



Department
for Transport

Access Fund for Sustainable Travel Revenue Competition - Application Form

Bids should be no more than 30 pages long (excluding the cover page, S151 officer signature page, and any supporting documents listed as exempt in the [guidance document](#)).

Applicant Information

Local transport authority name(s):

Kent County Council

If the bid is a joint proposal, please enter the names of all participating local transport authorities and specify the lead authority

Bid Manager Name and position:

Mrs Kerry Clarke, Team Leader, Transport Innovations, Kent County Council

Name and position of the official with day to day responsibility for delivering the proposed package of measures

Contact telephone number: 03000 411661

Email address: Kerry.Clarke@kent.gov.uk

Postal address: Kent County Council,
First Floor,
Invicta House,
Maidstone,
ME14 1XX

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: Step Ahead of the Rest (StAR)

A2. Headline description:

StAR is an integrated package of measures to meet Kent County Council's strategic aim that 'Kent communities feel the benefits of economic growth by being in work, healthy and enjoying a good quality of life'. The measures proposed support economic development and healthy lifestyles by encouraging use of active and sustainable modes of travel to access employment, education and training. They are targeted at locations that have received LGF investment, as well as significant economic development sites across Kent due to be completed before 2020, and will build on previous LSTF schemes e.g. the Kent Connected website (<https://kentconnected.org/>).

A3. Type of bid

a) This bid is:

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

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

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

A4. Total package cost (£m): £1,745,770.70

A5. Total DfT revenue funding contribution sought (£m): £1,451,657.20

A6. Local contribution (£m): £294,113.50

Figure 1 – Make up of local contribution

Measure	Source	17/18	18/19	19/20	Total
Wheels 2 Work	East Sussex RTP	£65,500.00	£0.00	£0.00	£65,500.00
Brief Interventions	Ebbsfleet Development Corporation	£10,400.00	£10,400.00	£10,400.00	£31,200.00
	Southeastern	£7,320.50	£7,320.50	£7,320.50	£21,961.50
Workplace Travel Challenge	Kent Sport	£9,435.00	£9,435.00	£9,435.00	£28,305.00
Park and Walk/Cycle	Canterbury City Council	£4,500.00	£0.00	£0.00	£4,500.00
Bike Pool/Bike Loans	Mid Kent College	£2,500.00	£2,500.00	£2,500.00	£7,500.00
Project Management/Events	Kent County Council	£45,049.00	£45,049.00	£45,049.00	£135,147.00
	TOTAL	£144,704.50	£74,704.50	£74,704.50	£294,113.50

A7. Equality Analysis

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

Yes No

A8. Partnership bodies:

The delivery and a range of supporting partners for each measure proposed are listed in the table below, together with a brief outline of their responsibilities.

Figure 2 – Table of Partners

Measure	Specification & Procurement lead	Delivery Partner/s	Responsibilities	Supporting Partners
Project Management				
Project Management & Events (F/T Post)	KCC Transport Innovations (KCC TI)	Kent County Council, Transport Innovations (KCC TI)	KCC TI will employ a staff member who will lead on the programme management and events schedule	All partners listed below
Business Engagement Officer (F/T Post)	KCC TI	KCC TI	KCC TI will employ a staff member to lead on support to businesses, training agencies, employees & trainees.	All partners listed below
Support & Colleges Engagement Officer (F/T Post)	KCC TI	KCC TI	KCC TI will employ a staff member to lead on support for schools, colleges, & students.	All partners listed below
Community Rail Partnership (P/T Post)	KCC TI & Community Rail Partnership (CRP)	CRP/Sustrans	CRP/Sustrans will employ a staff member to lead on support for businesses, school, colleges & training agencies along the two community rail corridors.	All businesses, training agencies, schools, colleges, District & Borough Councils within Swale Rail & Medway Valley corridors
Access to Business				
Workplace Travel Challenge	KCC TI	Kent Sport & Public Health	KCC TI, Kent Sport and KCC Public Health will co-commission and manage an expert provider to deliver a workplace challenge programme to businesses across the county focussed on the journey to work. Includes an interactive website and various prizes for employee engagement.	KCC TI, Businesses across Kent, District and Borough Councils, CRP
Brief Interventions	KCC TI	KCC Public Health, Training provider, Southeastern, Ebbsfleet Development Corporation (EDC)	KCC TI will adapt the successful Public Health programme to support active travel. Staff will be trained to provide brief interventions at events to be held at locations that have received LGF funding and new economic developments. EDC have employed 3 new staff who will be trained in brief interventions and will deliver these to new residents as well as assist at events to encourage use of active modes for the journey to work, education or training. Southeastern will provide prizes as incentives for commuters to engage at the events.	Southeastern, CRP, District and Borough Councils, EDC
Wheels 2 Work	KCC TI	East Surrey Rural Transport Partnership (ESRTP), Action for Rural Communities in Kent (ARCK)	ESRTP will extend their existing Wheels 2 Work scheme to East Kent. The scheme will be hosted by Action for Rural Communities in Kent, who will also provide employment support to participants. Supporting partners will refer participants. The scheme will be rolled out to remaining areas of Kent based on the experience gained in East Kent.	DWP, Businesses, Colleges, Apprenticeship and other Training Providers, Swale Council, Canterbury Council, Ashford Council
Access to Education				
Youth Travel Ambassadors	KCC TI & KCC Safer Mobility Team	KCC Safer Mobility Team	KCC Safer Mobility Team will employ a Co-ordinator to be an inspirational role model, engage with schools and colleges across Kent and recruit Youth Travel Safety Ambassadors (up to 8 volunteers per school/college). Ambassadors will encourage students to take up active travel for the journey to/from school/college and support those that do.	KCC TI, Schools & Colleges across Kent, District and Borough Councils, CRP, KCC Safer Mobility Team
Small Steps	KCC TI, KCC Safer Mobility Team	KCC Safer Mobility Team	KCC Safer Mobility Team will design and deliver 72 small steps courses per year (216 over the life of the programme) to primary school students.	Primary Schools across Kent, KCC Safety Partnership, Small Steps Area Co-ordinators, District and Borough Councils, Living Streets, CRP
Cycle Training	KCC TI, KCC Safer Mobility Team	KCC Safer Mobility Team	KCC Safer Mobility Team will design and deliver beginner, intermediate and advanced cycle training courses to students at secondary schools & colleges across Kent, with the aim of encouraging them to cycle to/from education or training and prepare them for the journey to work.	Schools & Colleges across Kent, KCC Safety Partnership, Community Wardens, Sustrans, KCC Public Health, British Cycling, District and Borough Councils, CRP
Access for All				
Cycle Rangers	KCC TI	Sustrans	Sustrans will recruit and manage volunteer cycle rangers to patrol and audit key cycle routes serving workplaces, colleges and schools in Dartford, Gravesham, Canterbury and Ashford districts of Kent on a rolling programme that will continue across Kent beyond the duration of access funds.	KCC Highways, KCC TI, Living Streets, Businesses, Colleges & Schools, District and Borough Councils, CRP
Park and Walk/Cycle	KCC TI	CCC Cyclopark and GBC SBC	KCC TI will work with Canterbury City Council (CCC), Gravesham Borough Council (GBC), Cyclopark and Swale Borough Council (SBC) to implement Park and Walk/Cycle schemes in Canterbury, Gravesend and Sittingbourne. Year 1 launch at two Canterbury P&R locations, year 2 expand to 3rd Canterbury P&R site and Gravesend (at Cyclopark), Year 3 roll out to Sittingbourne (2 locations)	GBC, Cyclopark, CCC & SBC, Businesses, Schools, Colleges & Training Agencies in these areas, Southeastern, Sustrans
Bike Loans	KCC TI	Cycle Community CIC/Mid Kent College	Cycle Community CIC will make 40 bikes per year available to businesses, schools, colleges and training agencies in the area for loans to employees, students & trainees wanting to trial the use of cycles for their journey to work, school/college or training.	Businesses, Colleges, Secondary Schools & Training Agencies, KCC Safer Mobility Team, Sustrans, CRP
Signage Refresh	KCC TI	KCC TI	Provision of signage/wayfinding for routes to key employment, education and training sites.	Sustrans, Living Streets, District & Borough Councils
Project Resources				
Cycle Videos on Kent Connected	KCC TI	KCC TI, Red Bullet, Sustrans	KCC TI will commission professional videos and utilise videos from Cycle Rangers to promote the use of active modes for the journey to work/school/College. Videos to be made available on the Kent connected website. Those cycling or walking to work will also be encouraged to video their journeys to work, college or school and put these onto social media to motivate others.	Businesses, Colleges, Secondary Schools & Training Agencies, KCC Safer Mobility Team, Sustrans, CRP
Walk/Cycle maps	KCC TI	KCC Corporate Comms, Designer, Explore Kent, PROW	KCC TI will commission walk and cycle maps to illustrate key routes to employment sites, colleges and schools and make these available to the Kent Connected website, at events, promotions and directly to the sites served.	Southeastern, CRP, Sustrans, British Cycling, Living Streets, District & Borough Councils
Cycle corridor route assessments and wayfinding strategies	KCC TI	KCC TI	KCC TI will commission detailed audits of 3 Towns (1 per year) identifying key cycle to work, school and college routes and any existing barriers for walking and cycling.	Sustrans, Living Streets, District & Borough Councils, CRP
Bicycle Recycle	KCC TI	Cycle Community CIC/Goldwyn Special School	Cycle Community CIC will work with Goldwyn School to recycle donated bikes. The bikes will be sold back to the local community at events organised by Cycle Community as either Recycle Ashford or Recycle Outreach Programmes. 40 per year will be made available for the Bike Loans Measure above.	Southeastern, Sustrans, KCC Safer Mobility Team, Mid Kent College, Ashford Borough Council, Businesses, Colleges, Schools & Training Agencies across Kent

SECTION B – The Business Case

B1. Project Summary

Overview

In recent years, with the support of successful LGF/LSTF capital and revenue bids both for 2011/15 and again for 2015/16 Kent County Council, Transport Innovations (KCC TI), have worked hard to encourage the take up of sustainable modes of travel for the commute to school and employment. The infrastructure improvements and range of schemes provided were initially focused on schools and more recently on businesses and have subsequently led to us establishing a substantial number of partners to assist us in delivering travel behaviour change amongst students and employees alike. This is reflected in our monitoring of the modal split for journeys to schools and businesses which for schools in particular highlights a reduction in the use of single occupancy cars of 7.5% since 2013 and a consequential increase in the use of public transport, cycle/scoot and walking, as illustrated below.

Figure 3 - Reported modal share by primary schools in all districts of Kent

(NB 2016 to date – further surveys due in. Also the survey has been adapted for 2016 so the bus figures need to be added together to compare with previous years, park & walk used to be included with 'walk', scoot & skate wasn't included previously)

mode	2013	2014	2015	2016
	82 surveys	173 surveys	160 surveys	99 surveys
other	1.3 %	1.1 %	1.5 %	0.3 %
car share	3.7 %	4.4 %	4.0 %	3.5 %
car (alone)	42.6 %	41.9 %	40.9 %	35.1 %
rail	0.1 %	0.1 %	0.1 %	0.2 %
public bus				1.2 %
school bus				0.7 %
bus (all types)	1.4 %	2.4 %	1.5 %	
cycle	3.2 %	3.2 %	3.3 %	3.1 %
scoot/skate				4.2 %
park & walk				11.8 %
walk	47.7 %	46.9 %	48.7 %	39.9 %

Amongst businesses the individual successes being achieved are masked by a steadily increasing number of businesses continuing to engage, many of which have only recently implemented measures to encourage modal shift amongst their employees. Nevertheless, a notable uplift in the use of car sharing for travel to work has been generated. We expect to see this extended to other sustainable modes (with a consequential reduction in single occupancy car use) going forwards as the measures introduced start to impact on increasing numbers of employees.

