



Local Sustainable Transport Fund 15/16 Revenue Application Form

Guidance on the Application Process is available [here](#).

Bids should be no more than 20 pages long (excluding supporting letters).

Applicant Information

Local transport authority name(s):

Kent County Council (KCC)

Bid Manager Name and position:

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Website address for published bid: <http://www.kent.gov.uk/about-the-council/strategies-and-policies/transport-and-highways-policies>

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: Kent Connected

A2. Headline description:

Kent has the South East's greatest potential for successful economic growth. However, increasing connectivity problems, caused by traffic congestion and capacity issues, are limiting development. In response KCC, with LSTF support, has already invested in a number of sustainable transport measures and will continue this through capital bids, recently prioritised by the South East LEP.

Kent Connected is based on good practice in mobility management and travel behaviour change. It comprises an integrated programme of measures to address peak congestion, improve travel choices and support the provision of jobs and houses. The package has been designed to promote and simplify access to sustainable travel information, overcome the existing barriers against the use of sustainable transport and engage with target groups to minimise peak congestion within the County.

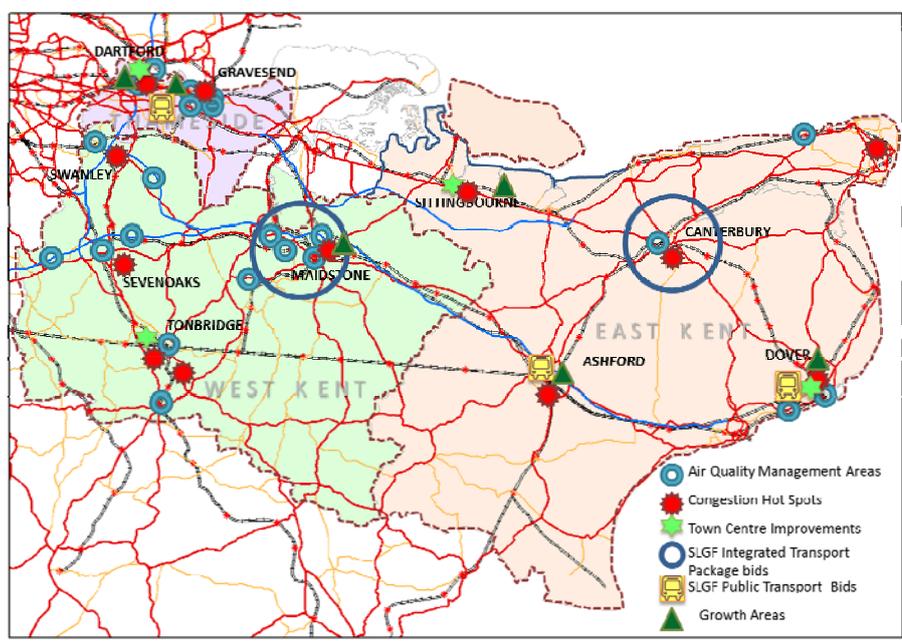
The measures include:

- A Website/App;
- Marketing and Branding;
- Business Support;
- Schools Support;
- Transport Interchange Audits;
- Discounts and Promotions;
- Ticketing;
- Car Drivers, awareness raising; and
- Management and Engagement.

A3. Geographical area:

The measures will focus primarily on the congestion "hot spots" that exist across the County; namely the town centres of Ashford, Canterbury, Dartford, Dover, Gravesend, Maidstone, Sevenoaks, Sittingbourne, Swanley, Tonbridge, Tunbridge Wells and Westwood Cross in Thanet. As cross cutting measures, they will also offer added value across the area and in particular will be targeted at catchment areas for the capital sustainable transport initiatives proposed, Air Quality Management Areas (AQMA) and the Ashford, Thames Gateway and other locally specified growth areas.

The target areas are shown on the map below:



A4. Total package cost (£m): £1.464,250

A5. Total DfT revenue funding contribution sought (£m): £0.893,800

A6. Local contribution (£m): £0.570,450

The local contribution is broken down as follows:

Measure	Local Match	Source
Website & App	£250,000	KCC Contribution
Marketing and Branding	£85,000	KCC Contribution
Business Support	£84,125	British Cycling £20,125, Sustrans £20k, Public Health £7.5k & Charges for Bikeability £36.5k
Schools Support;	£43,625	British Cycling £20,125, KCC Transport Innovations £16k, Public Health £7.5k
Transport Interchange Audits	£60,000	KCC Contribution £10k, LSTF Capital Growth Fund £50k
Discounts and Promotions	£55,000	Arriva £25k, Stagecoach £25k, Brompton Docks £5k
Smart Ticketing	£100,000	KCC Contribution
Car Drivers	£10,000	KCC Contribution
Management & Engagement	£62,700	KCC Contribution

A7. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty?

Yes No

A8. Partnership bodies:

A wide range of partner organisations in the statutory, private and thirds sectors were consulted during the process of preparing the bid, as is evidenced by the number of letters of support received. The main aim of the consultation was to establish objectives, target groups and prioritise measures for the bid that were considered most suitable to support the sustainable transport capital measures prioritised by the SE LEP. There was unanimous support from all partners consulted for the measures subsequently included in the bid, which are detailed in B3.

KCC frequently work in partnership with transport providers, schools, businesses, District and Borough Councils, health services and charity organisations to deliver joint schemes in the transport sector. In the last year, successful projects have been delivered with Southeastern (LSTF-funded Station Forecourt Enhancements), Arriva, Stagecoach and other bus operators (Bus corridor and route upgrades), Schools (Walking and Cycling Behaviour change initiatives and infrastructure enhancements), Businesses (schemes aimed at reducing business transport costs) and Sustrans and British Cycling (Skyride and other related activities). Electric Vehicle Charging Points have also been delivered with District and Borough Councils. Therefore the relationships required to deliver the elements within the bid are well established, reducing risk and helping to ensure project completion.

Measure	External Partners	Roles & Responsibilities	Confirmation
1. Website/App	South Eastern, Arriva & Stagecoach	Will provide data feed for RTPI, ticket information, etc	See letters
	Kent & Medway NHS Trust	Will provide link to activities database	See letter
2. Branding and Marketing	All Partners	Will assist with distribution of marketing materials and identifying opportunities for marketing events	See letters
	South Eastern, Arriva & Stagecoach	Will contribute to marketing and promotional events, as appropriate	See letters
	West Kent CCG, Kent & Medway NHS Trust & other health bodies	Will promote active travel as part of wider health promotion and primary health care initiatives	See letters
3. Support for Businesses	Sustrans	The Employment Engagement Officer with the 'Smarter Small Business Travel' scheme will assist with roll out of programme in the Thanet area up to July 2015.	See letter
	Invicta Chamber & Kent Channel Chamber	Will assist with the roll out of the programme to Kent businesses.	See letters
	British Cycling	Will facilitate access to Skyride programme for employees who feel they would benefit from more cycling experience	See letter
4. Support for Schools	Head Teachers Assoc	Will assist with roll out of programme to Kent schools	See letter
	District/Borough Councils	Will provide links to existing initiatives to encourage walking or cycling to school provided by a number of local councils, such as Walk on Wednesdays (WOW) or bike user groups (BUG)	See letters
	Sustrans & Community Rail Partnership	Sustrans will host Schools Engagement Officer and CRP will input to their work programme	See letters
	British Cycling	Will facilitate access to Skyride programme for pupils who feel they would benefit from more cycling experience	See letter
5. Interchange Audits	Network Rail, South Eastern, Arriva & Stagecoach	Will assist with background reviews and data, travel surveys, site audits and monitoring	See letters
	Compaid, Community Futures	Will facilitate input to audits by disabled people	See letters
6. Discounts & Promotions	Arriva/Stagecoach/Brompton Docks	Will provide, accept and contribute to the cost of offering discount tickets on services, as appropriate	See letters
	Cycle, Car Hire and Shopmobility providers	Will facilitate discounts and promotions for car, cycle and electric scooter hire	Partners to be confirmed
7. Smart Ticketing	Arriva/CPT	Will pilot Smart ticketing initiative in West Kent	See letter
	Stagecoach	Will test equipment in East Kent	See letter
8. Car Drivers	Various businesses via Invicta & Coastal Chambers	Fleet managers will assist with roll out of programme	See letters
9. Management Resources	n/a		
All	Job Centre Plus	Will assist with the marketing and promotion of all measures to unemployed people.	Verbally agreed
	Compaid, Community Futures & Centre for Independent living	Will assist with accessibility proofing, marketing and promotion of all measures to disabled people	See letters
	Age UK	Will assist with accessibility proofing, marketing and promotion of all measures to older people	Letter pending

A9. Local Enterprise Partnership:

The SE LEP's Strategic Economic Plan specifically refers to the need for the LSTF revenue measures to support the sustainable transport capital measures, it has prioritised, in Annex B of section 3. However, evidence of support for sustainable transport projects can be seen throughout the LEP's strategy document.

