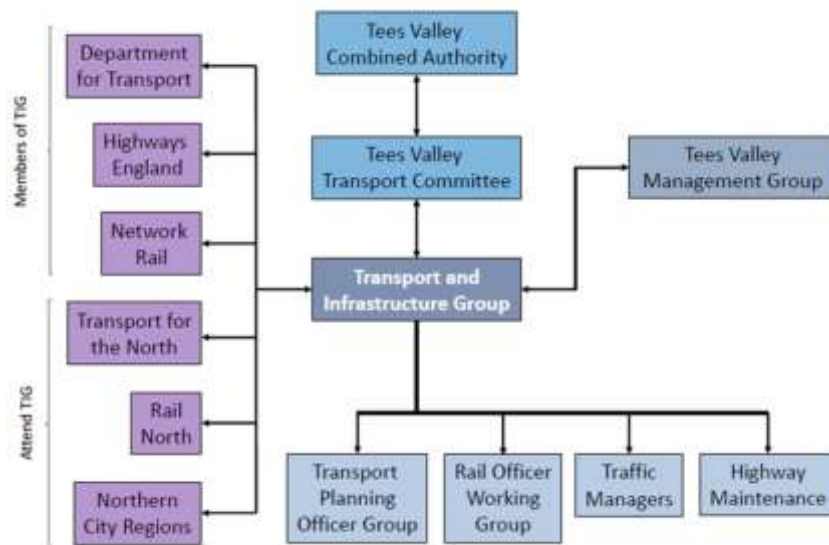
Transport Planning Officers Group will manage the implementation of the projects and provide regular updates to the Programme Manager. TPOG members are the Project Managers for the programme and are responsible for the day to day delivery of the various initiatives. The group consists of representatives from the five Local Authority areas. TPOG will meet on a monthly basis throughout the life cycle of the programme. Their responsibilities include:

- Management of contracts with external organisations;
- Management of performance of external organisation in terms of delivery and quality;
- Ensuring payment of invoices is carried out in a timely manner;
- Provide regular updates on projects and attend monthly programme meetings;
- Support the Programme Manager in the collation of highlight and exception reports;

- Provide updated information relating to risk management;
- Provide budget management information to the Programme Manager;
- Interrogate and challenge expenditure to ensure procurement rules are complied with; and
- Prepare grant claim forms and submit in a timely manner.

Tees Valley Combined Authority will assume legal responsibility for Access Fund decisions. The governance arrangements have been used successfully to deliver major schemes in the past, such as elements of the Tees Valley Metro Scheme, LSTF, Single Programme and ERDF funded projects.

Figure B7.1: Tees Valley Combined Authority Reporting Structure



Contract management and procurement will be undertaken by each local authority in accordance with their individual procurement procedures and in compliance with national legislation. Tees Valley Combined Authority will retain financial control.

B8. Management Case - Risk Management

The Risk Management Strategy has 4 phases:

1. Identification
2. Risk Quantification
3. Mitigation
4. Monitoring

An initial risk identification exercise has already been completed at this stage utilising expertise and experience from across the Tees Valley and an initial Risk Register has been produced and is attached for reference. If the funding bid is successful the Risk Register will form part of the project management process.

The main risks which need to be considered are: competitive; stakeholders; economic; environmental; financial; legislative; political; operational; social; strategic; and technological.

An initial quantification of the identified risks has also taken place and some proposals to mitigate the risks. There are broadly 4 ways to mitigate risk:

1. Prevention – remove the risk completely by doing things in a different way
2. Reduction – reduce the likelihood of the risk occurring or the impact if the risk does occur – i.e. contingency planning
3. Transference – insure against or transfer the risks to a third party
4. Acceptance – regularly review the risk but take no action – only apply to risks below the risk appetite line.

The final phase of risk management is on-going monitoring of the risks. The Project Managers will 'own' the risks associated with their projects and the Programme Manager will monitor the Risk Register for the delivery of the programme.

The Risk Log is attached in **Appendix D**.

B9. Management Case - Stakeholder Management

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

Yes No

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

Yes No

The Transport & Infrastructure Group has strategic responsibility for managing stakeholders. A number of the key stakeholders are members of existing stakeholder management groups.

The Programme Manager will have responsibility for managing the stakeholders at an operational level and individual Project Managers will manage the relationship with key stakeholders as part of the delivery model for the different scheme elements. This will vary by scheme to scheme but will include regular monthly meetings and may include regular email updates.

A Stakeholder Management Plan is attached at **Appendix G**. This is a 'live' document and will be used as a tool during the planning and implementation of the programme to highlight any risks and any action that needs to be taken.

B10. The Commercial Case

The majority of the initiatives involve an extension or improvement to existing services that have proved their viability. Where new services are proposed Local Authorities have had an early involvement with the service provider to resolve any viability issues.