Figure 4 – Reported modal share by businesses in all districts of Kent

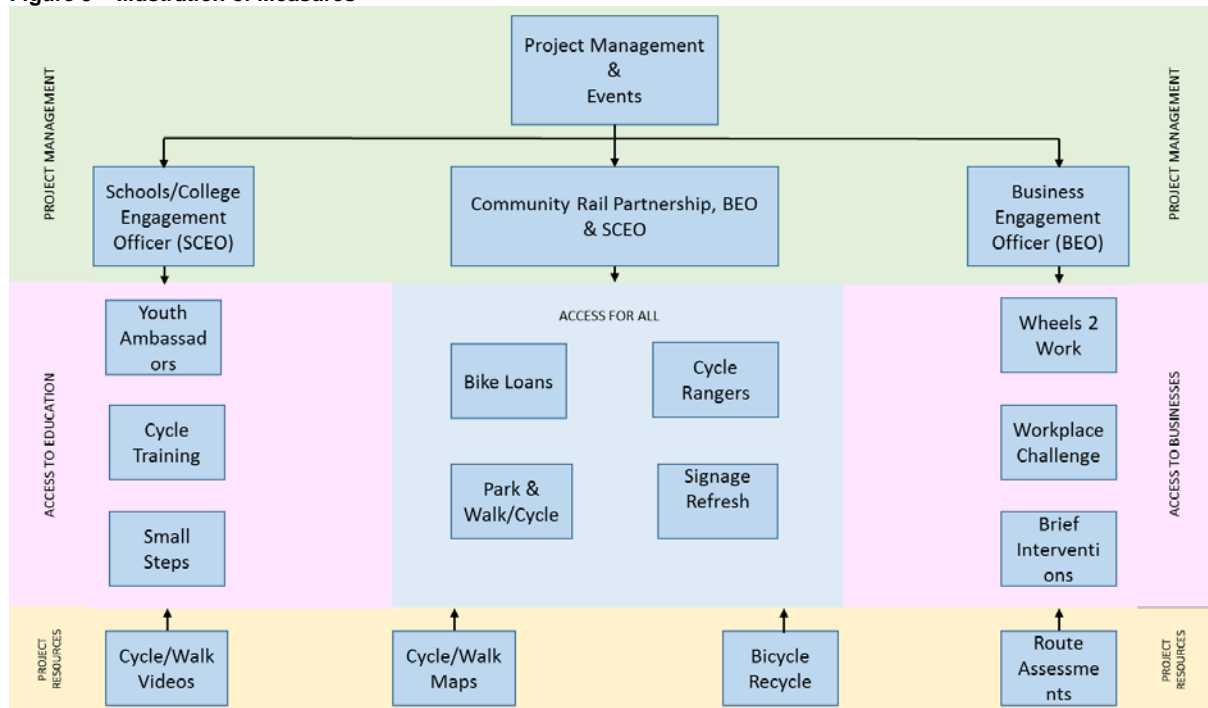
Mode	2015	2016
bus	5.7%	2.80%
car share	5.70%	8.40%
cycle	3.10%	2.80%
walk	8.00%	6.10%
other	0.70%	0.90%
rail	4.40%	3.40%
car (alone)	72.40%	75.60%
	25 surveys 547 replies	38 surveys 1,452 replies

KCC TI and our partners are keen to build on this success. To do so we have devised an integrated package of measures, based on the experience we have gained, combined with proven techniques for behaviour change, that will add to and complement the large number of tools we now have available to work with our growing network of businesses, colleges, schools and training agencies. The measures proposed focus in particular on encouraging employees, students and trainees to take up active travel modes to access work, education and training, in line with the objectives of

Government's Cycling and Walking Investment Strategy and guidance for the Access Fund for Sustainable Travel.

The diagram below illustrates the individual measures proposed and the broader themes within which these are, loosely, grouped. The Project Management measures (in green) and the Project Resource measures (in yellow) will support the core measures (in pink) targeted directly at encouraging use of active travel modes for access to businesses and education, and those (in blue) targeted at ensuring access (to businesses and education, by active travel mode) is available for all.

Figure 5 – Illustration of Measures



Kent County Council (KCC) is developing an Active Travel Strategy for Kent, which is in final draft format with a view to adoption in autumn 2016. The development of this strategy was led by evidence of best practice in transport and health guidance, and shaped by engagement with over 70 stakeholder organisations representing the full spectrum of the Kent community. The Strategy went to public consultation and received over 500 responses. The insight from this development process revealed the issues, barriers and areas of focus for improving sustainable and active travel in Kent. The schemes proposed in this document were developed in direct response to this consultation and engagement with Kent residents.

The Step Ahead of the Rest (StAR) package also links to and builds on the success of our LSTF projects, especially Kent Connected (2015/16 revenue bid) and the LGF capital infrastructure schemes delivered since 2015. The measures will be targeted in particular (although not exclusively) at locations which have received LGF investment as well as major economic development sites across Kent that have recently been completed or are due to complete between now and 2020. Where appropriate, measures will also be targeted at populations with health risks from lower levels of physical activity or those with under-represented access to transport for employment, education or training.

Notionally the measures are divided into:

- Project Management measures;
- Project Resource measures;
- Access to Education measures - Measures specifically aimed at equipping students with the necessary skills and experience to actively travel to school or college. These measures will be managed by the Schools/Colleges Engagement Officer

- Access to Businesses measures - Measures specifically aimed at enabling active travel for the commute to employment or training and stimulating economic growth by improving access to jobs. These measures will be managed by the Business Engagement Office; and
- Access for All - Measures which will be aimed at both the commute to employment or training and access to education. These measures will be distributed between the two engagement officers to manage

The narrative below provides a brief description of each of the core and resource measures proposed, alongside some of the key links they will make. This is followed by a table identifying the qualitative benefits, key outputs and outcomes generated by each.

Core Measures – Access to Businesses

Workplace Travel Challenge

Healthy and active employees lead to a more productive workforce, reduced sickness absence and when delivered at-scale, have a positive impact on economic growth. Workplace Challenge is a national programme managed by Sport England and is delivered locally by the County Sports Partnerships (CSP). It began in Kent in 2014 and is co-commissioned by Kent Public Health. Kent Sport is one of 45 CSPs in England under Sport England governance, with a remit to promote sport, physical activity and health improvements in the UK, co-ordinated through the National County Sports Partnership Network.

Businesses and other organisations across Kent are invited to take part in the current 'Workplace Challenge', by signing up to Kent Sport's website and logging the activity they and their employees (the 'team'), undertake. This can be anything from a 15 minute walk at lunchtime to football training with friends, and encourages and incentivises active travel as a means of increasing levels of physical activity. The website enables the activity to be monitored and points are awarded based on the number and type of activities undertaken. These points can then be reclaimed in the form of prizes. Membership is free and many of the prizes are donated by participating businesses.

The scheme has achieved significant success in encouraging physical activity with:

- Over 1900 people engaged with the programme;
- Over 300 workplaces signed up and supporting the Challenge; and
- 25 Workplace Champions trained.

KCC TI will work with Kent Sport, combining our expertise and contacts with businesses, to develop the Workplace Challenge measure to focus specifically on the journey to work, education or training. This will follow the proven techniques already established, to set a challenge specifically for the mode of travel to work. Points will be awarded for use of sustainable travel modes and the greatest points for use of active travel modes. Prizes will be provided both in the form of donations from businesses and through the support of the access fund.

The challenge will be promoted through Kent Sport, Kent Public Health and the Kent Connected website, with the latter offering a link directly to the challenge website.

Workplace Challenge will attract 1500 new users to the challenge over the 3 year programme, resulting in 600 participants converting to active travel of with 135 participants will switch from car use to cycling for the commute.

Workplace Challenge will link with a number of other measures in the access fund bid package, in particular:

- Brief Interventions - The challenge will be promoted at all events delivering the Brief Interventions measure;
- Bicycle Recycle and Loans – providing bikes for those who wish to take part; and
- Project Management – The challenge will be promoted by the Project Management Team including the CRP post holder

Brief Interventions

Changing behaviour is a key facet of public health service delivery. Brief interventions (BI) is a brief conversation, led by a trained practitioner with any member of the public, with a view to understanding and changing their behaviour. Following principles of Motivational Interviewing, BI is a

cost-effective way of supporting members of the public to increase their levels of activity by choosing active modes of travel for short journeys. Brief interventions are amongst the most cost-effective of public health interventions and are recommended by the National Institute for Health & Care Excellence (NICE), the national health guidance body.

The brief interventions measure builds on a recent highly successful behavioural change scheme developed by Kent Public Health, which increased walking and cycling in participants who were previously physically inactive. Brief interventions will take this concept and apply it, in the form of combined active travel and sustainable transport advice, in a number of different environments where it can be used specifically to encourage the use of active travel modes to access work or education.

This will include the provision of brief interventions at:

- Businesses, Colleges, Schools and Training Agencies engaged by the Project Management team;
- Promotional events at economic development sites or new LGF funded sustainable transport infrastructure see Figure 6 for the schedule of events);
- Station events, organised with Southeastern to promote cycling and walking to access work or education from stations in Kent that have recently upgraded their sustainable transport infrastructure with support from LGF (Maidstone East, Snodland, Gravesham, etc); and
- Events organised in conjunction with the Kent Community Rail Partnership to promote the use of active modes to commuters and students.

These locations are selected as all are used by a high proportion of commuters seeking to access schools, colleges and businesses. Using active travel for part-journeys that include public transport is a key aspect of the Active Travel Strategy being developed by Kent County Council, so delivery of behavioural change interventions at these locations will support wider KCC strategic policy. Staff at these sites or attending events will be trained in the techniques required to provide brief interventions. The brief intervention will raise awareness of and assess a person's willingness to engage in further discussion about use of active travel modes and healthy lifestyle issues, encourage the individual to set goals or targets, and discuss barriers to using sustainable and active travel.

At least 7 events will be held per year totaling a minimum of 21 events, engaging 2,760 commuters and converting 280 individuals to actively travel for their commute.

Wheels to Work

Kent is a large county without a major city or urban conurbation and as such has a significant dispersed rural population that is difficult to serve with public transport and has many areas facing health inequalities as a result of their location. The Kent Downs and High Weald Areas of Outstanding Natural Beauty (AONB) have populations suffering deprivation which, due to AONB status putting restrictions on housing, industry and infrastructure development, are restricted in their access to services and employment. Low population numbers in these areas also means public services like transport and health are targeted elsewhere, putting residents at greater risk of poor health through relative deprivation. The same issues are seen in deprived rural coastal areas like the Romney Marshes and Isle of Sheppey. These residents are required to travel to access opportunities for employment, so schemes to improve service accessibility and transport options have significant economic impact in these areas.

We will establish Wheels to Work in East Kent with the aim of rolling this out across all rural areas in Kent over time. Our delivery partner for this will be East Surrey Rural Transport Partnership (ESRTP) who has significant experience of providing Wheels to Work in East Surrey and already provide a limited provision in rural West Kent as an extension to this. They will partner with Action with Communities in Rural Kent (ACRK - also known as Rural Kent) who offer a local presence and have been instrumental in contacting potential referral agencies (Department for Work and Pensions (DWP), Colleges, Training agencies, etc.) who have expressed an interest in supporting the measure.

The main focus of Wheels to Work is on assisting those in rural areas, especially young people who are unemployed and whose main barrier to accessing work or training is a lack of available transport. To do so they offer a range of scooters and bicycles that can be loaned to anyone who has been offered the opportunity of a job or training placement but are unable to take this up because of the

transport difficulties they face. Alongside the scooter or cycle loan and training to ensure they use and maintain this safely, the scheme also offers 'Tailored Personal Employability Support' to the individuals using them, to assist them in retaining the position or course they take up.

We will make 30 scooters and 15 cycles available in Canterbury, Swale and Ashford in Year 1 of StAR. Over the life of the scheme the scooters will enable at least 75 individuals and the cycles at least 45 individuals to access work or training. This is based on each client being loaned a scooter or cycle for a year before returning it to the scheme for someone else to use, although some will retain the vehicle for a shorter or longer periods depending on their needs.

Using existing relationships and the referral systems of the ES RTP and Rural Kent, plus targeted promotion via ACRK's rural network the scheme will make direct contact with vulnerable and hard-to-reach young people, with the aim of identifying an initial 25 NEETs with existing or potential transport needs who would benefit from customised support, built around the loan of a scooter or cycle. Once preparatory work and initial training is complete, some might use their scooter or cycle immediately to travel to work or training, others to research job opportunities or attend interviews and some may even use it, on a self employed basis, to undertake parcel/take away delivery work. Each will be supported throughout this 2nd phase by a personal Adviser.