KCC will work closely with the South East Local Enterprise Partnership in the design and delivery of the proposed package of revenue measures to support their Strategic Economic Plan. The measures will support all 5 LSTF capital measures as well as 13 additional capital schemes for which Local Growth Fund support is prioritised. Sustainable economic growth is a recurring theme throughout the South East LEP's Strategic Economic Plan and investments to reduce congestion on road and rail networks serving SE LEP ports and economic locations are expected to have a material impact not just in Kent but on the UK economy as a whole (page 21).

SECTION B – The Business Case

B1. The Scheme - Summary

Overview

Kent Connected is based on good practice in mobility management and travel behaviour change. It comprises an integrated programme of measures that complement the proposed LSTF capital initiatives and existing sustainable transport resources. In conjunction with these it will address peak congestion, improve travel choices and support the provision of jobs and houses. The package has been designed to promote and simplify access to sustainable travel information, overcome the existing barriers against the use of sustainable transport and engage with the target groups to minimise peak congestion within the County.

Aims and Objectives

Our aim for the 2015/16 LSTF revenue bid is to achieve a step change in smarter travel by putting in place an integrated package of measures that can build on the foundations we have established and:

- Co-ordinate all smarter travel measures under a common brand and overall strategy;
- Compliment, support and expand on the delivery of the existing and proposed sustainable transport initiatives across the County; and
- Lock-in the benefits of new measures so they are not lost to further growth in single occupancy car traffic.

Many of Kent's urban areas suffer from substantial congestion in the peak hours which has been highlighted as a major barrier to economic growth. KCC's Growth Without Gridlock states that "*reliance (on the private car) is the reason why our road network is congested and in response our vision is to create a high quality integrated transport network which will create opportunities for real transport choice as well as enabling economic growth and regeneration*". Therefore the main objective of this package of measures is to address peak hour congestion through facilitating convenient, easy access to sustainable and active travel, in particular within the County's identified congestion hot spots. However, the package will also address off peak congestion, ensure the door-to-door journey can be completed sustainably, facilitate the Prime Minister's aspiration for increased cycling and offer added value in terms of health benefits, community well-being and the environment.

There are several key barriers to the target groups making more journeys by sustainable modes within Kent. For example, there is no one point of reference for information regarding sustainable journeys. This means that residents cannot access door-to-door journey information from one website, as all transport providers publish their fares and timetables individually. Furthermore, it can be the case that individuals are turned away from buses if they do not have the correct change, leading to disruptions and inconvenience when attempting to make a sustainable journey.

To increase the number of journeys made by sustainable transport, it is essential that the journey is as easy and convenient as using the private vehicle. Sustainable journeys often comprise a combination of more than one mode and this means the entire door-to-door journey needs to be improved. The proposed package of measures has been designed to address all four core areas of the Door-to-Door strategy 2013 in order to make sustainable travel more attractive, namely:

1. *Accurate, accessible and reliable information about the different transport options for journeys* – addressed via the website in particular, which will offer the users real-time, accurate and detailed information on all the transport choices available before during and after a journey. The information will also be provided via the marketing measures, schools and business support and car drivers' package.
2. *Convenient and affordable tickets for the entire journey* – addressed by Ticketing and Discount Schemes
3. *Regular and straightforward connections at all stages of the journey and between different modes* – addressed by Transport Interchange audits, Ticketing and LGF capital schemes
4. *Safe and comfortable transport facilities* – addressed by Transport Interchange Audits and LGF capital schemes

The primary target groups envisaged are commuters and those travelling to school by car as these groups are seen as the main contributors to peak hour congestion, although other groups including

the socially excluded (unemployed, older and disabled people) will also benefit from improved access to sustainable transport modes

Proposed Revenue Measures

The package comprises 9 measures which have been designed to complement each other in order to maximise the modal shift which can be achieved and therefore achieve the most reduction in peak hour congestion. The Website and App are central to the package, presenting sustainable transport information to the user at the right time to enable them to make informed travel choices. The development of a strong brand for sustainable transport will enable effective promotion of the website and app which will be used as a tool by the business and school support measures, to directly engage with the target groups. Discounts and Car Driver schemes provide the incentives to businesses and schools to facilitate the necessary engagement. The Ticketing measure directly feeds in to the website through enabling the user to purchase tickets for their entire journey at the same point at which they receive their journey information. Any infrastructure barriers to adopting sustainable travel modes will be identified by the Transport Interchange Audits and they will be addressed through the capital LGF schemes.

Measure 1 - Website and App

Information on sustainable transport modes in Kent is currently disjointed, available from different sources with no single platform through which a user can find all the information they need to make them feel confident to make a door to door sustainable journey. The establishment of a new website and Smartphone app that has the capability to provide up to date journey information before, during and after the journey, as well as access to services to enable the journey such as ticketing and bike hire, is therefore necessary. KCC are in a unique position to provide this as the Local Highway Authority and having already established excellent working relationships with transport providers in Kent. It is intended that the site takes data and information feeds from numerous sources and presents them under one coherent sustainable transport brand. The vision is that the site will become the transport information hub that users access via an individual account, which will enable personalised journey planning, access to paid services such as public transport ticketing, journey records and communications with providers, although basic information and a journey planner will be available to unregistered users of the site. The website will have a strong sustainable transport focus, but will also be of significant benefit to car drivers, providing a satnav facility and live information about the road network in Kent. This will not only help to reduce congestion through enabling the smoother operation of the highway network, but will also enable sustainable messages to be targeted at car drivers. The website and app present a unique opportunity to develop a relationship with individual users which will then allow us to influence their travel behaviour. The benefits of the website will be maximised through the schools and business engagement measures.

Funds from the 2015/16 LSTF bid are sought to establish the following modules for the website/app:

- An account for each user accessed via the website / app which can be personalised to include any or all of the modules below which are relevant to the individual:
- A personalised multi modal journey planner which provides all door-to-door transport options available for a specified journey (including car, rail, bus, walking, cycling and car sharing – or combinations of these). Alongside each journey option offered by the Journey Planner, information will be provided on the financial cost of each option, the level of CO₂ it will generate, the health benefits available and the total journey time in order that users can make informed choices on which option to adopt.
- The storage of journeys that users have made through automatically capturing journey information using the smartphone app, which will enable users to compare the long term costs of their transport choices, as well as targeted marketing/promotional information on sustainable travel options to them
- Real time information and AVL feeds from KCC Highways Management Centre, Southeastern, Stagecoach, Arriva and other operators to enable journey options to be amended during travel to avoid incidents or hold-ups.
- Portal/s to make bookings or purchase tickets for sustainable transport modes (initially bus tickets and over time others such as car hire, cycle hire, electric scooter hire, etc.)
- Competitions/challenges, with awards for carbon reduction, green travel, active travel, etc.

- Two way communication between service providers and site users, including via social media (Twitter, Facebook, etc.)
- A Rate my Journey facility for users to score their journey experience
- Car Sharing forum allowing arrangements to be made at short notice
- A Business forum facility providing access to advice and tools needed to reduce business travel
- Provide ad-hoc personal journey planning that will be used when engaging with schools, businesses and individuals.
- Developing the site to enable additional modules to be easily added in the future, including the development of a technical specification for further modules that can be provided to external organisations.

Consultation with transport and journey plan software providers has been undertaken to confirm that the technology required to undertake the above is available, tried and tested and exists in formats that enable it to readily be joined together through a single website. This presents a new opportunity to establish a central hub through which to access transport information in Kent. We will also be keen to share our experience in pursuing this with others as we move forward.

To ensure access for all to the website and app, any users who are unable or do not feel comfortable in using the technology themselves, will be able to use the existing KCC Contact Centre. The advisors in the Contact Centre will be trained to use the website in order that they can complete any functions required by the user on their behalf.

Measure 2 - Ticketing

The Ticketing measure will ensure that sustainable door-to-door journeys can be completed easily and conveniently through the provision of intelligent ticketing solutions including Smart Ticketing and EMV (contactless bank cards). It will build on a Smart Ticketing initiative already underway to provide a Smart Card for use across bus services provided by different operators in Kent. A pilot e-purse' for bus ticketing in Maidstone is launching in June 2014 and due to roll out across West Kent by the end of 2014/15. In 2015/16 it is intended to build on this to deliver a countywide e-purse, multi-operator season tickets and development of EMV. Furthermore, it will continue development towards the delivery of a multi-modal e-purse, providing access to buses, trains and other transport services (bike hire, car hire etc.).