All initiatives are considered viable but this will be reviewed at the monthly Transport Planning Officers Group. Any issues that arise will be escalated to the Transport

and Infrastructure Group and presented by Linda Edworthy, in her role as Senior Responsible Officer in accordance with the governance arrangements set out in section B7.

Procurement and recruitment are the main issues that need to be addressed early to ensure initiatives are ready to commence once the results of the funding are announced in at the end of 2016. These processes have been incorporated into the Project Plan which is attached at **Appendix F**.

Recruitment by Local Authority can take up to 3 months. Procurement of the various services should take no longer than 4 months given that there are no OJEU or state aid issues. Draft tender documents will be prepared in readiness of the DfT announcement at the end of 2016.

Table B10.1 below indicates the procurement path for the various initiatives. Services will be procured by individual local authorities in accordance with their procurement strategies and in compliance with the Public Contracts Regulations and European Union State Aid rules.

Table 10.1 Procurement requirements

Initiative	Service Provider	Type of Procurement and by who	Recruitment required	State Aid Compliant <€200k (~£156k) over three years	OJEU Compliant
Personalised Travel Planning	Darlington Borough Council	Use existing Shared Services Agreement between Darlington Borough Council and other Tees Valley Local authorities	Yes –will need to add additional resource to the core team of Travel Advisors	n/a	n/a
Marketing and Information Programme	Darlington Borough Council	Service Level Agreement	No – use existing Darlington Borough Council employees	n/a	n/a
Connect Tees Valley Website Development	Stockton-on-Tees Borough Council	Service Level Agreement	No – use existing Stockton-on-Tees Borough Council employees	n/a	n/a
Town Rider Bus Service	Croft Coaches with Middlesbrough College & Middlesbrough Council	Extension of existing Middlesbrough College contract	No	Yes (De minimis)	n/a

Initiative	Service Provider	Type of Procurement and by who	Recruitment required	State Aid Compliant <€200k (~£156k) over three years	OJEU Compliant
Wheels to Work	Subject to procurement	A lead authority will oversee a process which will follow EU procurement requirements.	Included within procurement.	Yes	Yes
Independent Travel Training	Darlington Borough Council	Council service provision	?	n/a	n/a
	Middlesbrough Council	Council service provision	No	n/a	n/a
	Stockton-on-Tees Borough Council	Council service provision	?	n/a	n/a
Tees Valley Pedestrian & Cycling Training Scheme	Lead Authority overseeing individual Local Authorities	Service Level Agreement	Existing Council employees and additional resource (e.g. to build up the pool of casual staff) depending upon local authority.	n/a	n/a
Tees Valley Junior Road Safety Scheme	Lead Authority overseeing individual Local Authorities	Service Level Agreement	No	n/a	n/a
Active Travel Hubs and Co-ordination	Subject to procurement	The procurement will be separated into 6 lots and will follow EU procurement requirements. There will be lots for each of the 5 Tees Valley Active Travel Hubs and 1 for a Tees Valley Walking and Cycling Programme, which will oversee the hubs and coordinate delivery of the programme. A lead authority will oversee the coordination of the lots.	Included within individual lots	Yes	Yes
<p><i>It is the promoting authority's responsibility to decide whether or not their scheme proposal is lawful; and the extent of any new legal powers that need to be sought. Scheme promoters should ensure that any project complies with the Public Contracts Regulations as well as European Union State Aid rules, and should be prepared to provide the Department with confirmation of this if required.</i></p>					

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

The following monitoring will be undertaken across the Tees Valley. All this information is currently collected and no additional funding is required to monitor the outcomes.

Short term outputs will be related to the implementation of each scheme element.

- Numbers of workplaces/employees/jobseekers contacted through the PTP programme
- Numbers of people traveling to Middlehaven by public transport
- Numbers of cycles recycled
- Number of people trained to travel independently
- Number of pupils undertaking walking and cycling training
- Number of participants using Active Travel Hub facilities and activities.

Short term outcomes

- Rail patronage by station
- Mode of transport used for accessing rail stations
- Bus patronage – overall and route specific
- Cycle count data – targeted at schemes and to monitor overall trends
- Longitudinal Travel behaviour research 2014 – reporting 2015
- Customer satisfaction – bus travel – Passenger Focus and GfK NOP
- Customer satisfaction – all transport – NHT survey
- Healthwatch surveys and feedback
- Activity levels (walking & cycling) – Sport England Survey
- Qualitative rail station audits
- Sustainable travel to school – annual survey
- Website traffic and access to information
- Brand awareness
- Take up of campaigns and events promoted by the Active Travel Hubs and marketing team,

Longer term impacts

- Health metrics including activity levels
- Employment levels
- GVA
- Carbon impact of travel

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

Yes No