Following the existing ACRK model, the aim is to assist the majority of participants into employment by the end of the first year and support them to remain in work over the second. At the end of the loan period those remaining in work and still needing transport will be assisted to find other solutions (buying their own bike; staying with W2W but moving to a more commercially viable rate or 'Loan 2 Own'; to seek sponsorship; or to establish a car sharing arrangement; etc).

The measure will link in particular with:

- Bicycle Recycle – to supply bikes to those exiting the scheme;
- Bike Loans;
- Cycle training;
- Cycle rangers and Youth Travel Ambassadors; and
- Cycle videos.

Core Measures – Access to Education

Youth Travel Ambassadors

In Kent there is a consistent year on year spike in pedestrian casualties in the 11 to 16 age group. The majority are caused by poor pedestrian or cyclist behaviour or an error in judgement, such as failing to look, failure to judge the speed of an oncoming vehicle or being careless, reckless or in a hurry. KCC's consultation for the ATS as well as NICE guidance on Active Travel also raise perceptions of safety as a key factor in people in this age group choosing to avoid active travel in preference to being a passenger in a private car. The age group also sees a significant drop off in levels of physical activity and increase in levels of obesity.

Improving the safety of active travel in this age group will therefore address not only transport but also public health and road casualty issues by shifting travel behaviours to sustainable and active modes. The Youth Travel Ambassador scheme will target the 11 to 19 age group to promote active travel for the journey to school or college, alongside teaching and promoting safer road user behaviour to help address the above. The scheme will be led by the KCC Safer Mobility team which already has significant experience of delivering a Junior Road Safety Officer scheme to over 150 Kent primary schools. It will build on a programme developed by Transport for London (TfL) which has proved highly successful, with 59% of students participating stating they have become more conscious of the impact of their travel choices and 76% that they were more aware of their safety on the road.

The measure has 3 key objectives:

- Sustainable and active modes of travel to school;
- Road safety; and
- Travelling independently.

A Scheme Co-ordinator will be recruited to engage with secondary schools and colleges across Kent and encourage them to participate. The Co-ordinator will identify 25 schools to establish a Youth

Travel Ambassadors programme and subsequently establish up to 8 Ambassadors in each school to deliver this. Each team of Ambassadors will work together to design a campaign, education or training initiative aimed at fellow students. This will focus on the three objectives above and set targets for the change they wish to see e.g. increase in number of students walking/cycling to school/college, increase awareness of safety issues amongst students, etc. The Scheme Co-ordinator will act as an inspirational role model and assist the Youth Travel Ambassadors to develop their campaign. They will visit each school up to 10 times over a year and at these sessions they will also help to develop the Youth Travel Ambassadors social and employability skills.

Where possible, priority will be given to schools in areas of higher deprivation that experience greater health inequalities. Pupils in these areas are likely to have lower levels of physical activity, lower levels of parental and adult support and will benefit the most from supported interventions to improve independent travel. These interventions will be delivered to complement and add value to current KCC Public Health commissioned services for this age-group, including the Healthy Schools programme and the 'Headstart' 5-19 resilience programme. This will ensure that the measure has the highest impact in improving the general wellbeing of students as well increasing their use of active modes.

Ambassadors will take part in 2 workshops over the duration of the programme with other Ambassadors from across Kent. At these workshops they will carry out group work and activities aimed at generating exciting and innovative ideas for use in their school campaigns. As part of the scheme Ambassadors will also carry out project work which will ultimately build their confidence and a range of skills to support their progression into the world of work, increasing their employability (e.g. confidence, speaking publicly, analysing data, intelligence, persuasive argument and behaviour change techniques).

The programme will engage with 25,000 students over the 3 years (1000 per school) and 14,750 of those will become more aware of the impact of their travel choices.

The measure will link in particular with:

- Cycle journey videos;
- Cycle training;
- Bicycle Recycle;
- Bike Loans;
- Wheels 2 Work; and
- Park and walk/cycle

Small Steps

Small Steps was developed from the DfT pilot 'Kerbcraft' and has operated in Kent since 2006. It is designed to teach children as young as five the essential skills needed to cross the road. The recent engagement events for the KCC Active Travel Strategy showed that perception of safety in parents is a key barrier preventing active travel to primary school. Small Steps does not lead to independent travel as children will still need to be accompanied by an adult, but it does encourage parents to walk to school with their children rather than to always use the car.

The scheme will be focused on areas of deprivation where possible as this also delivers public health outcomes. Children in these areas are less likely to have engaged parental support or meet recommended levels of physical activity, therefore National Health guidance recommends using programmes that develop parental involvement and support to improve travel safety and increase levels of physical activity. Where it is provided it has also had a notable impact on reducing child casualty figures and establishing life skills that serve children well into the future.

Small Steps is currently on offer to key stage one children (aged 6/7 yrs) who attend schools in areas with high child casualty figures and/or areas of deprivation. The scheme is delivered by KCC Safer Mobility Team over a 7-8 week period. Previously 50 courses were delivered a year but unfortunately due to funding this has reduced to under 10 schemes over the last 2 years. However, there is substantial demand for the scheme from schools and excellent feedback where it has been delivered. Schools are introduced to the scheme via contact from the area co-ordinator and prioritised by accident data and socio-economic factors. A school is offered a place on the condition that they fit the initial criteria and that the location of the school is suitable to carry out the scheme.

Other factors include the school's willingness to take part and the guarantee of parental support in order for the scheme to run.

We would like to extend the scheme to add a further 72 courses per year (216 over 3 years) to our current programme. This will provide training for an additional 2160 children per year (across approximately 55 schools), equivalent to 6,480 children over the 3 years of the programme. We will also add on a 'consolidation and evaluation' session per scheme. The lead trainer will visit each class in a later school year to build on the principles learnt previously and assess what the children have retained and their behaviour around road safety. This will provide insight into the success of the scheme in influencing long term behaviour and preparing children for transition to secondary school.

Small Steps will link in particular with:

- Park and Walk/Cycle;
- Walk/Cycle maps;
- Cycle Training;
- Brief Interventions;
- Cycle/Walk videos

Cycle Training

The KCC Safer Mobility team will provide cycle training to young adults seeking access to education, employment, and training by partnering with the support agencies working with these to offer bespoke training interventions. In 2015-16 LSTF funding was secured, which subsidised the development of 4 types of adult courses and these were provided at 13 different venues across Kent by the team. A total of 226 people received training, although the public interest in the courses was much higher than the actual attendance.

Approximately 72% of people attending the courses were female, and 53% of all attendees were aged between 35 and 54 years. This meant the programme also met public health objectives, as women are less active than men at all ages, under-represented in sport and recreational training and coaching programmes. Inactivity increases with age so the mid-life age profile of participants demonstrated that these programmes can deliver key health as well as transport outcomes.

For the 2015/16 measure:

- We received an average course rating of 9.8/10;
- 100% of our instructors were rated as 'excellent' and their advice described as 'very helpful';
- 66% of attendees indicated that they felt they had more confidence as a result of attending the course;
- 33% indicated that they are very likely or likely to cycle more for utility purposes;
- 90% indicated that they are very likely or likely to cycle more for leisure; and
- 100% of attendees said they would recommend their course to a friend.

The Cycle Training for StAR will focus in particular on young adults seeking access to education, training and employment. To achieve this, the training will be promoted specifically to Job Centres, Recruitment agencies and further education colleges/universities in Kent. We will also offer it as an additional element to certain Apprenticeship schemes.

The training will essentially be free of charge, but based on previous experience we propose to charge a 'booking fee', which is returned on attendance in the form of cycle accessories. We will also link with the 'Bicycle Recycle' scheme to provide bikes for young adults to ride during their training course if they don't already have one. Subject to completion of the course, they will be allowed to keep the bicycle to improve their mobility and employment opportunities.

Three types of Cycle Training will be offered:

- Beginner/Learning to ride – on a demand basis for those who cannot ride a bicycle;
- Confident Road cycling – along the lines of Bikeability Levels 1 & 2 and intended to give people sufficient skills and confidence to ride on normal roads and town centres; and
- Advanced Cycling – on a demand basis, intended to give people the skills and confidence to negotiate busy urban/traffic environments and faster roads, with similar outcomes to Level 3 Bikeability.

1095 students and employees will receive cycle training through this measure, resulting in 33 trips to education and/or employment being transferred from car to bike.

We will also continue to offer Cycle training to local businesses in Kent, to encourage their employees to cycle to work and continue our work with public and private sector teams, who can cycle in the course of their work e.g. parking attendants & Civil Enforcement Officers.

The measure will link in particular with:

- Bike loans;
- Bicycle Recycle;
- Walk and cycle maps;
- Brief interventions/Events;
- Wheels to work;
- Park and Walk/Cycle; and
- Support for businesses and students leaving education;

Core Measures – Access for All

Cycle Rangers

Encouraging sustainable and active travel requires safe, well-maintained and appropriate routes that link residential areas and key community services. One major theme coming from the insight work that informed the development of Kent's Active Travel Strategy was that the public in Kent want fit-for-purpose, joined-up routes that people want to use.

To address this, KCC TI will work with Sustrans to develop a Cycle Rangers measure that will recruit and train volunteers to adopt and care for cycle paths serving key employment and education sites. In year 1 we will pilot the measure in the Dartford and Gravesham area, in year 2 roll it out to Canterbury and year 3 to Ashford. Based on the experience gained from these initial pilot initiatives we then seek to extend the scheme across the whole of Kent.

The measure will recruit up to 30 volunteers for each district covered (60 new recruits over the duration of StAR). Each group of volunteers will take responsibility for all key off road cycle paths, donating 6 hours of their time per month to patrol their adopted routes (approximately 2km per volunteer). Sustrans will co-ordinate the teams and ensure all key paths are inspected at least once every month. Rangers will patrol paths either on foot or by cycle depending on their intentions for the visit. Their responsibilities will include dealing with minor issues themselves and reporting any faults or defects that need escalating for the attention of the local authority such as:

- Drainage, potholes, fencing, gateways and vandalism;
- Blocked access, poor signage or markings;
- Major vegetation growth;
- Persistent litter, fly-tipping and fouling by dogs;
- Checking signage every month, and either reporting missing signs or replacing them with temporary signs;
- Keeping signs clear of vegetation by cutting back overgrowth, wiping them as needed to keep them clean, removing graffiti where possible;
- Cutting back brambles/nettles encroaching on traffic free routes, and reporting larger problems of vegetation overgrowth;
- Minor litter clearance
- General support and guidance to users on the use of the path, directions, advice on cycling and walking (including brief interventions) and its benefits, buddying and general encouragement to users to continue using active modes to access work or education

Issues which require escalation to KCC will be logged using the existing Customer Service Module and forwarded to the KCC maintenance team for them to address. All Rangers will also be encouraged to participate in the Cycle and Walk Videos measure. 6 Rangers will be provided a Go-Pro or similar camera and trained in its use, assisting both with the route inspections and recording routes to upload onto the Kent Connected website. Through sharing their experience of cycling or walking the route, less confident cyclists or pedestrians can familiarise themselves with it before travelling. Based on the outcomes of the work with Cycle Rangers a toolkit will also be produced to which the initial Rangers will contribute to. This toolkit will subsequently be used to support further

volunteers recruited to extend the Ranger concept to other areas and to increase the intensity of Ranger provision.

The Cycle Rangers measure will support Kent County Council's vision for active and safe travel networks across the county and will complement initiatives delivered through the upcoming Active Travel Strategy and the Public Rights of Way Improvement Plan. The Cycle Rangers measure will link in particular with:

- Wheels 2 Work;
- Brief Interventions;
- Youth Travel Ambassadors;
- Park and Walk/Cycle;
- Cycle/Walk Videos; and
- Small Steps.

Signage Refresh

A key finding from the development of Kent's Active Travel Strategy was that there is a lack of knowledge of current walk and cycle infrastructure and that signage and wayfinding to highlight available options to the public would improve levels of active and sustainable travel. This is further supported by research completed on behalf of KCC TI following the implementation of wayfinding signage in Folkestone (LSTF funded). Of 149 respondents, 63.5% rated the signs as useful or very useful to negotiating the town centre on foot or bike.