Measure 3 - Marketing and Branding

Even when people have good opportunities to use travel alternatives to the car and when they have positive perceptions about those opportunities, they still need to know how and when to use them. Promoting the opportunities that exist, providing good (persuasive) information and teaching people how to use the opportunities is therefore a crucial component of any effective travel behaviour change strategy.

A common brand and logo will be designed, for use with all Kent's existing and proposed smarter travel measures, to raise awareness of initiatives and highlight the joined up approach to mobility management taking place across the County. The aim will be to use this alongside, rather than replace any branding and logos of partners.

Under the umbrella brand an overall marketing strategy and framework for smarter travel in Kent will be produced. This will co-ordinate and specify the requirements for both generic marketing of sustainable transport initiatives as a whole and bespoke marketing of individual sustainable modes. The marketing materials will be made available on the website as well as in hard copy format for use by those running services or organising events. Marketing events will be held for the promotion of our sustainable initiatives and will be promoted on the website, by service providers and through the networks available via our partners.

Particular emphasis will be placed on marketing the website and app to Kent residents and visitors to ensure the unique benefits offered by our site(local detail, real time information feeds and access to booking, ticketing and discount facilities, etc) over national sites such as Google, Traveline and Transport Direct are clearly understood to encourage early take up. The website will be promoted directly to those already known to favour use of sustainable modes such as those registered with

Liftshare, season ticket holders of bus and rail operators, existing business forum members and schools with an active travel plan in order to generate early take up and promotion via word of mouth.

Other marketing activities and materials envisaged include:

- Production of generic and mode specific posters, leaflets, flyers and other literature
- High profile service launches
- Pop up shops
- Market place style and other events to promote both specific measures, modes and sustainable transport initiatives as a whole
- Attendance at relevant events organised by others such as public festivals, public health events, cycle events, etc
- Production of a smarter travel board game suitable for use by adults and another for younger people
- Social media campaigns
- Production of branded/bespoke small gifts/handouts/prizes (Pens, mugs, pedometers, hi vis armbands, etc)

Targeted information and events will be provided in conjunction with Job Centre Plus and Work Programme providers to promote sustainable transport options and the website to unemployed people seeking access to job interviews or to take up a job opportunity. In addition Job Centre and work programme staff will be provided with training in the use of the website to provide job seekers with personal journey plans and other smarter travel information. This has been discussed with Job Centre plus who are keen to be involved, although they are unable to provide a letter of support to this effect due to national guidance prohibiting them doing so for any funding bids.

Similarly we will work with Age UK and Disability groups to promote smarter travel options and the website/app to older and disabled people and with health sector partners to compliment relevant health campaigns.

The marketing and branding measure will aim to promote all but the specific sustainable transport requirements of businesses and schools, which will be dealt with through the Business and School Support measures (below). Nevertheless, there will be some interdependence and overlap between all 3 of these measures; for example there will be synergy between marketing materials, market place events for the general public will also encounter representatives of businesses and schools that happen to be attending, a smarter travel board game will be of particular be of interest to employees and pupils as well as others in the population and similarly social media posts.

Measure 4 - Business Support

Many people will need to learn how they will benefit from using sustainable transport more often before they will be motivated to do so. Motivators can be internal (e.g. 'If I ride my bike more often then I'll lose some weight') or external (e.g. provision by employers of tax-free, season ticket loans to employees). It is considered that businesses need to be targeted in particular as the commute is a major contributor to peak congestion. Therefore, to supplement the marketing measure we will provide a bespoke programme to encourage and support businesses to consider changing the way their staff work and travel, in order to reduce costs and promote economic growth. Businesses will be encouraged to increase their staff use of sustainable modes, support flexible working and use relevant technology e.g. tele/video conferencing to have a positive impact on both the staff commute and business travel. This will be achieved through providing expert advice and tools/technology to individual businesses holding on site market place events at business parks or other locations where a cluster of businesses can be served together, providing bespoke information for businesses (via the website and directly) including leaflets and posters and introducing smarter travel challenges or competitions with rewards. The valuable contacts we have available through partnership working with the Chambers of Commerce and internally via our Sustainability and Climate Change and Road Safety Teams will be essential to broadening the impact of these events. Other LSTF revenue measures will feed into business support such as use of tablets/laptops to demonstrate the website at business events, the provision of discounts to employees to encourage initial take up of bus services, cycle hire or car clubs, the use of Smart Ticketing and provision of the car drivers programme to employees for whom car use will remain essential for some or all of their commute to work or business travel. We will also encourage businesses to buy into the provision of marketing materials and/or events in order to spread available funds as widely as possible.

As part of the Business Support package we will provide Bikeability training for adults and offer further cycling experience through Skyride. LSTF funding will be used to subsidise the adult bikeability courses so that they can be initially offered at half the normal price to businesses and individuals to kick start the courses. Places on Skyride or similar schemes will be provided free of charge with Public Health, SkyRide and LSTF meeting the total cost. We will also work with the Sustrans, Employment Engagement Officer to extend the existing business challenge scheme in Thanet to the whole County, allowing businesses to compete with each other to lower carbon emissions.

Measure 5 - Schools Support

The school run is a significant contributor to peak time congestion and to address this it is necessary to target pupils and their parents through schools in the area. To supplement the Marketing measure, we will provide a County wide programme of bespoke services to schools to encourage sustainable travel for the journey to/from school. The programme will include expert advice, events for a single or cluster of schools where staff can find out about and/or pupils can try out sustainable modes, smarter travel challenges/competitions, and bespoke information (via the website and directly). Alongside the usual leaflets and posters, materials that can be incorporated into the school curriculum such as a carbon calculator, information on how to organise a field trip by bus or rail or things to look out for when cycling or walking will be provided. The programme will focus in particular on encouraging pupils to walk or cycle to school by linking with those local Councils already working with schools to this end, and expanding existing Walk on Wednesdays and Active BUG schemes.

We will provide Bikeability for Level 1 pupils and cycling experience through Skyride for pupils who may be interested in taking up cycling to travel to/from school at least some of the time. We intend to provide places on these schemes, en bloc, to individual schools that wish to encourage cycling in particular or to individual pupils that express an interest. Places will be free to the end user with LSTF funds meeting the full cost of Bikeability and Public Health, British Cycling and LSTF funds meeting the total cost of the cycle experience scheme.

We are also seeking LSTF revenue funds to continue support for the part time Community Rail Partnership, Schools Engagement Officer (SEO) that has been so successful in persuading school children to use the two Community Rail services (Medway Line and Swale rail) in Kent. The SEO post is currently hosted by Sustrans but the current LSTF funds supporting it are due to cease at the end of March 2015. Continuation of the SEO will not only enable their good work to be integrated with the Schools Support programme as a whole but will also allow the good practice gained and networks established to date to maximise the benefits of the wider programme.

Measure 6 - Car Drivers

A programme designed for Fleet Managers and car drivers to raise awareness of environmentally friendly vehicles, economical driving techniques and the real costs of car use. The programme will be available for Fleet Managers and employees via referrals from the business support measure, and individuals via the website and App. As well as training and advice, the measure will include a competition via the website/App to reward drivers achieving the best fuel consumption figures for travel to work and business travel each month. We will procure a provider of a Smarter Driving course to deliver the training and we will purchase 1,666 places on the training directly from the provider so we can organise training for individuals from a number of different businesses at once. This will assist in keeping the costs for training, which will be free to the end user, to a minimum as course costs typically reduce based on the number of places booked by an organisation. This also assumes government subsidy for Smarter Driving training continues.

The programme will also advise and inform Fleet Managers and individuals on the adoption of Electric Vehicles, with the aim of increasing the sales of EVs in Kent. This will promote economic growth as well as maximising the use of the electric vehicle charging infrastructure currently being implemented throughout the County.

Measure 7 - Discount Schemes

A range of direct discounts or subsidies on charges/fares aimed at encouraging initial take-up of sustainable transport modes and enabling unemployed individuals to access interviews and employment opportunities. The measure will be focused initially on bus services (i.e. Fastrack, Park

and Ride or local services) and cycle hire but the long term aspiration would be to include car clubs as the capital investment expands on the current provision, and rail travel. The discount schemes measure will compliment the schools and business engagement, as well as the Marketing and Website and App, as it will provide the hook to engage with individuals and schools / businesses. Alongside the above we will work with businesses, transport providers and retailers to offer discounts at end destinations to those travelling by sustainable modes. This will aim to build on the two for one and discount offers already promoted by Southeastern and Visit Kent, and expand these to include rewards for bus travel.