The signage refresh measure will draw on the outputs of the Cycle corridor route assessments and wayfinding strategies measure and the Cycle Rangers and Youth Travel Ambassadors, to establish improvements required to signage along key pedestrian and cycle routes to employment, school, college and training sites. Based on this, a programme of improvements to signs along these routes will be undertaken to:

- Improve the presentation of information on signs;
- Refurbish existing signs that are no longer legible;
- Upgrade or remove signs on which destinations identified are no longer available or require adding to;
- Add new signs to new and existing destinations; and

The work will be commissioned by KCC TI and design guidance will be provided by Sustrans, Living Streets and the KCC Public Rights of Way team. Each year 33 new signs and posts and 312 new sign faces will be provided on key walking and cycling routes (99 and 936 respectively over the 3 years). The signs will improve guidance to key employment and education locations and offer reassurance to new users that they are on the right path. It will also assist existing users and visitors to Kent that are unfamiliar with the pedestrian and cycle routes available.

The measure will link in particular to:

- Route Assessments/Audit;
- Cycle Rangers;
- Youth Travel Ambassadors;
- Park and Cycle/Walk;
- Walk/Cycle Maps;
- Cycle Training;
- Small Steps; and
- Cycle/Walk Videos.

Park and Walk/Cycle

Increased town centre traffic, below-capacity parking and relatively expensive parking charges in Kent's population centres has seen an increase in the number of town-centre workers and rail commuters adopting a park and walk/cycle approach, parking outside the town centre and making the final stage of their journey on foot or bike. Formalising this approach by encouraging use of dedicated out-of-centre car parks will further encourage commuters to complete the final stage of their journey by foot or bike, increasing levels of physical activity in the working and school/college population, and reducing congestion and carbon emissions in town centres.

In conjunction with Canterbury City Council, Gravesham Borough Council, Cyclopark and Swale Borough Council we will use car parks at the periphery of Canterbury, Gravesend and Sittingbourne to encourage those travelling by car to park on the outskirts and then travel onwards to the centre or nearby facilities, by bike or on foot. The measure will commence in year 1 at 2 Park and Ride sites in Canterbury. In year 2 it will expand to the 3rd Park and Ride site in Canterbury and to Gravesend, using the car park at Cyclopark (a cycle activity centre) due to be connected with the town centre and improvements to the rail station (including a cycle hub) by a new shared path in 2016/17, with the support of LGF. In year 3 it will be extended to 2 car parks in Sittingbourne, one either end of the high street which will link with the Sittingbourne Town Centre Regeneration LGF scheme.

Drivers wishing to travel onwards by bike will be able to collect this from a secure locker at the car park of their choice or carry it with them by car. Car park charges will be maintained, however, on the periphery of towns these are much reduced from charges in the town centre and some of the access funds sought will be used to discount this initially to encourage take-up. The 3 year scheme will be used as a basis to inform the roll out of the measure to other suitable car parks across Kent in the future.

The measure will see:

392 new walking trips and 24 new cycle trips made by students within 1.1km of the park and walk/cycle sites.

847 new walking and 139 new cycle trips within 1.1km of the park and walk/cycle sites made by employees.

This measure will also engage users of current KCC Public Health and KentSport initiatives including the Kent Healthy Business Awards and Workplace Challenge, both of which promote active travel to and from work. Businesses engaged with these measures will be targeted to take up the park and walk/cycle scheme to take advantage of an already-engaged business workforce.

The measure will link in particular with:

- Walk/Cycle maps;
- Bicycle Recycle;
- Bike Loans
- Cycle Training; and
- Cycle Corridor route assessments and wayfinding strategies

Bike Loans

Consultation for the Kent Active Travel Strategy revealed that many residents in Kent who do not travel actively, would do so if they had the means to cycle. This also fits with public health insight into deprived populations where cycle ownership is lower, and knowledge and confidence in maintaining and repairing cycles is very low. Improving access to useable cycles through their place of work or education will address this issue.

This measure will create a pool of bikes for short term loan to businesses, schools, colleges and training agencies across Kent seeking to build on a recent event, intervention or promotion to encourage take-up of active modes for travel to work or education. The bike pool will be supplied with at least 40 bikes per year by the Bicycle Recycle scheme. Organisations whose employees or students are motivated to try cycling to/from work or education following an intervention but do not have access to a cycle of their own, will be able to approach KCC TI to borrow bikes to pass on to these employees or students. There is already interest from Mid Kent College in Maidstone to take part in the measure, and links with other colleges are being developed, including with a number of schools and colleges already signed up to receive cycle training.

The bike will be provided for up to a 3 month period while the employee or student decides if they would like to continue cycling and if so purchase of cycle of their own. They will be offered the opportunity to buy the bike loaned to them, another bike from the Bicycle Recycle scheme or purchase a new bike through a salary sacrifice scheme. They will purchase their own cycling equipment from the outset of the loan, although guidance on this will be provided in conjunction with the loan and participating organisations will also be encouraged to assist. This will include businesses, colleges, schools or agencies being able to refer users to any cycle equipment discount schemes available or providing them with vouchers to obtain a discount from specified cycle outlets.

The measure will link in particular with:

- Support for businesses and students leaving education;
- Bicycle Recycle;
- Cycle/walk maps;
- Workplace Challenge; and
- Cycle training

Project Resource Measures

Bicycle Recycle

Bicycle Recycle is a community programme offering an affordable source of refurbished bikes, an educational programme and general support for cyclists in Kent. It also works with students of Goldwyn School in Kent to provide students with skills in the repair and maintenance of cycles that can add to their capacity to find work when they leave school.

The measure builds on over 6 years experience of running ad-hoc bicycle recycling programmes in Ashford by our partner Cycle Community which was formally established as a Community Interest Company in 2016. Over the 6 years the ad-hoc initiatives Cycle Community has provided have recycled in excess of 300 bikes into the community.

Going forward the measure proposed will consist of three elements:

- Recycle Ashford – will focus on the Ashford area and follow a simple concept of Donate, Refurbish and Sale. To commence the measure the local community is encouraged to donate bikes with the incentive of a discount at the bike sales that follow. The donated bikes are passed to Goldwyn School where students work alongside experienced staff to refurbish the bikes as part of their educational programme. The school is already set up with a bespoke area to complete the refurbishments and to store the bikes. It has an added benefit of providing the students with skills in bike maintenance and refurbishment which can assist when they are transitioning from education to employment. Once refurbished, the bikes will be sold at sales events which also offer a fantastic opportunity to support cycling in the local area by providing advice, education, bike servicing and inspiration. Over the 3 years, 750 bikes will be sold or donated to the local community at 25 Community Events.
- Recycle Outreach – will work in a similar way to Recycle Ashford, but will operate as a pop-up hub at schools, colleges, businesses and other key sites and events across the County. ReCycle outreach is very flexible and could work with a school over a day during term time or a community centre over multiple days during a holiday period. The measure will provide 705 bikes to be sold or donated to the communities at 55 Community Events.
- Business Bike Loans - Cycle Community CIC will prepare 40 recycled bikes for use by selected businesses and colleges to loan to employees or students (see Bike Loans).

The costs for the measure sought from the access fund are to support the management, administration, development and the labour costs of experts undertaking and overseeing repairs. All costs for parts will be met by the income raised from the bike sales, meaning bikes can be sold at marginal cost.

As with all resource measures Bicycle Recycle will support all project management and core measures that are part of the overall package and in particular the core measures relating to cycling, including:

- Wheels 2 Work – supplying cycles for participants exiting the scheme;
- Workplace Challenge – to enable those without a bike to participate;
- Youth Travel Ambassadors – a ‘low cost’ source of bikes to those encouraged to take up cycling;
- Park and Walk/Cycle;
- Bike loans – as the supplier of bikes for this scheme;
- Cycle Training – to enable those without a bike of their own to receive training before they decide if they wish to purchase one;
- Cycle Rangers – for those who want to volunteer but don’t have their own bike
- Cycle Videos; and
- Walk/Cycle Maps

Cycle/Walk Videos on Kent Connected

Consultation for the Kent Active Travel Strategy revealed that many residents in Kent who do not travel actively, would do so if they had the means to cycle and knowledge of the infrastructure in place. KCC TI will produce a number of high quality videos illustrating the walk or cycle to work and its benefits. These will be accessible on www.kentconnected.org and distributed for use by businesses, schools, colleges and training agencies seeking to encourage employees or students to take up active travel modes. Videos will be presented on Kent Connected as freestanding resources and also linked to the journey planner so by 'clicking' on the route the video can be offered. KCC TI, CRP, KCC Safer Mobility team and Community Cycle will also use the videos at all promotional events at economic development sites or new LGF funded sustainable transport infrastructure, Bicycle Recycle Sales Events and CRP pop up hubs across the County.

To achieve the initial videos for the measure KCC TI will commission the filming of 6 routes to key employment and education sites from a professional company. In addition, we will purchase 6 Go Pro (or similar) camera's and provide training to the first Cycle Rangers and Youth Travel Ambassadors recruited in the use of these. The cameras will be loaned to the Rangers to video additional key routes to employment and education. These videos will also be passed to the professional video company commissioned to prepare them to a standard that they can be used on Kent Connected, distributed or used at events.

We will also invite anyone walking or cycling to work or education to take videos of their pedestrian or cycle journey as part of a social media campaign. We will ask them to send these videos to Kent Connected so the best can be posted to social media accounts linked to the website. Collectively the videos will innovatively promote cycling and walking to work, education or training by providing a direct illustration of the experience of doing so to those who are considering taking this up. As such the videos will support all other measures that are part of the overall package, as well as other similar initiatives already in place or planned, such as station or public realm improvement schemes, small steps, business support, etc.

Walk/Cycle Maps

A key finding of the engagement process to develop the Kent Active Travel Strategy was that people don't know that travel infrastructure exists, but would use it if they knew it was there. Kent has an existing network of cycle paths, public rights of way and pedestrian infrastructure that if better promoted would allow residents to make informed journey choices and reduce the de-facto reliance on private motor vehicles for the school and work commute.

KCC TI will commission the production of bespoke cycle and walk maps for areas which have had new cycling and walking infrastructure via LGF that can be used for the commute. These maps will be produced in a simple, linear, format to ensure they are accessible and can be easily understood by all. They will also provide the blueprint for the production of further sustainable transport maps in the future.

Two towns will have new maps produced per year, with Gravesend and Canterbury targeted in 2017/18 to coincide with the events planned and new infrastructure being provided through LGF. Two thousand leaflets, (including the maps), per town will be printed and distributed to commuters at events to promote the new infrastructure or via facilities it relates to. Alongside the maps, motivational text will be provided to encourage taking up walking and cycling to employment and education.

The Maps will also be provided as posters to be displayed at stations, park and cycle/walk locations, businesses, colleges, schools, training agencies and other locations, as appropriate. The maps will also be made available in electronic format on the Kent Connected and Explore Kent websites.

Cycle corridor route assessments and wayfinding strategies

Encouraging sustainable and active travel to work and education requires safe, well-maintained and appropriate routes that link residential areas to key sites of employment and education. One major theme coming from the insight work that led to the development of Kent's Active Travel Strategy was that the public in Kent want fit-for-purpose, joined-up routes that people want to use. In addition, a pilot of cycle corridor route assessments in Dartford and Gravesend in 2015 found that providing Local Planning Authorities with a strategy showing prioritised routes (which provide cycle and walking

access to employment and education) justifies requesting S106 or CIL for new and improved walking and cycling routes as part of the planning process.

The measure will support a programme of in depth cycle route and wayfinding assessments on a district by district basis, to assess current pedestrian and cycle routes to key sites of employment or education. In total 3 towns will have audits undertaken over the 3 year duration of access fund support, based on completing assessments for 1 town per year. The report for each town will provide detailed proposals for improvements for up to 10 walking and cycling routes to employment or education. The report will then be used to inform planning/highway authorities on where to target local and LGF investment in cycle and pedestrian infrastructure to improve access to major employment and education sites. The assessments will be commissioned from experts in the field of active travel, for example Sustrans, Living Streets etc. As part of the commission these experts will be required to produce a template for continuing assessments, in house, beyond the access funds available so that the measure can be rolled out to the whole of Kent.