Measure 8 - Interchange Audits

We will recruit an Interchange Audit Officer dedicated to designing and undertaking a programme of accessibility audits at key transport interchange points within the congestion and growth areas in Kent. Transport interchanges will include bus stations or significant groupings of bus stops, railway stations, park and ride or park and walk facilities (formal and informal), town centres, retail/service centres and any heavily used taxi ranks. The programme will ensure the key transport interchanges accord with the door to door concept, and will feed in to the capital bids submitted to the LEP by providing the design for the infrastructure improvements which will be delivered by the capital schemes. Key elements include consideration of service timings, joint ticketing, waiting/changing facilities, parking, security, shelter, signage and information provision, access routes, desire lines/permeability, accessibility, service agreements/contracts and charges/cost for use.

Audits will build on the established approach developed for the provision of travel plans and KCC's award winning Station Travel Planning work at Ashford international. They will include an initial assessment of the current infrastructure and resources through site surveys, the views of users through travel surveys and consultation with key stakeholders. Based on analysis of the outputs, the measures required to bridge any gaps between services will be identified, an action plan established, a monitoring framework defined, design completed and the required measures will be delivered through the capital LGF schemes.

The audit programme will benefit from a review, currently taking place, of travel plans undertaken at some of the key railway stations in Kent, which will provide best practice on how to roll out the audit programme to other transport interchanges. The model developed for audits in 2015/16 will continue to be applied to interchange improvements planned for later years and support for these later audits will be included within the LSTF Local Growth Fund package sought.

Measure 9 - Management and Engagement

To undertake the management, development, implementation and outreach for the package of measures we will require a Programme Manager and 4 Project Managers. These will be located within the KCC Transport Innovations Team and managed by the KCC Transport and Safety Policy Team Manager. The Programme Manager will have overall responsibility for delivering all revenue measures, our existing Smart Ticketing Project Manager will be responsible for the delivery of this measure, and the 3 remaining project managers will each take responsibility to lead 2 measures (see organogram for further details). Outputs and outcomes for these staff are captured in those for the individual measures above.

Access for All

Access for all is a key consideration across the whole programme of measures and it will include:

- Provision of personal journey plans to job seekers
- Offers of discounts for initial use of sustainable modes to access a job opportunity, interview or training programme
- Improved access to sustainable modes for older and disabled people through including information to Community Transport schemes on the website and app. Involvement of relevant community groups/forum in interchange audits and the design of measures resulting from these
- Use of the KCC call centre as an information point for individuals not comfortable/able to use the proposed website/App directly.

To achieve the above we will work closely with partner organisations that work with socially excluded groups, in particular the unemployed, older and disabled people.

Based on good practice in achieving travel behaviour change, potential users from each target group will be involved from the outset to ensure the outputs of all measures are tailored to meet their

requirements. Input to the design of measures will be sought from potential users through surveys and consultation events, during the initial planning stage for each. In addition, potential users will be asked if they are willing to participate in the ongoing monitoring process. Those that nominate themselves for this will be contacted to encourage early take-up of measures and to provide feedback on their experience. Ensuring all measures are available to those who are socially excluded will guarantee they are accessible to all

B2. The Strategic Case

The Strategic Context

Kent is South East England's fastest recovering region and has great potential for successful economic growth. In the last 20 years, Kent has seen 100,000 more people living in the county, housing stock increase by over 60,000 homes and 130,000 more cars on roads. This pace of change is set to accelerate further over the next 20 years with a projected 8 per cent population increase, accompanied by the presence of two of the UK's four Growth Areas in Thames Gateway and Ashford.

Local growth alone is predicted to result in 250,000 extra journeys on Kent's roads by 2026. Coupled with a forecast increase in international traffic this leads to tackling congestion being regarded as one of the main priorities for Kent. KCC's framework for regeneration "*Unlocking Kent's Potential*" defines what Kent should look like in 20 years' time and includes as 1 of its 5 priorities "delivering growth without transport gridlock" - by designing communities that will encourage walking, cycling, and healthy leisure activities. Based on this "*Growth without gridlock: A transport delivery plan for Kent*" establishes transport priorities for the next 20 to 30 years to support Kent's Environment Strategy target of reducing greenhouse gas emissions by 20% by 2020 and 80% by 2050.

Growth without Gridlock recognises that road transport is responsible for around 30% of Kent's greenhouse gas emissions and that the way forward is to provide low carbon transport options allied with better planning to reduce the need to travel, which in turn will support economic growth, housing growth and tackle climate change. The Plan states that: "*the private car will continue to remain the most popular and dominant form of transport for our residents and these expectations and demands increase pressure on our transport network, on our environment and on us as individuals. This reliance is also the reason why our road network is congested and in response our vision is to create a high quality integrated transport network which will create opportunities for real transport choice as well as enabling economic growth and regeneration*". Some of the key transport challenges identified by the Plan are:

- Transferring existing and new car trips onto public transport, walking and cycling, especially for short journeys
- Tackling congestion hotspots
- Integrating rail services and improving connectivity between stations
- Providing sufficient transport infrastructure to mitigate the impact of the planned development including walking and cycling routes

Kent's third "*Local Transport Plan (LTP3), 2011-16*" sets out KCC's Strategy and Implementation Plans for local transport investment in the short term. It proposes a new approach to prioritising investment in transport infrastructure in order to support housing and employment in Kent's Growth Areas and Growth Points, make Kent a safer and healthier county, improve access to jobs and services, especially in disadvantaged areas, and cut carbon emissions. Its planned measures are prioritised under five themes: Growth Without Gridlock, A Safer and Healthier County, Supporting Independence, Tackling a Changing Climate and Enjoying Life in Kent. Under each theme the Plan prioritises a range of sustainable transport initiatives, by area and by mode. Whilst some of these initiatives have already been put in place or are in progress, a number of them provide the basis for the proposals prioritised by the SE LEP for capital investment support, including all those for sustainable transport. These initiatives have also subsequently been aligned with the local area development and regeneration plans produced or in the process of being produced by the 12 District or Borough Councils in the County.

KCC have already established a number of smarter travel options. In conjunction with Liftshare, we have established a database to facilitate car sharing across the County and also offer personal

journey plans at railway stations. With support from LSTF we introduced a New Ways to Work programme which included piloting station travel plans at Ashford International, working with Brompton Docks to provide cycle hire at rail stations, introducing a combined pool car and car club in Maidstone in conjunction with Zip Car and establishing a forum for local businesses to work together and share good practice on improving sustainable transport. We have promoted the Energy Savings Trust environmentally friendly driving programme to 96 Kent businesses and with the local Community Rail Partnership (CRP) promoted the community rail services in the County both in general and in particular as an alternative to the car for the journey to school. We have also worked closely with our local councils to promote travel plans to businesses and schools and to establish a Bikeability programme for school pupils. In 2010 Ashford International won the Station of the Year award at the National Cycle Rail Awards and the CRP won 1st Prize in the "Involving Young People" category at the Association of Community Rail Partnership awards in 2013.

The Strategic Fit

The Marketing and Branding measures will play a key role in demonstrating this and promoting initiatives, whilst the Website/App will provide a central hub for information and accessing them. The Business and School support measures will aim to motivate commuters to take up the initiatives and the Car drivers and Discounts and Promotions measures will as additionally encourage people to change any negative perceptions they may have about smarter travel options. The Smart Ticketing and Interchange Audits measures will focus on meeting the principles laid out in the Government's Door to Door strategy to ensure the transport chain is complete. Ensuring access and inclusion for all will be a key consideration across all measures and the Management and Engagement measure will enable the delivery of all revenue measures.

The revenue measures will focus on tackling congestion in the peak in order to reduce the barriers this creates to economic development as well as improving air quality, community safety and health. Health will also be improved for those encouraged by the measures to take up active travel in the form of cycling or walking. The map included in section A3 illustrates the locations where measures will be concentrated, including in particular the congestion hot spots which have been identified from the KCC Growth without Gridlock Plan. It is clear from this map that clustered alongside the congestion hot spots are the Growth Areas where much of the economic development will occur and many of the Air Quality Management areas where reductions in transport emissions are sought. Many of the (13) non LSTF capital initiatives the revenue measures will support are also to be found in these same locations. Therefore by focussing the revenue measures on the congestion hot spots they will also have a significant impact on these other issues as well.

The Kent region can be spatially categorised into three main divisions (see map), each of which are the subject of an LSTF capital bid, prioritised by the SE LEP for 2015/16 (Kent Thameside: Integrated Door to Door Journeys, West Kent: Tackling Congestion and East Kent: A Network for Growth). In terms of the role of revenue measures in supporting the 3 regional LSTF capital and the 2 additional LSTF capital schemes (Sustainable Access to Education and Employment and Sustainable Access to Maidstone Employment Areas) different revenue measures will support different capital initiatives.

Alongside a brief overview of the key developments sought in each division and using the same key for each, charts are provided below to show which revenue measures support which proposed LSTF sustainable transport capital initiatives in each division. Together, this highlights how the revenue measures will facilitate the economic outcomes sought in each area. In terms of transport impacts as each measure will focus on reducing congestion at peak times by encouraging travel behaviour change they will all lead to modal shift away from single occupancy car use to more sustainable modes.

Kent Thameside: This region comprises the boroughs of Dartford and Gravesham. The key developments planned in this area are Ebbsfleet Valley (500,000 sq m of mixed used development), Ebbsfleet Garden City (15,000 residential units in initial phase), Dartford Northern Gateway (mixed use development with 2,000 residential units and 1,200 new jobs, a dedicated Fastrack bus rapid transit), Eastern Quarry (6,000 residential units), Dartford Town centre (Town centre rejuvenation with 1,000 residential units and 300 new jobs), Crossways Business Park in Dartford (3 million sq ft of offices, warehousing and industrial units), Northfleet Embankment (mixed used development with 500 residential units and 1500 new jobs), Bluewater shopping centre extension (Redevelopment of

West village to accommodate 30,500 sqm of retail space), Paramount Park, Swanscombe Peninsula (leisure resort with potential of 27,000 jobs) and Rejuvenation of Gravesend Town centre (Gravesend Heritage Quarter which includes 800 new jobs and 330 residential units).

LSTF Revenue Measures - Key						
Website and App		Marketing and Branding				
Business Support		Schools Support				
Interchange Audits		Smart Ticketing				
Discount Schemes		Car Drivers				
Thameside LSTF Capital Schemes		Links to Capital Schemes				
Fastrack Vehicle Upgrades						
Station Access improvements and town centre links						
Cycle Parking at Stations and town centres						
Bus/Cycle/Ferry interchanges						
Way finding information						
Local Cycle Path improvements						
Real Time Information roll-out						
Cycle Hire Scheme						
Future Ticketing Technology						

West Kent: This region comprises the boroughs of Sevenoaks, Tonbridge and Malling, Maidstone, and Tunbridge Wells. It is a very attractive area to live and work and is generally more prosperous than other parts of Kent, thanks to its close proximity to London. However, economic growth in West Kent has increasingly lagged behind many other areas in the South East in recent years with poor transport connectivity often cited as one of the main reasons for this. The key developments planned in this area are Eclipse Business Park in Maidstone (110,000 sq ft of office space), Aylesford Commercial Park in Maidstone (40,000 – 340,000 sq ft of industrial/distribution space), Proposed housing in Maidstone Urban Area (11484 residential units), Proposed housing in Lenham (1782 residential units), Peters Village, Wouldham (a new village with 1000 residential units), Regeneration of Tonbridge Town Centre, Redevelopment of Swanley Town Centre, Redevelopment of Royal Tunbridge Wells town centre (mixed use development with 2445 residential units and 45,000 sqm of retail space), Paddock Wood (mixed use development with 650 residential units and additional employment space) and Kings Hill in West Malling (mixed use with 210,000 of employment floor space and approx. 3900 residential units).

West Kent LSTF Capital Schemes	Links to Capital Schemes				
Station Access Improvements and Town Centre Links					
Cycle Parking at Stations and town centres					
Cycle Hire Scheme					
Pedestrian Information Displays					
Future Ticketing Technologies					
Real Time Information					
Match Funding to Businesses and Hospitals					
Innovative Schools Fund					
Car Clubs, car sharing and Going Electric					

East Kent: This region comprises the boroughs of Swale, Canterbury, Shepway, Dover, Thanet and Ashford districts. It is peripheral to the rest of the UK and, as such, suffers greater deprivation and social problems than West Kent and the southeast region generally. Its location discourages major employers from locating in the area and has resulted in an over-reliance on jobs in the education, pharmaceutical and port related sectors. The key developments planned in this area are Kingsmead regeneration (10,000 sqm commercial development), Link Enterprise Park in Lympe (57 acre site of industrial and warehouse development), Herne Bay regeneration projects, St. James Development (10,500 sqm of retail space), White Cliffs Business Park in Dover (65 acres in the commercial), Aylesham Development Area and Eurokent Business Park in Ramsgate (100 acre mixed use business and commercial development), Eureka Park in Ashford (1.25 million sq ft of offices), Waterbrook Park in Ashford (55,000 sq ft of mixed use development) and Kent Science Park in Swale (500,000 sq ft of office space).

East Kent LSTF Capital Schemes	Links to Capital Schemes									
Station Access Improvements, Cycle Parking at Stations and Town Centre Links	Red	Yellow	Green	Green	Purple					
Bus and Cycle Interchanges	Red	Yellow	Green	Green	Purple	Blue				
Pedestrian Information Displays	Red	Yellow			Purple	Blue				
Westwood Cross, Thanet - Pedestrian and Cycle Improvements	Red	Yellow	Green	Green	Purple					
Real Time Information	Red	Yellow			Purple					
Match Funding to Businesses and Hospitals	Red	Yellow	Green	Green	Purple	Blue	Dark Blue	Pink		
Future Ticketing Technologies	Red	Yellow			Purple	Blue	Dark Blue			
Bus Infrastructure Improvements	Red	Yellow			Purple					
Bus Gate Enforcement	Red	Yellow			Purple					
Car Clubs, Car Sharing and Going Electric	Red	Yellow			Purple	Blue	Dark Blue	Pink		
Wheels to Work and Bike to Work Schemes	Red	Yellow			Purple	Blue	Dark Blue	Pink		
Cycle Hire Scheme	Red	Yellow	Green	Green	Purple	Blue	Dark Blue	Pink		

The table below identifies how each of the DfT objectives will be addressed by the package of measures as a whole:

DfT Objective	Relevance of Revenue Measures
Economic Development	The co-ordination of sustainable transport measures and their integration with the wider transport network will enhance their impact beyond the sum of the individual initiatives. The focus on tackling congestion 'hot spots' in the peak will meet the aspirations of businesses to unlock their potential for growth by addressing one of the key transport barriers they face. Added value will be obtained in terms of addressing congestion at other locations and times, providing alternatives for business travel, providing support to businesses seeking to improve their environmental footprint, facilitating development and regeneration in general, improved access and inclusion and improving the health and quality of life of commuters, pupils and those who are socially excluded.
Reduced Congestion;	All measures are targeted at reducing congestion with a particular emphasis on congestion in the peak. This will be achieved by all measures raising awareness of and encouraging people towards alternatives to single occupancy car use, while measures requiring direct interaction with prospective users will focus, in particular, on consideration of their peak time journeys.
Improved Reliability and Predictability of Journey Times;	By reducing congestion all measures will contribute to improved reliability and predictability of journey times across the network. The website/App will assist in particular by offering travellers real time information and alerts and journey planning will offer information on the greater predictability of travel by sustainable modes.
Enhanced access to Employment and other Essential Services;	Access to employment and other essential services will also be enhanced by congestion being reduced. Raising awareness and encouraging use of sustainable alternatives to single occupancy car use will increase the transport choices available to commuters, for school pupils and others and the scope for achieving door to door access using a mix of modes. Work with Job Centre Plus through the marketing and support for business measures will seek to extend the travel horizons of unemployed people. Ensuring sustainable modes are accessible and promoted to other excluded groups will increase the transport options for these.
Reduced Carbon Emissions;	Carbon emissions will be reduced by all measures encouraging modal shift from single occupancy car to use of more sustainable modes. The car drivers measure will assist by encouraging car drivers to adopt more environmentally friendly vehicles and driving techniques.
Improved Accessibility and Social Inclusion	Accessibility and inclusion will be a key consideration for all measures. Access to the website/app will be available via the KCC call centre for those that do not have or are not comfortable using the technology directly. Accessible alternatives to cycle or walking modes, such as electric scooters, will be made available for use by older or disabled people by working with local shopmobility schemes. Access and inclusion will also be addressed by targeting bespoke marketing materials at excluded groups and working with community groups, work programme providers, etc to organise events specifically for these. Disabled people will be sought to contribute to audits. Ensuring access for disabled people will ensure access for all.
Increased Health Benefits	Health benefits will be obtained by all those encouraged to walk or cycle more often and especially young people for the the journey to school. Linking active travel with wider primary health care initiatives will encourage exercise, tackle obesity and take-up of sports.
Improved Safety	The provision of Bikeability and cycle experience will provide specific training and guidance to assist those encouraged to cycle to do so safely. Advice on safety will also be provided to commuters and those travelling to school through the support for business and support for schools measures. The car drivers measure will encourage safer driving as a consequence of adopting environmentally friendly driving techniques.
Improved Air Quality	Reducing congestion and encouraging modal shift will improve air quality in general and supporting capital measures located within air quality management areas will have a particular impact. The car drivers measure will aid air quality management by encouraging greater consideration of the environmental impacts of car use
Noise Reduction	Similarly, noise reduction will be assisted by reduced congestion, encouraging modal shift and improved driving techniques.
Value for Money	Value for money is demonstrated by all measures contributing to the above objectives and the outputs of cost benefit analysis (see section XX)