Synergies and Interdependencies

The measures have been designed to work both as stand-alone schemes and to come together to form one or more integrated packages, and therefore there is some crossover between the themes. For example, the project management officers will each have their respective areas of responsibility, but they will also work closely with one another to arrange events, promotions and pop-up-hubs, to encourage the use of active modes for the journey to work or education. These events will be targeted at employment sites, colleges, new infrastructure funded by LGF (e.g. improved railway stations and new walking or cycling routes), and new housing, retail, employment or mixed use developments. The events will subsequently provide opportunities to deliver brief interventions on active travel and physical activity, to distribute cycle/walk maps, provide information and/or a taster for cycle training, direct people requiring a cycle to the Bike Loans and or bike sales events, raise awareness of Park and Cycle/Walk sites and promote the Kent Connected website and journey planner.

The programme of events and promotions planned for 2017/18 is provided below as Figure 6 as an example of the events that will be provided over the course of the access fund support.

Figure 6 – KCC TI Programme of Events, 2017/18

Events	2017/18											
	April	May	June	July	August	September	October	November	December	January	February	March
Promotion of LGF capital schemes	Commission BI training provider	Snodland Station	Gravesend Cycle Hub		Maidstone access to employment	A21 cycle route	Dartford Station					
Development Site Events				Ebbsfleet Garden City								Ebbsfleet Garden City
Ashford Bike sale events		Event 1	Event 2			Event 3	Event 4	Event 5				
Outreach bike sale events		Gravesend & Maidstone	Ashford & Tunbridge Wells	Tonbridge & Dartford	Thanet & Dover	Sevenoaks & Canterbury	Swale & Shepway				Repeat at 2 x Districts	Repeat at 2 x Districts
Workplace Challenge Park and Walk/Cycle		Active Travel Challenge				National Challenge Launch at 2 x Canterbury P&R sites				National 8 week challenge		
Walk/Cycle maps	Commission design for Gravesend & Canterbury	Gravesend map printed			Canterbury map printed							

Indicates BI Delivery

Events will include a combination of the options below depending on the location and suitability:

- Prize draws to win a family day out to London (provided by Southeastern for Station Events only) following engagement with staff
- Brief Interventions with those attending events
- Distribution of Walk/Cycle Maps
- Promotion of Park and Walk/Cycle locations
- Free gifts to encourage participation (bike accessories, healthy snacks etc.)
- Personal Travel Planning using Kent Connected on tablets
- Information on Bike Loans, Bicycle Recycle bike sales and Cycle Training
- Free Bike Maintenance and advice/training
- Fun bike activities (smoothie bike, monster (7-seater) bike and cycle training taster sessions)

Our partners at the Community Rail Partnership (CRP) already undertake a programme of work to promote the community rail lines they focus on and these already benefit from improvements to sustainable transport infrastructure at stations (i.e. Maidstone East, Tonbridge) brought about

through LGF capital schemes. There are significant opportunities to link the measures proposed to the work programme of the CRP, for example they will assist in recruiting Youth Travel Ambassadors and Cycle Rangers, hand out Cycle/Walk maps, refer people to Wheels 2 Work or Bicycle Recycle, encourage people to provide videos of their journey to work and raise awareness of the Kent Connected website.

There are also synergies and interdependencies between the core measures themselves. Cycle Training will be focused on secondary schools and colleges but places on the courses will also be available to employees of businesses or trainees of training agencies if they take up the offer of a bike from the Bike Loans measure or through Wheels 2 Work. Route assessments will focus future capital investment and in addition, these routes will also be made more attractive due to the presence of Cycle Rangers, the availability of videos for route planning and improvements to signage along them. Similarly, Workplace Challenge competitions will be targeted at businesses that have been contacted by the Businesses Engagement Officer but could also be linked to schools taking up the Small Steps programme or colleges participating in the Cycle Training and Bike Loans.

The measures included in Access to Education and Access to Businesses will run alongside a grants scheme (developed initially with LSTF revenue support) already made available annually to schools and businesses by KCC TI. Schools and Businesses can bid for small capital grants to implement measures to achieve their Travel Action Plans. Those successful are required to put in place a Travel Plan as part of the conditions of their award providing a database of already engaged businesses and schools at whom further measures can be targeted, such as Workplace Challenge, Bike Loans, Brief Interventions, Park and Walk/Cycle, etc.

The responsibility to ensure these synergies are fully exploited will be contained in the remit established for the Business Engagement Officer, Schools/Colleges Engagement Officer and the CRP post holder. This will then be co-ordinated across the programme as a whole by the overall Project Manager and Events Organiser. Similarly, the Project Resource measures will support the post holders in their work and through them be plugged into the core measures as appropriate.

Outputs and Outcomes

Figure 7 – Table of Outputs and Outcomes

Measure	Qualitative Benefit	Outputs from 2017/20 scheme	Outcomes expected from 2017/20 scheme
Project Management			
<i>Project Management & Events Officer (F/T Post)</i>	Will benefit all measures both in the proposal and already in place. Engages new users. Raised awareness of smarter choices. Guide future development. Supports existing and proposed sustainable transport initiatives. Educate businesses and schools, encouraging economic growth.	KCC TI will employ three full time staff members and one part time staff member.	Will build on 2015/16 marketing campaigns. Builds on previous grant programme. Will continue support for sustainable development of business, college and school travel plans.
<i>Businesses Engagement Officer (F/T Post)</i>			
<i>Schools & Colleges Engagement Officer (F/T Post)</i>			
<i>Community Rail Partnership (P/T Post)</i>			
Access to Business			
<i>Workplace Travel Challenge</i>	Reduces absenteeism, supporting local economic growth. Engages new users. Raised awareness of smarter choices, raised awareness of other measures. Improved levels of physical activity, health and wellbeing across workplaces. Reduced congestion, noise and improved air quality.	500 new users and 50 new workplaces engaged, per year	1,500 new participants take up challenge Circa 600 take up active modes Daily distance saving 1118.306 km based on new cyclists transferring from car
<i>Brief Interventions</i>	Encourages behaviour change, modal shift to active travel amongst commuters and students. Improved levels of health, physical and mental wellbeing. Promotes sustainable transport initiatives, enhances the use of planned sustainable transport infrastructure.	Seven events per year conducted county wide. 2,760 individuals targeted	Circa 280 individuals will become physically active
<i>Wheels 2 Work</i>	Access to work and places of further study for socially excluded individuals. Diminishes barriers to employment and education. Supports the growing local economy. Addresses rural isolation. Also provides access to social and leisure opportunities. Facilitates improved levels of health, physical and mental wellbeing. Supports social inclusion. Bicycles and scooters greener than alternative motorised modes. Reduces demand for parking.	90 mopeds will be loaned over the 3 years (30 individuals per cohort) 45 Bicycles will be loaned over the 3 years (15 individuals per cohort)	130 individuals access employment or training Average savings for employers are circa £25 per bike per month, in some cases £80 (TfL Pool bikes for business) £10,135.39 annually assumed Job Seeker Savings per scooter provided

Access to Education			
<i>Youth Travel Ambassadors</i>	Encourages sustainable and active modes of travel. Reduced road casualties, improved attitude to road safety. Skills taught benefit walking and cycling for life. Additional social and employability skills obtained. Increased behaviour change.	The proposal will cover 25 of the 110 secondary schools in Kent. An estimated 25,000 11-19 year olds will be reached	59% of students participating are expected to become more conscious of the impact of their travel choices.
<i>Small Steps</i>	Improved health, engages new and existing users, reduced road casualties, improved attitude to road safety. Skills taught benefit walking for life. Other life skills obtained. Improved behaviour. Knock on impact on parents.	Delivery of 72 schemes per year (216 over 3 yrs.) 2160 children trained per year (6480 over 3 yrs.)	388 new students walking as a result of the scheme
<i>Cycle Training</i>	Reduced congestion and noise, improved air quality, engages/ retains new and existing users, improved levels of health, fitness and wellbeing. Improved safety.	1095 people will be trained as part of the programme.	985 will take up cycling for some or all journeys. 624 attendees will feel more confident cycling on roads, generating 370 cycling regularly for utilities & 33 switching from car to cycle for their journey to work or education
Access for All			
<i>Cycle Rangers</i>	Environmental benefits in terms of active management of the routes, encouraging wildlife diversity ensuring routes are protected/well maintained. Promote and support sustainable travel. Encourage and support behavioural change/active travel. Increasing activity in the volunteers and associated health benefits.	30 cycle rangers will be recruited to the programme, per year	Cycle and walk routes to key employment & education sites maintained across 4 districts of Kent. Roll out to remainder of Kent on completion of pilots
<i>Park and Walk/Cycle</i>	Improved levels of health, physical and mental wellbeing. Reduces absenteeism for employers. Reduced parking costs and increased car park capacity in town. Reduced town centre congestion, noise and improved air quality. Enhances the use of planned sustainable transport infrastructure.	6 different park & walk/cycle sites (Sittingbourne, Canterbury & Gravesend) 1403 available spaces at park & stride/cycle sites	Circa 987 local employees and 416 students will use the scheme to walk or cycle (the final leg) of their journey to work or education.
<i>Bike Loans</i>	Engages new users. Encourages active mode growth and behaviour change. Raised awareness of smarter choices, raised awareness of other measures. Improved physical health and wellbeing. Reduced congestion and noise, improved air quality. Reduces absenteeism for employers.	120 bikes provided to business, colleges and schools	Average savings for employers are to be around £25 per bike per month, in some cases £80 (TfL Pool bikes for business)
<i>Signage Refresh</i>	Supports existing infrastructure. Engages and encourages people to use active modes as a form of transport. Promote routes and points of interest. Improved legibility will encourage new cyclists to cycle to work or education.	99 new signs and posts 936 sign faces replaced	Signage will enhance existing routes, provide guidance to users and provide reassurance for new users.
Project Resources			
<i>Cycle Videos on Kent Connected</i>	Raised awareness of smarter choices, engages new and existing users. Encourages improved health and wellbeing. Enhances the use of existing sustainable transport infrastructure and routes. Promotes behaviour change and mode shift to active travel.	Professional video footage. Kent Connected website and journey planner available will publish footage	Professional videos will promote the use of journey to work/school/College cycle routes on the Kent connected website, directly to businesses, schools, colleges & training agencies & at events.
<i>Walk/Cycle maps</i>	Attracts new users. Maps accessible to all. Improved health and wellbeing. Reduced congestion and noise, improved air quality.	2 towns per year Delivered in borough and district councils across Kent	2000 leaflets provide per town Maps displayed at Stations and Park and Walk/Cycle sites plus available online, via Kent Connected
<i>Cycle corridor route assessments and wayfinding strategies</i>	Guides future development. Identifies barriers to access for cyclists and pedestrians. Identifies potential solutions to barriers.	1 town per year, at least 10 routes audited per town 30 audits of key cycle to work, school and college routes across Kent during the life of the programme	3 towns in total will each have 10 audits undertaken over the 3 year duration. Audits to inform infrastructure improvements.
<i>Bicycle Recycle</i>	Engages new users. Raised awareness of smarter choices, raised awareness of other measures. Reduced congestion and noise, improved air quality. Invests in local skills and stimulates the economy. Improved physical health and wellbeing. Physical activity benefits will be assumed for those new users cycling. Reduced employee absenteeism. Provides school students completing the bike repairs with skills to increase employability.	1455 bikes sold or donated to the local community to enable cycling to employment/education	Average savings for employers expected to be around £25 per bike per month, in some cases £80 (TfL Pool bikes for business)

B2. The Strategic Case

Purpose of the Proposed Investment Package

The overall purpose of StAR is to encourage economic growth and enhance productivity. It will achieve this through the delivery of smart and sustainable access initiatives that boost existing levels of cycling and walking and provide essential access to employment, education and other training facilities. By encouraging the use of active travel (cycling and walking) the package will bring about lifetime active health benefits. It will also 'lock in' the benefits of highway investments and free up road space by attracting people to use cycling and walking, facilitating growth and making Kent an attractive place to work and live.

The objectives will be achieved with reference to other important factors such as the local environment, the impact on congestion and climate change, levels of deprivation and health inequalities, levels of physical inactivity, and the safety of pedestrians, cyclists and road users.

Together, meeting these objectives, will support the sustainable economic growth across Kent sought by the South East Local Enterprise Partnership (SELEP) in their Economic Development Plan, by KCC in their Growth Without Gridlock strategy, in the Local Plans of each of the 12 constituent district councils and by government in their National Planning Policy Framework and Cycling and Walking Investment Strategy.

StAR measures will support a series of planned housing and employment growth sites expected to come on line in Kent between now and 2020. These major developments for economic growth are listed in full, by area, in the table below:

Figure 8 – Key Development Sites in Kent, to 2020

Kent Thameside	West Kent	East Kent
<i>The Thameside Gateway area has capacity for an additional 18,000 jobs and 24,000 homes by 2021 identified within the SELEP Strategic Economic Plan.</i>	<i>The SELEP Strategic Economic Plan suggests that West Kent has scope to deliver 7,500 homes and 9,000 jobs by 2021.</i>	<i>The SELEP Strategic Economic Plan suggests that East Kent has the capacity for 30,000 homes and 20,000 jobs by 2021.</i>
Dartford	Tunbridge Wells	Ashford
Ebbsfleet garden city up to 15,000 dwellings, planned and designed with sustainability built in	Redevelopment of Royal Tunbridge Wells town centre (mixed use development with 2445 residential units and 45,000 sqm of retail space)	Chilmington green 900 dwellings by 2020
Ebbsfleet (3,320 dwellings and 12,000 jobs)	Paddock Wood (mixed use development with 1000 residential units and additional employment space)	investment in signalling at Ashford International railway station to help secure international rail services at Ashford and up to 2000 jobs
Eastern Quarry (6,250 homes and 1000+ jobs)	Knights Park 550 new dwellings	Eureka Park in Ashford 1667 new jobs by 2020
Ebbsfleet Green (950 homes)	Tonbridge and Malling	Ashford Designer Outlet 511 jobs by 2020
Dartford's Core Strategy identifies a further 2,000 homes to come forward between Ebbsfleet and Dartford town centre.	Tonbridge Town Centre Regeneration	Highfield Lane Sevington 1000 jobs by 2020
North of Dartford town centre 1,500 homes and 4,500 jobs are being delivered at The Bridge and Dartford Northern Gateway is a mixed use development with 1,500 dwellings and up to 1,200 new jobs	Kings Hill in West Malling (mixed use with 210,000 of employment floor space and approx. 3900 residential units).	Land at cheesemans green 700 dwellings by 2020
Dartford town centre itself up to 1,000 homes and 300 new jobs	Sevenoaks	Former Rowcroft and Templar Barracks, Templar Way, Ashford 450 new dwellings by 2020
Crossways Business Park in Dartford will provide an additional 2,000 jobs	Redevelopment of Swanley Town Centre	Newtown Works 317 new dwellings by 2020
Bluewater Shopping Centre extension an additional	Maidstone	Swale
Gravesham	Eclipse Business Park in Maidstone (110,000 sq ft of office space),	The Spirit of Sittingbourne regeneration of Sittingbourne Town Centre includes proposals for 700 jobs and 213 dwellings.
Gravesend Town Centre 890 homes & 410 jobs	Aylesford Commercial Park in Maidstone (40,000 – 340,000 sq ft of industrial/distribution space)	Kent Science Park in Swale (500,000 sq ft of office space).
Gravesend Riverside East and NE Gravesend 780 homes and 510 jobs	Peters Village, Wouldham (a new village with 1000 residential units)	
	Proposed housing in Lenham (1782 residential units)	Redevelop the former Thamesteel site at the Port of Sheerness, to create 210 new jobs
Coldharbour Road 500 dwellings and 240 jobs.	Proposed housing in Maidstone Urban Area (11484 residential units)	Canterbury
		Herne Bay regeneration projects
		Shepway
		Mixed-use redevelopment of Folkestone seafront to provide up to 500 jobs, 300 homes, improved leisure facilities and public realm;
		Dover
		Expansion of cargo-handling facility and regeneration of waterfront at Dover, leading to 100 new homes and the creation of 500 jobs

The previous successful LSTF revenue bid established a number of measures the StAR package will build on or complement. A range of sustainable development infrastructure improvements is also programmed to 2020, with the support of LGF. StAR will co-ordinate with all of these schemes and a number which KCC TI already oversee and these are listed in full in Figure 9 below.

Figure 9 – LSTF & LGF Schemes in Kent, to 2020

2015/16 LSTF Revenue Measures	West Kent LGF Capital Schemes	Thameside LGF Capital Schemes
Website	Maidstone Integrated Transport	Fastrack Vehicle Upgrades
Branding	Sustainable Access to Maidstone	Station Access improvements and town
Business Support	Education & Employment (RoWIP)	Cycle Parking at Stations and town centres
Schools Support	Tonbridge Town Centre Regeneration	Bus/Cycle/Ferry interchanges
Interchange Audits	Tunbridge Wells Shared Space	Pedestrian Information Displays
Smart Ticketing	Station Access improvements and	Local Cycle Path improvements
Car Drivers	Cycle Parking at Stations and town	Future Ticketing Technology
Discount Schemes	Cycle Infrastructure/Paths	East Kent LGF Capital Schemes
County Wide LGF Capital Schemes	Pedestrian Information Displays	Dover Waterfront Transport links to Town
County wide, Strategic congestion management	Future Ticketing Technologies	Sittingbourne Town Centre Regeneration
County wide, Sustainable interventions	Shared Space	Thanet, Westwood Relief Strategy
	Match Funding to Businesses and	Network rail, Thanet Parkway
	Innovative Schools Fund	Network Rail, Ashford International Station

The Strategic Importance of the Investment Package

National Policy

The National Planning Policy Framework (NPPF), March 2012, sets out the Government's planning policy and its expectations for the application of this. Overall, the policy makes a presumption in favour of sustainable economic growth and development. Key objectives include making it easier for jobs to be created in cities, towns and villages and building a strong economy through a clear economic vision that positively encourages sustainable economic growth. Paragraph 17 of the NPPF requires planning authorities to:

“Actively manage patterns of growth to make the fullest possible use of public transport, walking and cycling, and focus significant development in locations which are or can be made sustainable.”

The Government has long-term objectives aimed at improving the economy, environment and society and applies these three tenets in its assessment of major transport infrastructure projects. In 2014 the Department for Transport released their National Policy Statement for National Networks. This recognises that transport plays an important part in meeting the Government's legally binding carbon and other environmental targets and identifies a need to shift to greener technologies and fuels, and to promote lower carbon transport choices.

In March 2016 Government published its Cycling and Walking Investment Strategy. It regards this as the first step in an ongoing transformative process, with a public consultation following the documents release and further publications planned. The strategy sets the following objectives, to be achieved by 2040:

- Double cycling, where cycling activity is measured as the estimated total number of bicycle stages made each year, from 0.8 billion stages in 2013 to 1.6 billion stages in 2025;
- Reverse the decline in walking activity, measured as the total number of walking stages per person per year;
- Reduce the rate of cyclists killed or seriously injured on England's roads, measured as the number of fatalities and serious injuries per billion miles cycled, each year;
- Increase the percentage of children aged 5 to 10 that usually walk to school.

Supporting these objectives is clearly a key driver of the Access Fund. Accordingly, the StAR package provides a range of measures to address each of them. It is these objectives that are used, alongside the specific objectives of the fund and the key objectives of KCC, to frame the economic appraisal of the StAR package that has been undertaken.

Regional and Local Policy

The SE LEP geographical area is identified as the UK's gateway to the rest of the world. The SE LEP Strategic Economic Plan (2014) outlines transport growth corridors that are key drivers of economic prosperity. The need for local, reliable and resilient connectivity to capitalise on international gateways to the rest of the UK is of fundamental importance to the region. The SE LEP growth deal

outlines how investment in local transport networks is pivotal to enable the development of local sites, alleviate pinch points and other congestion issues, and increase the use of sustainable modes of transport. The continued development of local transport in Kent is intrinsic to realising both these and the aims of government and our StAR package aligns accordingly.

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. The population of Kent has grown by 10.9 per cent between 2005 and 2015, above the average both for the South East and for England. This pace of change is set to accelerate further with a projected 21.4 per cent population increase between 2014 and 2034, accompanied by the presence of two of the UK's four Growth Areas in Thames Gateway and Ashford¹.

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 Environment Strategy target of reducing greenhouse gas emissions by 20% by 2020 and 80% by 2050.

The overarching goal of Growth without Gridlock (GWG) is to enable growth and prosperity for Kent and the UK as a whole. GWG 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 outlines a vision for a high quality integrated transport network which will create opportunities for real transport choice as well as enabling economic growth and regeneration". Amongst the key transport challenges identified by the Plan those the StAR package is most relevant to are:

- Transferring existing and new car trips onto public transport, walking and cycling, especially for short journeys;
- Providing sufficient transport infrastructure to mitigate the impact of the planned development including walking and cycling routes; and
- Improved walking and cycling networks, supported by travel plan requirements for major new developments.

Kent's third "Local Transport Plan (LTP3), 2011-16" sets out KCC's current Strategy and Implementation plans for local transport investment. The delivery of Kent's fourth "Local Transport Plan (LTP4) 2016-31" will supersede the KCC LTP3 following consultation and review by the cabinet committee to be adopted early 2017. The key priority of LTP4 is "to deliver safe and effective transport, ensuring that all Kent's communities and businesses benefit, the environment is enhanced and economic growth is supported." All transport investments/schemes across Kent should achieve at least one of the key outcomes stated in the LTP4;

- Economic growth and minimised congestion;
- Affordable and accessible door-to-door journeys;
- Safer travel;
- Enhanced environment; and
- Better health and wellbeing.

The Kent Environment Strategy (KES) 2015 is a strategy for environment, health and economy which addresses the challenges and opportunities this will bring in order to collectively harness the many opportunities to create positive health and economic outcomes. The way residents, businesses and the public sector of Kent travel to, provide and access services forms the focus for KES. Priority 7: Ensure sustainable access and connectivity for businesses and communities, highlights that transport will focus on encouraging modal shift to sustainable and active travel options and this is supported by the measures in StAR.

KCC is in the final stages of developing an Active Travel Strategy, expected to be adopted later in 2016. This sets out an ambition for Kent that active travel will become the preferred choice for short

¹ KCC, Summary of facts and figures - <http://www.kent.gov.uk/about-the-council/information-and-data/Facts-and-figures-about-Kent/summary-of-kent-facts-and-figures>

journeys, or part-journeys, and identifies infrastructure development, behavioural change, and linking active travel to planning processes as the three pillars of action. The StAR package will complement and deliver on the needs identified through the substantial engagement with Kent residents that informed this strategy and will increase the number of journeys made through active travel.

KCC is the public health authority as well as the transport authority, and the two departments work closely to ensure that investments made across the authority deliver the best returns for Kent residents. KCC Public Health's Health Inequalities Strategy outlines the level of health need in the population and calls for a reduction in the inequalities gap, marked by a difference in health outcomes and life expectancy between the most affluent and the poorest members of society. By targeting the StAR package at those at risk of health inequalities, and designing schemes that address issues such as access to employment, health services and recreational opportunities, this programme can deliver significant benefits to the health of Kent's residents.

The Strategic Fit

Enhancing access to sustainable travel will encourage healthy living and extend employment training and educational opportunities to areas of relative deprivation or those socially excluded by local geography. 25% of Kent's population live in rural areas, where limited access to employment and education forces the use of a private vehicle. In correspondence with this 64% of Kent's workforce travels by car, with only 102,915 trips to work being made by foot or cycle (13.4%). 114,309 people live within a 25 minute walk of their workplace, a distance of less than 2km and roughly 184,027 people live within a 40 minute cycle ride of their workplace, a distance of less than 10km. A total of 195,421 people (11.3%) of the county's population living and working in Kent are within potential walking or cycling distance to work, however, are currently choosing to travel to work by other modes². The KCC Active Travel Strategy (Consultation Draft) to be adopted county wide by the end of 2016 promotes the crucial need to establish healthy habits and increase physical activity. Its key objectives are to 'Integrate active travel into planning' and 'Support active travel in the community'.

Access to Business and Access for All Measures will provide a range of bespoke services to support businesses to consider changing the way their staff travel to work to reduce costs, improve health and promote economic growth within the county. LTP4 states that active travel should become a realistic and attractive choice for short journeys in Kent and targets the majority of short distance work trips. The Park and Walk/Cycle initiative will offer and encourage active travel to those travelling to town and city centres for employment that live too far away to make the whole journey by active travel. This will have the added benefit of reducing traffic congestion and carbon emissions in town and city centres as well as promoting healthy lifestyles. The Workplace Challenge will be expanded to workplaces as a competitive initiative that focuses on active travel and encourages staff to incorporate more walking and cycling into their daily routine. The Wheels to Work Scheme is a measure specifically designed to assist those who are socially excluded or rurally isolated to access employment, education and training opportunities. Target audiences include school leavers and jobseekers. The investment will unlock areas with poor access, open up jobs to a younger resource pool that cannot afford a private vehicle and help increase levels of cycling across the county.

Access to Education and Access for All initiatives will deliver a range of services designed to support the development of skills to encourage young people to travel more easily, safely and sustainably. Park and Walk/Cycle will enable parents and children travelling to school or education within town centres to park away from the site and then travel onwards to the facility by bike or on foot. The Youth Travel Ambassador programme is designed to encourage active travel through a competitive initiative which aims towards increasing active travel and change daily routines. Small Steps is a measure designed to teach children as young as five the essential skills needed to walk to school. It specifically targets areas of deprivation and those with high accident rates to enhance safe access to good quality education whilst promoting healthy lifestyles. Cycle training will provide training for young adults in cycle safety and awareness, aimed towards increasing cycle trips to employment, education and training. Bicycle Recycle and Bike Loans will encourage active travel, offering affordable bikes to students and employees across all ages, gender and social/economic situations. Measures follow a similar theme to those providing support for businesses, they promote healthy safe lifestyles for both children and adults, increase the attractiveness of active transport and are aligned to national and regional strategic objectives.

² Nomis Census Journey to Work (2011) analysis.

Measures will be supported by a programme of events which will deliver Brief Interventions to prompt behaviour change, project management and a variety of bespoke resources designed to promote active lifestyles. Bicycle Recycle will take unwanted bikes donated by the community then refurbish them as part of an educational training programme. The bikes are then sold back to the community at affordable prices, encouraging local inward investment and the development of key skills. Cycle route assessments and strategies will combine detailed analysis and the use of specialised tools to design and monitor sustainable transport routes in line with current policy and key planning guidance to create suitable facilities that target key strategic and environmental objectives. Cycle videos will be developed professionally, advertising routes to members of the public using route planners and webpages, an innovative way to inspire new cyclists and promote healthy lifestyles.

Strategic Fit to DfT Walking and Cycling Strategy and Access Fund Guidance

Figure 10 – Strategic Fit of StAR Package with DfT Objectives

DfT Objective	Relevance of Revenue Measures
Objectives common to the DfT Walking and Cycling Strategy & Sustainable Access Fund Guidance	
Better Safety, Mobility & Streets	Safety and best practice will be encouraged throughout for those choosing to adopt active modes as a result of the proposal. Various measures are designed to promote safe travel behaviour for those travelling to work, college, training and school. Clear, direct, aesthetically pleasing, well signed and maintained routes will be facilitated as a result of the Rangers, Signing Refresh and Route Assessments. This will encourage the use of active modes across the county, driving mobility and streetscape improvements. User mobility is also enhanced by Wheels 2 Work, which provides sustainable access to employment or training opportunities to those who are rurally isolated and may have no access to other (expensive) modes of travel. By providing users with a moped or a bike this enables them to overcome such barriers and increase levels of physical activity, whilst keeping road traffic to a minimum.
Increase 5 to 10 yrs. walking to school	Encouraging good and responsible sustainable travel behaviour in pupils from a young age has been proven to influence travel choice for the rest of their lives. Proposals such as Small Steps aim to reduce barriers to walking for young children particularly focusing on the main deterrent for many young pupils which is road safety. By raising awareness and educating younger children on the importance of road safety this may significantly increase the number of pupils walking to school. Skills taught can serve children well into the future maintaining the shift to walk and will also have a knock on effective for parents, encouraging best behaviour/practice for pupils when walking to school will reduce the likelihood of child road casualties, support independence and increase levels of physical activity as a result of active mode uptake.
Reverse decline in walking and double levels of cycling	The active travel measures outlined in the proposal will encourage an increase in levels of walk and cycle in commuters, college students, school children and local communities that will bring multiple benefits. Persuading people to integrate active travel into their everyday routines is a simple, constructive way to double existing levels of cycling and reduced the decline in walking. Proposals aim to attract new users to the existing facilities and networks and educate them on the wide range of benefits they will receive in terms of health and cost savings as well as how they will stimulate the local economy in terms of decongestion and improved air quality. Measures will target members of the public making shorter journeys, those that can easily be made by active modes. Other initiatives such as the park and walk/cycle aim to target increases in walk and cycle as part of a longer journey for users who still have to rely on private vehicles.
Reduce Accidents and Improve Safety	The provision of cycle training, youth ambassadors and small steps will provide specific training and guidance to assist those encouraged to cycle or walk to do so safely. Training will aim to reduce existing barriers to walking and cycling, encouraging positive behavioural change. Advice on safety will also be provided to commuters and those travelling to school or college through the Access to Businesses and Access to Education measures. Children are our most vulnerable road users and the Small Steps project is aimed at making our children safer pedestrians. The children are taught essential skills of how to establish both safe and dangerous roadside situations and how to effectively deal with them leading to better road safety awareness in young children.
Make cycling attractive, easy, the norm & enjoyable	The proposal aims to enhance cycle routes across Kent, raising awareness of cycling as an attractive mode of travel, one that is increasingly becoming more appealing and favoured. Cycle route assessments will facilitate key network improvements and expansion, improving sustainable access for Kent's communities. Cycle rangers will add value to existing routes by patrolling paths and identifying defects or lack of facilities that may discourage users. Innovative cycle videos will promote cycling as a fun, interactive and enjoyable mode of travel. The videos and journey planner will enhance the users trip and overall make the cyclists' journey easier and more enjoyable.
Further objectives identified within the DfT Walking and Cycling Strategy	
Society - congestion, Air Quality, vibrant pl+F13	Carbon emissions will be reduced by all measures through encouraging modal shift from (single occupancy) car to use of more sustainable and active modes. This will reduce air and noise pollution, resulting in the improved health and wellbeing of local communities. The measures will aid air quality management by encouraging greater consideration of the environmental impacts of car use. The uptake of active travel along with public events and interactive training activity will help create sustainable, vibrant, healthy and well-grounded communities.
People - cheap travel, better health & improved physical activity	The active travel measures outlined in the proposals will encourage an increase in levels of physical activity in commuters, school children and local communities that will bring multiple benefits. Persuading people to integrate active travel into their everyday routines is a simple, constructive way to improve their physical health and mental wellbeing. Health benefits will be obtained by all those encouraged to walk or cycle more often and especially young people for the journey to school. Linking active travel with wider primary health care initiatives will encourage exercise and help to tackle obesity. Brief interventions will support and promote behaviour change amongst users highlighting the key benefits of cheaper & healthier active travel.
Business Support - Increase Productivity & Footfall	The Access to Business and Access for All measures will provide support to businesses seeking to improve their environmental footprint, facilitating sustainable growth and better access to trade markets. Initiatives such as Wheels2Work and Cycle Route Assessments will help increase accessibility to employment sites for jobseekers, remove barriers to those unable to travel to employment, invest in local skills and reduce levels of unemployment - sustaining local economic growth and reducing transport costs. Walk and cycle active travel measures will reduce absenteeism through increases in physical activity, enhancing business productivity.
Further objectives identified from the DfT Sustainable Access Fund Guidance	
Support local economic growth and productivity	Congestion reducing measures including behavioural change initiatives and encouraging modal shift will unlock potential for economic growth by addressing congestion; one of the key transport barriers people face. Added economic value will be obtained from support for economic development, providing sustainable alternatives for business travel, providing support to businesses seeking to improve their environmental footprint, facilitating sustainable growth and better access to trade markets. Initiatives in the bid including Active Travel Initiatives, Wheels2Work and Cycle corridor route assessments and wayfinding strategies will help increase accessibility to employment sites for jobseekers - sustaining local economic growth and reducing transport costs. Walking and cycling increases expected as a result of the proposal will reduce levels of absenteeism, stimulating productivity for local businesses/employers.
Enhance sustainable access to jobs, skills, education and training	The proposals in the bid (particularly Wheels2Work, Bike Loans and events at Stations) will enable local people to capitalise on education, training and employment opportunities. Raising awareness and encouraging use of sustainable alternatives to single occupancy car use alongside the improved scope for achieving door to door access using a mix of modes will increase the transport choices available to commuters, those attending school or college and others. Ensuring sustainable modes are accessible and promoted to other excluded groups will increase the transport options for these.
Links to LGF and LSTF capital and revenue measures	A number of the measures proposed target economic development sites planned for completion by 2020 and build on the previous successful LSTF and LGF schemes. Events have been programmed in specifically to promote the new capital infrastructure to enhance the benefits of both the capital and revenue investment. The Park and Walk/Cycle initiative in Gravesend and Sittingbourne will directly utilise the capital infrastructure funded by LGF to achieve increases in active travel.

B3. The Economic Case – Value for Money

Objectives

There is a strong economic case for the measures proposed with the package as a whole expected to deliver a benefit to cost ratio (BCR) of at least 4.06:1.

To establish the economic case we sought to appraise the impacts of individual measures in relation to:

1. The key objectives of DfT both in terms of their Walking and Cycling Investment Strategy and the Sustainable Travel Access Fund specifically; and
2. The objectives of KCC as set out in their Draft LTP4 and Draft Active Travel Strategy.

These key objectives for the StAR package are summarised below:

Figure 11 – Key Objectives

DfT Walking and Cycling Investment Strategy	Sustainable Access Fund Guidance	KCC Draft LTP4 and Draft Active Travel Strategy
Double cycling Reverse the decline in walking Reduce accidents Increase numbers of 5 to 10 yr olds walking to school Better Safety, Mobility and Streets People - cheap travel/better health Business - inc productivity/inc footfall Society - congestion, Air Quality, vibrant places & community Make cycle/walk easy, normal & enjoyable	Objectives of DfT Walking and Cycling Investment Strategy Economic growth Productivity Access to jobs, skills, education & training Links to LGF and LSTF projects Scalable Measures	Active travel to become the 'norm' for short, or part-journeys, Economic growth and minimised congestion; Behavioural change, Linking active travel to planning processes Improved walking and cycling networks, (with travel plan requirements) for major new developments

Quantitative Appraisal

We have undertaken a quantitative appraisal of individual measures where possible. However, the Project Management and Project Resource measures, as support measures, have not been appraised independently. Rather, their cost is taken into account in the overall Benefit Cost Ratio (BCR) calculation for the StAR Package as a whole, ensuring benefits are not double counted and the estimated BCR is realistic.

However, a quantitative appraisal has been undertaken on all but two of the core measures within the package (Youth Travel Ambassadors and Signage Refresh). The return on investment (ROI) of individual measures for which a quantified appraisal was possible, are provided below.

Figure 12 – Return on Investment

	Park & Walk/Cycle	Cycle Training	Workplace Challenge	Small Steps	Brief Interventions	Bicycle Recycle	Wheels 2 Work
Congestion benefit	£104,182.84	£7,797.01	£79,160.77	£22,729.45	-	-	-
Infrastructure	£784.49	£58.71	£443.17	£171.15	-	-	-
Accident	£27,132.15	£2,030.56	£15,341.25	£5,919.39	-	-	-
Local Air Quality	£0.00	£0.00	£77.50	£0.00	-	-	-
Noise	£1,628.30	£121.86	£907.30	£355.24	-	-	-
Greenhouse Gases	£6,441.40	£482.07	£3,179.68	£1,405.31	-	-	-
Reduced risk of premature death	£879,660.15	£23,246.62	-	£201,183.34	-	-	-
Absenteeism	£175,017.37	£3,699.04	-	-	-	-	-
Journey Ambience	£403.18	-	-	-	-	-	-
Indirect Taxation	-£37,983.19	-£2,842.65	-£19,240.45	-£8,286.75	-	-	-
Wider Impacts	-	-	-	£181,440.00	£906,382.00	£472,500.00	£925,685.10
Total	£1,157,266.68	£34,593.22	£79,869.22	£404,917.14	£906,382.00	£472,500.00	£925,685.10

This wider impacts ROI identified for the Brief Interventions measure is drawn from a NICE ROI tool designed to calculate transport, productivity, health and social care benefits, specifically for Brief Advice projects (amongst others). The wider impacts calculated for the 'grouped' Bike Loans and Bicycle Recycle measure are based on benefits generated for employers. That calculated for Wheels 2 Work considers its impact on employment benefits. Benefits generated by all other measures for which a quantitative appraisal was undertaken were calculated using the DfT Active Mode Appraisal Tool which identifies the congestion, safety, air quality, health and benefits to employers generated.

Together these areas of ROI align well with all the key objectives identified, although it is recognised that not all measures will meet all objectives. Nevertheless, the BCR of 4.06:1 the combined ROI's produce for the StAR package as a whole can be considered significant value for money, in targeting

- Economic Development - Improved productivity and reduced absenteeism

- Increased Safety – Reduced accidents
- Health and Social Care Benefits – Health sector savings, savings in care costs, reductions in morbidity, improvements in quality-adjusted life year
- Increased Inclusion – reductions in benefits claimed and reducing social exclusion in rural areas
- Reduced Congestion – reductions in traffic and improvements in traffic speed
- Air Quality – Reductions in CO² particulates
- Environmental Benefits – Noise and Ambience

The outcomes, in terms of the quantifiable value of benefits generated as a whole compared to the total scheme costs (at 2010 base) are summarised below.

Figure 13 – Benefit Cost Ratio Calculation

Noise	£3,012.70
Local Air Quality	£77.50
Wider impacts borne by the scheme	£2,486,007.10
Greenhouse Gases	£11,508.46
Journey Quality	£403.18
Physical Activity	£1,228,346.99
Accidents	£50,423.34
Decongestion	£213,870.07
Wider Public Finances (Indirect Taxation Revenues)	-£68,353.04
Present Value of Benefits (see notes) (PVB)	£3,925,296.31
Present Value of Costs (see notes) (PVC)	£965,986.01
OVERALL IMPACTS	
Net Present Value (NPV)	£2,959,310.30
Benefit to Cost Ratio (BCR)	4.06

Note : This table includes costs and benefits which are regularly or occasionally presented in monetised form in transport appraisals, together with some where monetisation is in prospect. There may also be other significant costs and benefits, some of which cannot be presented in monetised form. Where this is the case, the analysis presented above does NOT provide a good measure of value for money and should not be used as the sole basis for decisions.

The BCR is calculated based on guidance in WebTAG A5.1 and A5.4. Details of the economic appraisal methodology used are provided in the Economic Appraisal Summary, attached as Appendix 1. In addition, the Access Fund Launch Schemes Impact Pro-forma has been completed for all quantifiable measures and is attached as Appendix 2.

The only potential adverse impact noted is the additional journeys the Wheels 2 Work (moped) measure may generate. However, this is offset by the opportunity for work or education this presents to the individual, the benefits to the employer and the savings in welfare benefits achieved.

Qualitative Appraisal

The qualitative benefits that are expected from the measures are identified below. These also illustrate clear support across all the national and local policy objectives sought.

Policy/Strategy - All measures demonstrate strong links to the policy objectives sought by DfT and locally and all are focussed on increasing access to work and education by use of active travel modes.

Economy/Regeneration - The scheme will support the sustainable development of employment, housing and retail throughout Kent

Economy/Congestion - The package will address traffic at congestion pinch-points across Kent.

Economy/Financial - Benefits to employers from improved punctuality, attendance at work and productivity, Benefits to retailers from improved access to their facilities, Benefits to operators of sustainable modes from increased patronage;

Environmental/Air Quality - The package will contribute to improvements to AQMA across Kent improving the air to breathe for the general public and those undertaking active travel.

Social/Health - StAR will assist in improving the general health of all those that take up Active Travel Modes, including lower blood pressure, improve heart health, help with weight loss and improved fitness.

Social/Well Being - The package will reduce traffic and traffic noise, improving the environment around the locations it affects. The active travel measures will also enhance the well being of those that use them, including improved mental health and reduced stress.

Social/Quality of Life - Increasing the transport options available will help to extend the journey opportunities of residents and visitors and the opportunities for inclusion

Social/Accessibility – The package will extend the opportunities for all to choose the use of active modes to access work, education or training, including NEETs and others who are vulnerable or excluded.

Social/Safety – Reduced accidents through training and raised awareness. Reduced congestion at key locations and pinch points in the road network

Social/Access for Disabled People - All infrastructure is constructed to comply with current legislation and guidance to ensure it is accessible for disabled people.

B4. The Financial Case – Project Costs

Table A: Funding profile (Nominal terms)

£000s	2017/ 18	2018/ 19	2019/ 20	2020/ 21
DfT funding sought	£473	£483	£495	
Local Authority contribution	£0.5	£0.45	£0.45	
Third Party contribution including LGF	£144	£74	£74	
TOTAL	£617	£557.5	£569.5	

B4. Management Case - Delivery

Project Plan

A detailed project plan is provided as Appendix 3

Land Acquisition and Construction

None of the measures in the proposed programme require either acquisition of land or construction works.

B5. Management Case – Statutory Powers and Consents

The proposed programme of measures does not require the application of any powers, or consents to be sought.

B6. Management Case – Governance

Mrs Kerry Clarke, Team Leader, Transport Innovations will have overall project management responsibility for delivery of the StAR package of measures. Individual team members will take responsibility for one or more measures according to their skills and the nature of the measure to be supported. Early in 2017, if successful KCC TI will establish a quantified risk assessment and develop a benefits realisation plan for the package. Work on the measures to be delivered in house will be integrated into the overall work programme for the team, alongside that on other sustainable transport capital and ongoing revenue measures. This will ensure the opportunities to join up the measures proposed with other capital and revenue measure are delivered.

The Delivery partners for the individual measures are identified in A8. Those external to KCC TI will each incorporate the delivery of measures allocated to them into the responsibilities of their existing management teams, as appropriate. Delivery will be integrated with the overall work plans for these teams to ensure maximum synergy with wider development and any opportunities for efficiency savings are obtained.

KCC have established a robust structure to provide accountability and an effective decision making process for the management of LEP and DfT funded schemes. This is illustrated by the overall Governance Structure Diagram for KCC Transport Innovations, attached as Appendix 4.

B7. Management Case - Risk Management

The proposal consists of a number of relatively small scale measures, many of which repeat or build on existing experience and proven success in achieving mode shift. In itself, this minimises the risks to delivery. All measures can be considered to have a realistic basis to succeed.

A detailed risk register for the package of measures proposed is attached as Appendix 5.

B8. Management Case - Stakeholder Management

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

Yes No

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

Yes No

B9. The Commercial Case

The following table identifies the lead organisations for procuring the measures, the delivery partners proposed and the commissioning arrangements that will be used with these. All delivery partners that are external to KCC are partners with whom statutory protocols or service level agreements already exist. Where commissioning is required to bring in experts, this will be undertaken by a standard

tender process as soon as the bid is announced as successful. None of the commissions required exceed Eu Procurement thresholds.

Measure	Specification & Procurement lead	Delivery Partner	Commissioning Arrangements
Project Management			
Project Management & Events (F/T Post)	KCC Transport Innovations (KCC TI)	Kent County Council, Transport Innovations (KCC TI)	In house delivery based on use of existing statutory protocols. KCC TI to employ post holder in conjunction with KCC Human Resources.
Business Engagement Officer (F/T Post)	KCC TI	KCC TI	In house delivery based on use of existing statutory protocols. KCC TI to employ post holder in conjunction with KCC Human Resources.
Schools & Colleges Engagement Officer (F/T Post)	KCC TI	KCC TI	In house delivery based on use of existing statutory protocols. KCC TI to employ post holder in conjunction with KCC Human Resources.
Community Rail Partnership (P/T Post)	KCC TI & Community Rail Partnership (CRP)	CRP/Sustrans	Delivery via use of service level agreement already in place. CRP/Sustrans to employ post holder in conjunction with KCC TI
Access to Businesses			
Workplace Travel Challenge	KCC TI	Kent Sport & Public Health	In house agreement KCC TI to Kent Sport, based on use of existing statutory protocols. Delivery by Kent Sport & Public Health using existing SLA. KCC Public Health and Kent Sport to co-commission challenge from an expert provider
Brief Interventions	KCC TI	KCC Public Health, Training provider, Southeastern, Ebbsfleet Development Corporation (EDC)	In house agreement KCC TI to KCC Public Health, based on use of existing statutory protocols. KCC TI and Public Health to commission training from an expert provider and train staff
Wheels 2 Work	KCC TI	East Surrey Rural Transport Partnership (ESRTP), Action for Rural Communities in Kent (ARCK)	Use of service level agreement already in place
Access to Education			
Youth Travel Ambassadors	KCC TI & KCC Safer Mobility Team	KCC Safer Mobility Team	In house agreement KCC TI to KCC Safer Mobility Team, based on use of existing statutory protocols.
Small Steps	KCC TI, KCC Safer Mobility Team	KCC Safer Mobility Team	In house agreement KCC TI to KCC Safer Mobility Team, based on use of existing statutory protocols.
Cycle Training	KCC TI, KCC Safer Mobility Team	KCC Safer Mobility Team	In house agreement KCC TI to KCC Safer Mobility Team, based on use of existing statutory protocols.
Access for All			
Cycle Rangers	KCC TI	Sustrans	Use of service level agreement already in place
Park and Walk/Cycle	KCC TI	Canterbury City Council Cyclopark and Gravesham Borough Council Swale Borough Council	In house delivery, use of existing statutory protocols and service level agreements already in place
Bike Loans	KCC TI	Cycle Community CIC/Mid Kent College	Use of service level agreement already in place
Signage Refresh	KCC TI	KCC TI	In house delivery, use of existing statutory protocols and contract with KCC term contractor already in place
Project Resources			
Cycle Videos on Kent Connected	KCC TI	KCC TI, Red Bullet, Sustrans	Use of existing statutory protocols and service level agreements already in place as well as 3 quote process to procure professional videographer
Walk/Cycle maps	KCC TI	KCC Corporate Comms, Designer, Explore Kent, PROW	In house delivery, use of existing statutory protocols and three quote process to procure map designs and printing
Cycle corridor route assessments and wayfinding strategies	KCC TI	KCC TI	KCC TI to commission supplier to undertake assessments
Bicycle Recycle	KCC TI	Cycle Community CIC/Goldwyn Special School	In house delivery, use of existing statutory protocols and service level agreements already in place

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

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

The overall impact of the StAR package of measures in meeting the scheme objectives and critical success factors will be monitored via annual surveys, vehicle (Inc cycle) and pedestrian counts and consultation at the locations impacted. Results will be compared with the projections for increased active travel and once analysed will form part of the Project Managers report to the overall management group for LEP & LSTF schemes. Together with the data obtained on individual measures outcomes will also be used to inform the development of scheme measures in future years. A detailed monitoring plan will be developed early in 2017, following the DfT's announcement

of successful schemes. This will detail the responsibilities of all delivery partners in monitoring and evaluation of StAR.

The plan will formalise the monitoring requirements, and individual delivery partners 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 individual measures. They will provide this information to the Project Manager in the form of monthly reports. The Project Manager will evaluate and collate this into a quarterly 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.

A key consideration of monitoring will be to improve the capture of data on the outcomes of individual measures that can inform our evidence based approach to planning future development.

SECTION D - Declarations

D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for *Step Ahead of the Rest* 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 [*name of authority*] will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

Name: Tim Read

Signed:

Position: Head of Transportation



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 2019/20;
- Confirms that the authority has the necessary governance / assurance arrangements in place and the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place.

Name:
Andy Wood

Signed:



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