B3. The Economic Case – Value for Money

The outputs and outcomes have been defined for all measures and using primarily data from experience elsewhere it has been possible to quantify their impacts in particular in terms of their contribution to CO² reduction and mortality using the DfT Carbon Tool and World Health Organisation, HEAT model. The traffic data that was combined with this to make the calculation of benefits possible was identified from traffic flows at the congestion hot spots to be targeted by the measures, found in the DfT's traffic database for Kent. The traffic counts used and the predictions made based on these are detailed in the attached scheme impacts pro-forma.

National Research suggests that the Cost Benefit Ratio of a package of soft measures is between 8 and 10:1 and it is considered likely that this package would be similar if it had been possible to quantify and value other benefits. It is also notable that Cairns et al in 2004 suggested an additional value of between 29% and 81% is obtained by providing soft measures as a combined package and many others have highlighted this impact without quantifying it. In addition almost all research on soft measures makes the point that they cannot function alone, there is a requirement to place them alongside hard measures as well as the opposite being true; i.e. that hard measures alone cannot bring about behaviour change.

The following table outlines the quantifiable benefits of the measures proposed with sources of data for experience elsewhere identified in the Outcomes column alongside the outcomes estimated based on this. Other research identified to verify the outcomes of experience elsewhere used is identified in the further impacts column:

LSTF Revenue Measures	Outputs	Outcomes	CO2 Impacts	Mortality Impacts	Scheme Cost	Further Impacts
1. Transport Website and App		MIDAS 2009			£600,000	
2015/16	50,000 hits/mth by year end	2% shift from car	6.08k tonnes CO2 saved, equivalent to £343,599			
2016/17	110,000 hits/mth by year end	3% shift from car	8.85k tonnes CO2 saved, equivalent to £507,638			
2017/18	180,000 hits/mth by year end	4% shift from car	11.62k tonnes CO2 saved, equivalent to £676,600			
2018/19	180,000 hits/mth	5% shift from car	14.30k tonnes CO2 saved, equivalent to £845,215			
2019/20	180,000 hits/mth	6% shift from car	17.07k tonnes CO2 saved, equivalent to £1,024,124			
2020/21	180,000 hits/mth	7% shift from car	19.84k tonnes CO2 saved, equivalent to £1,210,182	Risk of mortality reduced by 13%, Number of deaths saved 0.48 pa, Benefit worth an average of £151,060 pa		
2. Marketing & Branding		Cairns et al 2008			£145,000	
2015/16	50,000 leaflets/Posters per initiative & 25 Events	2% shift from car	6.08k tonnes CO2 saved, equivalent to £343,599			
2016/17	250,000 leaflets/posters & 12 events	3% shift from car. Brand awareness increased 38%	8.85k tonnes CO2 saved, equivalent to £507,638			
2017/18	250,000 leaflets/posters & 12 events	4% shift from car	11.62k tonnes CO2 saved, equivalent to £676,600			
2018/19	250,000 leaflets/posters & 12 events	5% shift from car	14.30k tonnes CO2 saved, equivalent to £845,215			
2019/20	250,000 leaflets/posters & 12 events	6% shift from car	17.07k tonnes CO2 saved, equivalent to £1,024,124			
2020/21	250,000 leaflets/posters & 12 events	7% shift from car	19.84k tonnes CO2 saved, equivalent to £1,210,182	Risk of mortality reduced by 13%, Number of deaths saved 0.48 pa, Benefit worth an average of £151,060 pa		
3. Business Support					£154,125	
Marketing Activities	50 Businesses engaged	In Marketing above	In Marketing above	In Marketing above		
Bikeability	1584 places	SDG 2012 - 40% increase in those cycling to work, 1.2% increase in mode share			£73,000	BC, 2014 - Gross product valued at £230 per cyclist. Cycle Training UK - 144% increase in cycle trips and 81% more confident after training.
Skyride or similar	1713 places	British Cycling, 2014 - 664 encouraged to cycle to work	0.36k tonnes CO2 saved, equivalent to £20,205	Risk of mortality reduced by 13%, Number of deaths saved 0.11 pa, Benefit worth £7,470 pa	£32,125	Sustrans - value health benefits @ £123 per person pa, & 60% use route to commute or access local facilities.
4. Schools Support					£108,625	
Marketing Activities	50 Schools engaged	In Marketing above	In Marketing above	In Marketing above		
Bikeability	3000 places	SDG 2012 - 40% increase in those cycling to work, 1.2% increase in mode share			£21,500	BC, 2014 - Gross product valued at £230 per cyclist. Cycle Training UK - 144% increase in cycle trips and 81% more confident after training.
Skyride or similar	1713 places	British Cycling, 2014 - 664 encouraged to cycle to work	0.36k tonnes CO2 saved, equivalent to £20,205	Risk of mortality reduced by 13%, Number of deaths saved 0.11 pa, Benefit worth £7,470 pa	£32,125	Sustrans - value health benefits @ £123 per person pa, & 60% use route to commute or access local facilities.
5. Interchange Audits		ITS Leeds, 2009			£100,000	
2015/16	10 Audits undertaken		4.47k tonnes CO2 saved, equivalent to £252,590			
2016/17	2 Audits undertaken		8.85k tonnes CO2 saved, equivalent to £507,638			
2017/18	2 Audits undertaken		13.23k tonnes CO2 saved, equivalent to £770,282			
2018/19	2 Audits undertaken	Shift from car - 1.04%, Shift to bus - 3.38%, 1.27 minutes and 5.08 pence saved per passenger	17.61k tonnes CO2 saved, equivalent to £1,040,683			
2019/20	2 Audits undertaken		21.81k tonnes CO2 saved, equivalent to £1,308,304			
2020/21	2 Audits undertaken		26.10k tonnes CO2 saved, equivalent to £1,591,770			
6. Smart Ticketing		White, 2004 & Fitzroy/Smith 1998			£150,000	
2015/16	1 County Wide Scheme	5% increase in patronage	3.13k tonnes CO2 saved, equivalent to £176,817			
2016/17		8.6% increase in patronage	4.38k tonnes CO2 saved, equivalent to £251,258			
2017/18		12.2% increase in patronage	5.54k tonnes CO2 saved, equivalent to £322,679			
2018/19		15.8% increase in patronage	6.70k tonnes CO2 saved, equivalent to £396,200			
2019/20		19.4% increase in patronage	7.86k tonnes CO2 saved, equivalent to £471,847			
7. 2020/21		23% increase in patronage	9.12k tonnes CO2 saved, equivalent to £556,209			
7. Discounts & Promotions		Karlstad 2009			£130,000	
	6,500 people assisted	Shifts occur at time of discount but not maintained without other measures	In above	In above		
8. Car Drivers		EST 2014			£30,000	
Smarter Driving	1,666 people trained	Fuel savings - 15%, worth £250 p.a./person @ 12kms	5.90k tonnes CO2 saved equivalent to £333,421			

Scheme Impact Pro-Forma's have been completed for the Website/App, Branding and Marketing, Business and Schools Support Skyride, Interchange Audits and Smart Ticketing measures and are attached. An aggregated Pro-Forma for all these measures is also provided.

B4. The Financial Case – Project Costs

Table A: Funding profile (Nominal terms)

In addition to the figures below KCC will contribute a further £30k for procurement in 2014/15

£000s	2015-16	2016-17	2017-18	2018 -19	2019 – 20	2020 - 21	Total
DfT funding sought	893.8	0	0	0	0	0	893.8
Local Authority contribution	108.7	52	54	52	54	52	372.7
Third Party contribution including LGF	167.75	0	0	0	0	0	167.75
TOTAL	1170.25	52	54	52	54	52	1434.25

B5. Management Case - Delivery

The overall scheme will be managed by a Programme Manager located within KCC's Transport Innovation Team. They will be supported by 3 Project Managers who will each lead on 2 measures, the dedicated Smart Ticketing Officer and the Interchange Audits Officer. The work of this programme team will be over seen by a Project Director who will have line management responsibility for the Programme Manager.

Implementation will be undertaken with partners as specified in A8. Tasks prior to and continuing beyond 2015/16 will be undertaken by KCC Transport Innovations Team staff.

No statutory procedures are required for implementation of any of the proposed measures and there are no key dependencies identified. Project costs include contingency.

A programme plan with milestones is provided below:

LSTF Revenue Measures	14/15 Qtr				15/16 Qtr				16/17	17/18	18/19	19/20	20/21
	1	2	3	4	1	2	3	4					
1. Transport Website and App	Consult	Specification	Procure		Construct & Launch	Promotion & Marketing		Evaluate	Phase 2	Phase 3	Maintain, Review & Evolve		
2. Marketing & Branding			Consult	Strategy	Distribute Materials, Organise Events			Evaluate	Maintain, Review & Evolve				
3. Business Support				Consult	Undertake				Evaluate				
4. Schools Support				Consult	Undertake				Evaluate				
5. Interchange Audits	Review		Consult	Appoint Officer	Undertake			Evaluate	Maintain, Review & Evolve				
6. Smart Ticketing			Pilot-Phase 1	Pilot-Phase 2	Evaluate	Roll Out			Maintain, Review & Evolve				
7. Discounts & Promotions				Consult	Undertake				Evaluate				
8. Car Drivers				Consult & Procure	Undertake				Evaluate				
9. Management & Engagement				Appoint Officers	Implement above with Partners as appropriate			Evaluate above					

Table C: Construction milestones

N/A

B6. Management Case – Statutory Powers and Consents

a) No specific powers or consents are required to progress the programme.

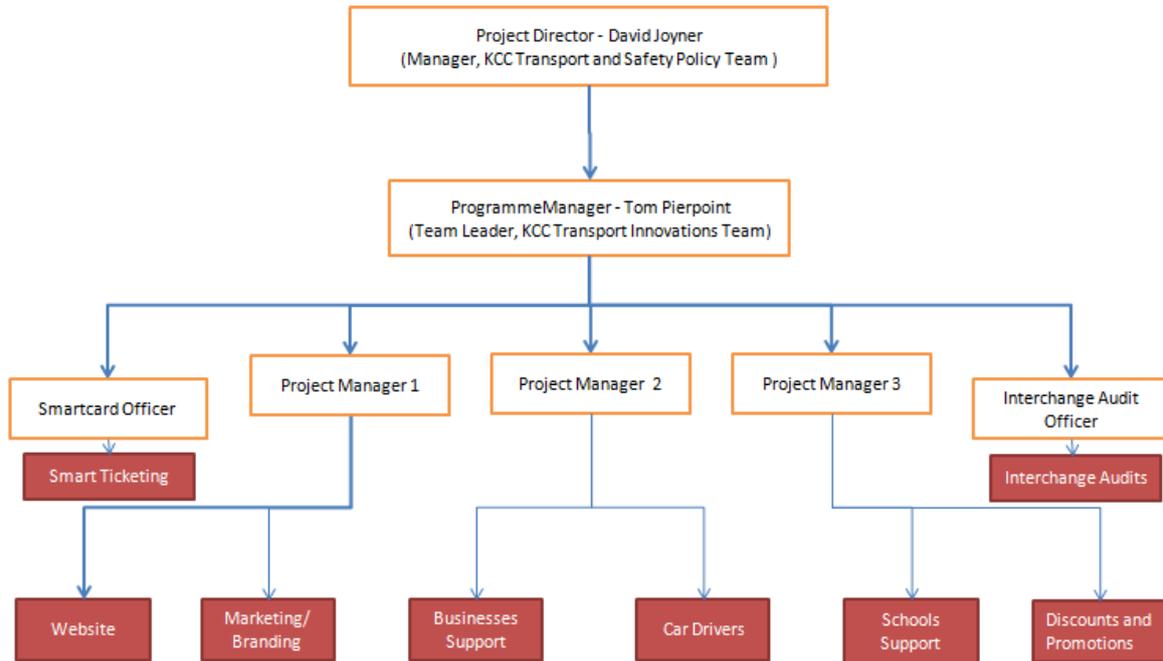
b) N/A

B7. Management Case – Governance

KCC Transport Innovations will be responsible for managing, administering and delivering the scheme as a whole. They will be responsible to the KCC Transport and Safety Policy Team Manager, David Joyner who will act as Project Director. The Transport Innovations, Team Leader, Tom Pierpoint will be Programme Manager and oversee the work of the project team. The team will consist of the Interchange Audit Officer who will be dedicated to undertaking this measure, an

existing Smartcard Officer who will work solely on taking forward the Smart Ticketing measure and 3 Project Managers each of whom will have responsibility for leading on two measures each.

All key decisions will be made by KCC Innovations Team following standard Council procedures and working in conjunction with partners where appropriate.



The following governance arrangements are proposed for the individual measures:

Measure	Manager	Delivery Lead	Main Delivery Partners	Responsibilities	Procurement	Accountability
1. Website/App	Transport Innovations (TI), Programme Manager	Project Manager 1	KCC Corporate Comms, Digital Services (DS)	TI - Consultation, Specification, Data, Monitoring, Ongoing Management & Development DS - Design & Procurement	TI agreement with DS Tender for Website and App via OJEU process	KCC Members KCC Project Director
2. Marketing & Branding	TI Programme Manager	Project Manager 1	KCC Corporate Comms, Marketing Services (MS)	TI - Consultation, Distribution, Events & Monitoring MS - Design & Printing	TI agreement with MS	KCC Members KCC Project Director
3. Support for Businesses	TI Programme Manager	Project Manager 2	Kent Channel Chamber Invicta Chamber Sustrans, Employment Engagement Officer (EEO) KCC Safety & Mobility Team (SMT) & British Cycling (BC)	TI - Consultation, Design, Delivery & Monitoring Chambers/EEO - Promote to businesses EEO - Link Thanet & Share good practice SMT & BC - Bikeability & Cycle experience	In house, plus TI agreement with partners	KCC Members KCC Project Director Chambers Board CRP/Sustrans Board BC Board
4. Support for Schools	TI Programme Manager	Project Manager 3	Head Teachers Association Sustrans, Schools Engagement Officer KCC Safety & Mobility Team (SMT) & British Cycling (BC)	TI - Consultation, Design, Delivery & Monitoring HTA/SEO - Promote to schools SEO - Link CRP & Share good practice SMT & BC - Bikeability & Cycle experience	In house, plus TI agreement with partners	KCC Members KCC Project Director HTA Board CRP/Sustrans Board BC Board
5. Interchange Audits	TI Programme Manager	Interchange Audit Officer	South Eastern (SE), Arriva & Stagecoach	TI - Consultation, Design, Management, Monitoring & Development; except SE @ Stations - Management, Monitoring & Development	In house, plus TI agreement with SE	KCC Members KCC Project Director Network Rail
6. Smart Ticketing	TI Programme Manager	Smart Ticketing Officer	Bus Operators	TI - Consultation, Specification & Monitoring Operators - Delivery & Monitoring	In house, plus TI agreement with partners	KCC Members KCC Project Director Operators Area Manager
7. Discounts & Promotions	TI Programme Manager	Project Manager 3	Service Operators	TI - Consultation, Specification, Administration & Monitoring Operators - Delivery	In house, plus TI agreement with partners	KCC Members KCC Project Director Operators Area Manager
8. Car Drivers	TI Programme Manager	Project Manager 2	Fleet Managers	TI - Consultation, Design, Delivery & Monitoring FM - Promotion	TI tender to 3 suppliers	KCC Members KCC Project Director
9. Management & Engagement	KCC Project Manager	KCC Project Director	KCC TI	TI - Project Management & Administration, Delivery and Evaluation of Measures	In house	KCC Members KCC Project Director

B8. Management Case - Risk Management

Measure	Key Risks	Probability	Impact	Mitigation	Responsibility
1. Website/App	That technical issues may delay or prevent progress	Low/Medium	High	Consultation with potential suppliers suggests aspirations are achievable using proven existing technology. However, detailed consultation should be undertaken ahead of each development stage	Project Manager 1
	That it will prove difficult to establish KCC website as the website of 1st choice over existing national sites such as Google or Traveline	High	High	Consultation to ensure suitability to local needs. Use of 'captive' users to provide foundation for take up and to generate word of mouth publicity. Ensure website offers something more than national sites; ie multi modal journeys, real time information, booking portals to local services	Project Manager 1
	That website will not be accessible to all	High	Medium	Ensure marketing makes clear potential users can call KCC call centre to access the website on their behalf	Project Manager 1
2. Marketing and Branding	Branding & Logo may not be accepted by all transport initiatives	Low/Medium	Low/Medium	Consultation suggests partners will accept as long as the branding & logo can be used alongside that of partners	Project Manager 1
	Branding & logo may not prove attractive	Medium	High	KCC Corporate Comms, Marketing Services have had significant success with previous similar initiatives. Consultation during the design process will be critical to ensuring success.	Project Manager 1
	Marketing materials and events may not prove attractive	Low	High	KCC Corporate Comms, Marketing Services have had significant success with previous similar initiatives. Consultation ahead of the design process and feedback following events will be critical to ensuring success.	Project Manager 1
3. Support for Businesses	Not all businesses may be receptive	Medium	Medium	Work with existing business partners and Chambers to establish an initial core group of businesses to receive programme and promote to others by word of mouth.	Project Manager 2
	Bikeability training and cycle experience may not lead to take-up of cycles for the commute to work.	Low/Medium	Medium	Target at to those businesses participating in Travel Plan development. Link to Cycle facilities (parking, showers, etc) in the workplace & bicycle User Groups (BUG). Identify cycle buddies.	Project Manager 2
4. Support for Schools	Not all schools may be receptive	Medium	Medium	Work with Head Teachers Association and Schools Engagement Officer to establish an initial core group of schools to receive programme and promote to others by word of mouth.	Project Manager 3
	Bikeability training and cycle experience may not lead to take-up of cycles for the journey to school.	Low/Medium	Medium	Target at to those schools participating in Travel Plan development. Link to Cycle parking & bicycle User Groups (BUG). Identify cycle buddies.	Project Manager 3
5. Interchange Audits	It may prove difficult to undertake comprehensive audits of all interchanges	Medium	High	Seek assistance from partners and extrapolate from audits for similar interchange points	Interchange Audit Officer
6. Smart Ticketing	May not be adopted by all operators	Medium	High	It will be critical to continue consultation with operators throughout the design and roll out of technology. LSTF revenue funds will be directed to supporting consultation and monitoring.	Smart Ticketing Officer
7. Discount Schemes	May be open to abuse by those who are not 1st time users or who have no intention of continued use beyond the discount period.	Medium	Low/Medium	Ensure a thorough assessment process and require participation in monitoring as a condition of receiving a discount. Follow up through monitoring of individual impacts	Project Manager 3
8. Car Drivers	Car drivers/Fleet managers disregard advice given over time.	Medium	Medium	Refresher courses to be provided. Follow up to courses to include surveys to establish levels of continued use.	Project Manager 2
9. Management and Engagement	Management resources lack the skills and capacity to successfully undertake the scheme in the time available.	Low	High	Programme Manager to establish a comprehensive project management and reporting process ahead of inception and to monitor progress initially bi-weekly and then on a monthly basis for the remainder of the scheme duration. Address any issues through input of other KCC or available expert staff.	Programme Manager

B9. Management Case - Stakeholder Management

As indicated by the letters of support submitted, a wide range of partners were consulted during the development of the bid and many of these have agreed to assist with delivery, including some who have also agreed to provide match funds. They include the SE LEP, all local MPs, the 12 District/Borough Councils, Public Health and 2 further health sector organisations, the local business community in the form of the two Chambers of Commerce for the area, the Head Teachers Association on behalf of schools, The University of Kent, Arriva, Stagecoach, Southeastern and Network Rail, and a number of third sector organisations including groups working with older and

disabled people. All organisations consulted indicated their agreement with the bid proposals and those not signing up to assist with delivery through a letter of support may yet become involved.

We will build on the consultation process already undertaken to continue to engage with stakeholders at all stages of the design, implementation and monitoring of measures to ensure they buy in to the smarter transport choices they offer and assist us in promoting them to others. This will include direct involvement in the early use of measures and the provision of feedback on their accessibility and function to seek continuous improvement in this. All partners supporting the delivery of the bid will sit on a wider delivery board forum, which will meet quarterly from the point at which the funding is secured to plan, oversee and monitor progress made with the delivery of the package of measures.

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

B10. The Commercial Case

The development and management of the Website and App will be procured through a full OJEU process. KCC will begin this process as soon as confirmation is received that our bid has been successful, and as the process can be completed in 4 months it would be possible to have the process complete and design work commenced at the start of the funding period.

The Smarter Driving Training programme will be procured using a 3 quotes process, which can be completed within 1 month. KCC would have this process completed before the start of the funding period to ensure that the programme could be rolled out immediately.

All other measures will be undertaken in house or in conjunction with an existing delivery partner, based on a documented partner agreement. All agreements will be established prior to April 2015 in order projects can commence at the start of the funding period.

The commissioning approach outlined above has been discussed and agreed with KCC Procurement and Section 151 Officer

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

Monitoring and evaluation will be built into the operating and administrative procedures for individual measures and the package as a whole. For example, a reporting function will be integrated within the website/app to ensure data on usage is captured and can be interrogated. This will include evaluation of hits on the website, the number of users converting to become a registered user and monitoring of journeys made by registered users to enable targeted marketing and promotion, which will then, in turn be evaluated. For Ticketing, data will be captured about smartcard use and this will be explored through software to which this information is downloaded. Information will be recorded internally on the distribution of marketing materials and the marketing events that take place including what was given or undertaken for whom, where and when. Based on this, a distribution profile will be established and any gaps apparent can be filled. There will be bespoke elements within this for capturing activities relating to Business and School support activities and working in conjunction with suppliers specific database established to monitor take up of Bikeability, Skyride, Discounts and Promotions and the Car Drivers programme.

The traffic counts at congestion hot spots will be repeated annually to track any change in vehicle flows by mode and to evaluate this against the outcomes predicted. It will also be possible to ensure some of the metrics included on the appraisal pro-forma for which we do not currently collect data (average cycling speeds, vehicle hours, mode share including car occupancy and walking, average

wait time and trip distance for bus users) are monitored going forward. Interaction with users through the website registration process should allow us to pinpoint the reasons for any change in these metrics and in particular how much this was due to use of the website or the marketing campaign and how much it was due to the hard measures in place or other external factors. To supplement information from the website where necessary, surveys will be undertaken to ensure views are captured from a wide group of users. This will include online surveys attached directly to use of the individual services available through the website, site surveys of users on bus, on rail, at transport interchanges or by observation, surveys given out at marketing events, through schools or businesses, specific consultation events organised, postcard surveys and monitoring of social media posts, etc.

Individual Project Managers will have responsibility for monitoring and evaluating data captured, undertaking surveys, organising and administering consultation groups and obtaining feedback from users about their experience using the projects they are responsible for. They will provide this information to the Programme Manager in the form of monthly reports. The Programme Manager will be charged with evaluating and collating this into a single monthly report on the take-up and impacts of the package as a whole for internal use within KCC, to meet the reporting requirements of the DfT and less frequently, for public dissemination. Case studies will also be produced on the individual measures based on these reports over time in order that good practice and lessons learned can be shared with others. We also envisage running a workshop towards the end of the programme, in particular to disseminate information on the progress and impact of the website and any technical issues or other barriers to development that may be encountered with this.

Key Performance Indicators will be established for each measure based on the outputs and outcomes identified in the benefits table at B3 and good practise in the monitoring and evaluation of soft measures and behaviour change as specified in the guidance issued by DfT and others.

SECTION D - Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for Kent Connected I hereby submit this request for approval to DfT on behalf of Kent County Council and confirm that I have the necessary authority to do so.

I confirm that Kent County Council will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: David Joyner

Position: Transport and Safety Policy Team Manager

Signed:



D2. Section 151 Officer Declaration

As Section 151 Officer for Kent County Council I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Kent County Council

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution;
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties;
- accepts responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme;
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2015/16;
- confirms that the authority has the necessary governance / assurance arrangements in place and the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place.

Name:

Andy Wood

Signed:

