SURREY COUNTY COUNCIL

LOCAL COMMITTEE (GUILDFORD)

DATE: **Wednesday 22 June 2016**

LEAD OFFICER: **David Ligertwood, Passenger Transport Projects Team Manager**

SUBJECT: **Travel SMART programme close overview**

DIVISION: **All**

SUMMARY OF ISSUE:

This report provides an overview of all the work delivered in Guildford, as part of the Travel SMART programme that started in April 2011. It summarises the range of achievements, outcomes and challenges recognised across the programme, but with a specific focus on Guildford. It should be used by the members of Local Committee initially to assess the success of the programme and to have sight of the open schemes that continue to be progressed.

RECOMMENDATIONS:

The Local Committee (Guildford) is asked to:

(i) Note the content of the report and the outcomes of the project.

(ii) Agree that the remaining schemes in the Guilford programme will now be delivered through the most appropriate department, as set out in paragraph 4.5.

REASONS FOR RECOMMENDATIONS:

Recommendations are based on:

- As per the agreed governance structure of the programme, to keep the relevant Local Committees informed of progress.
- To facilitate the closure of the programme.
- To ensure there is a mechanism to deliver the remaining schemes in the programme.

1. INTRODUCTION

Background, aims & objectives

1.1 In 2011/12 Surrey County Council (SCC) submitted two bids to receive funding from the Department for Transport's (DfT) Local Sustainable Transport Fund (LSTF) to deliver Surrey's Travel SMART programme. A key component bid was submitted in April 2011 and a large bid was submitted in July 2011.

1.2 SCC received a total of £18.233m from the LSTF with £3.93m awarded in July 2011 from the key component bid, and a further £14.304 million awarded in June 2012 from the large bid. This funding covered the period April 2011 to March 2015. A minimum of £5.470m was secured in local contributions from the private sector, other organisations and the Council's New Homes Bonus Fund. This gave an overall budget of at least £23.703m to spend on the programme.

1.3 The two bids were designed to address the overarching objectives of the LSTF, as set out by DfT. These were to:

- Support the local economy and facilitate economic development.
- Reduce carbon emissions.
- Help to deliver wider social and economic benefits (e.g. accessibility and social inclusion) for the community.
- Improve safety.
- Bring about improvements to air quality and increased compliance with air quality standards, and wider environmental benefits such as noise reduction.
- Actively promote increased levels of physical activity and the health benefits this can be expected to deliver.

1.4 The aim of the Travel SMART programme was to stimulate economic development and provide people with more sustainable travel options in Surrey. The intention was for the programme to build on the existing successful initiatives such as "Cycle Woking" our cycling demonstration town, our "Drive SMART" anti-social initiative, our quality bus partnerships and the Transport for Surrey Partnership.

1.5 The funding received for Travel SMART was used to fund five inter-related workstreams:

Workstream 1 – Bus priority and corridor improvements
Workstream 2 – Walking and cycling improvements
Workstream 3 – Information, travel planning and marketing
Workstream 4 – Traffic Management (Guildford and Woking)
Workstream 5 – Major projects (Onslow Park & Ride, Sheerwater Link Road, and Redhill Variable Message Signing)

1.6 The focus of this work was in Woking, Guildford & Redhill and Reigate. These towns were chosen for their economic contribution to Surrey and because of their significant congestion and transport issues. This package of measures was designed to achieve the following in the Travel SMART towns:

- Help tackle congestion.
- Support existing businesses and future employment opportunities at key employment locations through tackling transport problems.
- Improve accessibility from areas of deprivation and other neighbourhoods to centres of employment.
- Improve access from transport hubs to areas of employment, with clear signing and safe, continuous routes.
- Improve the links within town centres/key retail and leisure destinations and adjacent residential areas and transport hubs.

2. APPROACH

Delivery approach and governance

2.1 To deliver the Travel SMART programme, the project team structure was divided into five working groups:

- Guildford
- Woking
- Redhill & Reigate
- Guildford Park & Ride
- Woking Sheerwater Link.

2.2 The first three working groups enabled a coordinated approach to the Travel SMART improvements that were delivered in each town. The other two working groups provided focus on the two largest elements of the programme. Each working group had a lead officer, and had both County Council and District & Borough Council officer representation and were responsible for the following:

- Delivering local programme of measures in Travel SMART towns.
- Leading on local engagement and consultation.
- Managing the local programme budget.
- Liaising with the Local Highways Programme.
- Managing and reporting risk.
- Securing local approvals with Local Committee.

2.3 The Local Committee approved the programme for each delivery town and was advised by an LSTF Task Group, which was a member led group that provided scrutiny on programme progress. Where appropriate, schemes had to go through the following gateways:

0. Initial design/specification
1. Member Approval
2. Task Brief to design team
3. Design
4. Ready to go/construction

2.4 The programme as a whole was overseen by a Delivery Board which has been responsible for providing strategic direction and targeting delivery risk management. The Delivery Board has also been responsible for approving, spending and allocating budgets. This board was chaired by the Project Sponsor and had representation from Travel and Transport, Transport Strategy, Sustainability, Highways, Finance and Procurement groups at Surrey County Council.

2.5 A programme management team was also setup. It was led by a Programme Manager, and provided support to the Delivery Board, the working groups and provided overall coordination and liaison with the DfT.

2.6 A core group of officers already employed at Surrey County Council have been involved with the programme from its inception. However the

programme was supplemented by a number of temporary staff to fulfil the various roles in the programme.

2.7 A range of different suppliers were used in the programme to help facilitate delivery. The Capital schemes in the programme have largely been delivered by Surrey's Highway maintenance contractor, Kier Group (Formerly May Gurney). Following a competitive tender process Skanska were awarded the contract for the construction of the Onslow Park & Ride car park.

3. OUTCOMES:

Key achievements in the overall programme

3.1 Travel SMART has delivered a range of positive work across the workstreams of the programme. This is set out in the **Table 1** below:

Table 1 – Key achievements in the overall programme

Element	Output
Buses	• 290 bus stops upgraded. • 1 new park and ride facility for Guildford (Onslow).
Mapping	• 31 different travel maps produced with 26, 306 handed out.
Walking	• 5,000 pedometers handed out with 52% of users walking more as a result • 71 pedestrian wayfinder signs installed. • 17 pedestrian crossings and alleyways upgraded.
Business and Travel SMART challenge	• 34 travel roadshows organised for Surrey businesses. • 450 people receiving eco driver training. • 132 workplaces signed up to the Travel SMART challenge with 1,383 people taking part, leading to 3,799 miles cycled and 2,699 miles walked.
Efficient driving	• 656 new members of the Surrey lift share scheme and 353 new members of the co wheels club. • 14 new car club vehicles. • 8 electric vehicle charging points. • 1 new link road for Sheerwater.
Information centres	• 1 live smart centre opened in Redhill. • 1 new bike project in Westborough.
Cycling	• 31,797 people received cycle training. • 14,000 people came to our cycle festivals. • 18km of new cycle routes. • 3 signalised crossings for cyclists. • 3 folding bike hire stations established. • 1,358 cycle and scooter spaces installed. • 12 new pool bikes available to borrow. • 52% of people cycled more after seeing the promotional campaign
Community funding	• 222 community projects received money from our funding programme with 1,001 people voting at our events to decide how funding should be allocated.

Performance against budget

3.2 The grant award received from the DfT, as set out in paragraph 1.2 was spent in its entirety across the three Travel SMART towns during the funding period 2011/12 to 2014/15. The flexibility of the local contributions in the programme allowed delivery to continue on the programme in 2015/16 through to 2016/17 to complete the remaining schemes in the programme.

3.3 Expenditure in Guildford is summarised in the **Table 2** below with projections for planned expenditure in 2016/17.

Table 2 – Total expenditure

Guildford Scheme Elements	**Expenditure from 2011/12 to 2015/16** (£000s)	***Planned expenditure 2016/17*** *(£000s)*
Bus Priority and Corridor Improvements	£1,994	*£162*
Walking and Cycling improvements	£1,434	*£415*
Information, Travel Planning and Marketing	£2,948	*£0*
Traffic Management (Guildford and Woking)	£551	*£0*
Major Projects (Onslow Park & Ride)	£3,921	*£509*
Total	**£10,848**	***£1,086***

3.4 The £10.848m of expenditure set out above includes £0.413m of local contributions. The remaining schemes as outlined in paragraph 4.5 will be funded with local contributions.

Overarching delivery

3.5 A large amount of the work in the programme was undertaken across multiple work streams. This included the following:

3.6 **Travel SMART Website and Journey Planner -** A dedicated microsite that provides journey information, advice and tips on travelling sustainably and how you can get involved in local events. The website receives c.7,000 hits each month and the journey planner and cycling pages are the most popular.

3.7 **Marketing campaigns -** We conducted 5 wide ranging marketing campaigns, including :

- **Remember when you cycled every day?**
- **What would you do with an extra hour each day?**

Illustrations of these campaigns are set out below:

3.8 **Bus stop information improvements -** New updated bus stop information was placed in over 500 bus stops around the County, and onward walking maps, based on mapping information from our new wayfinding products were placed in popular town centre bus stop shelters.

3.9 **Social Media -** Throughout the programme we operated facebook and twitter social media campaigns, promoting our events and encouraging people to walk, cycle and use public transport more. We currently have just under 800 followers on twitter and have received lots of feedback throughout the programme via this channel.

3.10 **Cycle Training -** As a result of funding from the travel SMART programme we were able to deliver 1,100 additional cycle training sessions across the County, including to families, business employees and children.

Delivery in Guildford

3.11 The delivery of the Travel SMART programme focussed on interventions in Guildford. Annex A provides full details of these outputs. **Table 3** below provides a high level list of the capital outputs from the programme :

Table 3 – Capital programme outputs

Programme Element	Output
Park & Ride	550 car park space park & ride facility at Onslow Guildford with temporary waiting room
Improved bus stops	137
Distance of cycle routes improved	7km
Cycle Parking (no of stands)	70 stands
New bus shelters	9
Wayfinding signs and finger posts	30
Multimedia transport information screens	7

3.12 The programme also consisted of a comprehensive behavioural change programme designed to both support the capital infrastructure, and seek to influence peoples' behaviour in its own right.

Table 4 – Revenue Programme Outputs

Programme Element	Output
Business Engagement	Engaged with 10,442 people
Community Engagement	Funded 91 projects with over 400 people taking part in events
Marketing campaign	5 public campaigns
Bike IT	c.700 children engaged and a permanent club operating through Charlotteville Cycle Club
Cycle Festivals	2 festivals with c.3,000 attendees
Information and awareness	New mapping created in both towns and in bus stops

Traffic Management schemes delivered in Guildford

3.13 The Traffic Management component focused on three main areas: traffic signal control, the provision of information and operational procedures.

3.14 Within Guildford the three Urban Traffic Control (UTC) regions were checked, improved where required and re-validated. These regions cover the areas of:

- A25 Ladymead (including A25 / A320 Stoke crossroads);
- York Road, Stoke Road, London Road, Waterden Road, Epsom Road and the High Street;
- Bridge Street/Onslow Street/Friary Bridge: the gyratory.

3.15 To complement this a new Common Database has been installed and works with the UTC system. It is on this database that alternative signal control strategies are housed that can be brought into operation in the event of certain conditions arising for example closure of the A3 through Guildford.

3.16 To assist with information provision, the parking guidance system was also refurbished.

3.17 Operation procedures have been reviewed, which included developing the alternative signal strategies. It is expected that these procedures will be further developed as part of future projects involving wider network benefits.

3.18 **Table 5** below shows journey time data before, during and after the project for six routes through Guildford. Although the two northbound routes (2 and 4) show a marginal deterioration in journey time over the period, routes 5 and 6 (which travel southbound) show an improvement over the years. Route 3 which travels southbound all the way through the town centre also shows an improvement over time. This equates to a positive percentage change of 8% in average speed.

3.19 A notable improvement is on route 1, The Chase (eastbound). Since 2008/09 there has been a 9% increase in average speed, a 36% decrease in delay and a 14% decrease in journey time. This change may, in part, be attributed to the introduction of the Park & Ride service at Onslow that was

introduced in 2013. However, to be able to state this with confidence, further data is required.

Table 5 – Journey Time Data

Metric	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Guildford Route 1 The Chase EB						
Average speed (MPH)	17.0	18.0	19.2	17.4	18.6	18.6
Total delay (mins)	1.4	1.1	0.8	1.1	1.1	0.9
Total journey time (mins)	3.3	3.0	2.7	3.0	3.0	2.8
Guildford Route 2 Portsmouth Road NB						
Average speed (MPH)	21.4	20.3	23.8	22.3	19.1	19.8
Total delay (mins)	1.7	2.1	1.2	1.5	2.3	2.1
Total journey time (mins)	5.1	5.5	4.6	4.9	5.6	5.5
Guildford Route 3 A320/A3100 SB						
Average speed (MPH)	16.0	16.0	16.9	17.0	16.7	17.3
Total delay (mins)	7.9	7.8	7.0	7.2	7.6	6.6
Total journey time (mins)	18.3	18.2	17.2	17.5	17.7	16.7
Guildford Route 4 Shalford Road SB						
Average speed (MPH)	23.4	24.9	24.0	21.8	22.8	22.2
Total delay (mins)	1.1	0.9	0.9	1.3	1.2	1.3
Total journey time (mins)	4.1	3.8	3.9	4.3	4.2	4.3
Guildford Route 5 Stoke Road SB						
Average speed (MPH)	13.0	12.5	14.0	14.4	13.7	14.7
Total delay (mins)	6.3	6.6	5.0	5.2	6.1	4.8
Total journey time (mins)	12.2	12.6	10.9	11.1	11.8	10.6
Guildford Route 6 Woodbridge Road SB						
Average speed (MPH)	17.1	16.7	15.9	16.4	16.8	16.7
Total delay (mins)	2.3	2.6	2.8	3.1	2.4	2.2
Total journey time (mins)	5.6	6.0	6.2	6.5	5.7	5.5

Schemes delivered outside of Guildford

3.20 This report does not document the schemes delivered in the other LSTF towns of Redhill/Reigate and Woking. For information on delivery there, please refer to the relevant Local Committee reports presented during the June 2016 meeting cycle.

4. PROJECT EVALUATION:

Lessons learned

4.1 A number of valuable lessons have been learnt in terms of partnership working, resourcing and delivery. The working groups and community funding

events were an example of working well with partners and good engagement with the community, which helped build strong relationships and deliver a programme that was supported by many. Conversely the complex nature of a multi faceted programme with time constraints was recognised, and this learning will be shared to help inform future initiatives.

Benefits realisation

4.2 The key outputs in the programme are set out in the table in paragraph 3.1. Whilst we recognise the success of these key achievements, it's still too early to assess the detail of specific measures or the overall impact of the programme. The full benefits realisation will emerge over time, which will be subject to further assessment and analysis. However we are already seeing measurable benefits in the following areas:

- There has been a reduction of up to 21% in the number of vehicle using Albert drive following the construction of the Sheerwater Link Road.
- Over 100 passengers are carried every day during the AM peak period on the Onslow Park and Ride. There has been a steady increase in the patronage since it opened in November 2013, which is in line with initial forecasts and mirrors the experience of other sites previously constructed in the town.
- Overall in the LSTF areas bus patronage has increased by 1%, whilst cycle parking at railways stations has increased at both Guildford and Woking by 16%.
- The business travel forum results show a decrease of 10% in single vehicle occupancy in Guildford.

Closure activities

4.3 In order to close the programme down the Project Sponsor and Programme Manager must ensure that the following tasks are concluded:

- Review of the programme successes and achievements
- More in depth lessons learned session to be held and sharing of these findings with the relevant departments.
- Owners for outstanding schemes have been agreed and actions handed over to be delivered as business as usual.
- Any remaining risks or issues have been highlighted to the Project Sponsor for mitigation.
- Archiving of the necessary project documentation.

Outstanding schemes

4.4 **Table 6** below outlines the schemes that are outstanding from the programme and included estimated delivery dates for these.

4.5 To facilitate the closure of the programme any schemes that remain undelivered will now be transferred to the most relevant department for progression and completion. These will be funded through local contributions, as set out in paragraph 3.3 and 3.4. The table below sets out what is left to deliver in Guildford

Table 6 – Outstanding Schemes

Scheme name	Scheme detail and update	Responsible department	Estimated delivery date
Onslow Park & Ride passenger waiting room	Procurement of waiting facility subject to delay; anticipated construction and completion Autumn 2016 A design and build tender has been issued with a closing date of 4 July 2016. Allowing for due diligence with the contract award process, the preferred Contractor could be on site around the end of August.	SCC (Travel and Transport Projects Team and Procurement)	Autumn 2016
Onlsow Park & Ride A3 directional signs	Procurement of advanced directional signs from Highways England (HE) for A3 Original request to revise directional signs on A3 between A31 and Cathedral junctions was not cost effective and also rejected by HE due to impending A3 improvement scheme on Stag Hill. A revised scheme for single new sign of the type "*For P&R follow Research Park*" was agree last Autumn and SCC paid fully for this revised solution at that time. However, further delays have arisen due to changes and reorganisation of HE's new highway engineering service provider, Kier. These delays will have consequential effect on performance of the Onslow site until resolved.	SCC and Highways England	Autumn 2016 / Winter 2017
Onslow Park & Ride permanent power supply	Provision of permanent mains power supply by UK Power Networks (UKPN). UKPN cannot install power until a way-leave is provided, which requires the signed lease for P&R site between	SCC, UKPN, GBC and UniS	Autumn 2016 / Winter 2017

	UniS and GBC. Progress is dependent upon GBC/University of Surrey (UniS) signing lease. Clause of lease requires passenger building to be complete prior to signing.		
RTPI signs/shelters	Intelligent Bus Priority at junction has been developed and passed site acceptance tests but awaiting further work by SCC's Traffic Signals team before the further 18 junctions can be fully equipped and working. RTPI screen at Onslow Park & Ride to be installed once new waiting room constructed. RTPI displays in Guildford. Two displays to be installed in Send in July once power has been supplied to shelters. Remaining displays to follow	SCC	Autumn 2016 Autumn 2016 Autumn 2016
A25 Stoke Road Crossroads	Transferred funding to Guildford STP The A25/A320 Stoke Crossroads is to be improved for pedestrians and cyclists and provide buses priority within the signal phasing. This scheme should reduce the number of pedestrian and cycling road casualties at this location, improve bus journey time, and provide cyclists and pedestrians with a continuous off-road route including a safe route through the junction	SCC	Estimated start on site January 2017
A25 Cycle Schemes – Various (University to Stoke Crossroads)	Snagging Works to A25 Cycle Schemes A number of A25 cycle schemes were road safety audited, following their completion in 2015. These audits indentifying some additional minor works, some	SCC and Kier	Summer 2016

	of which are still outstanding.		

5. FINANCIAL AND VALUE FOR MONEY IMPLICATIONS:

5.1 The overall Travel SMART programme which commenced in 2011 with grant support from the DFT supplemented by local contributions from the Councils New Homes Bonus Fund, Developer contributions, and other organisations provided a total of £23.703m of resources to deliver the range of objectives set out in para 1.3.

5.2 The DFT grant award was time limited to be spend by the end of 2014/15 which required the delivery of some locally funded aspects of the programme to be rescheduled to later in the programme to ensure that the grant element was fully claimed thereby maximising the benefits to the programme

6. EQUALITIES AND DIVERSITY IMPLICATIONS:

6.1 Full Equality Impact Assessments (EIA) were carried for the relevant schemes in the programme and were published on the Surrey County Council website. Mitigating actions were carried out to reduce or limit any equality or diversity implications. EIA's will continue to be reviewed and monitored by the relevant departments.

7. RISK MANAGEMENT IMPLICATIONS:

7.1 Risks in the current programme have even satisfactorily mitigated or are being progressed as referred to in paragraph 4.3. Any risks and issues for the schemes that remain outstanding will be transferred to that delivery function for mitigation.

8. CONCLUSION:

8.1 The County Council was awarded £18.233 million for the TravelSMART programme in Surrey, totalling a £23.703 million investment. The TravelSMART programme set out to deliver transport related capital improvements and behaviour change initiatives in three Surrey towns, with an overarching objective of economic growth and a decrease in carbon emissions.

8.2 The funding bid was turned around extremely quickly in order to meet a tight government timeline, with the funding award also following a very short timeline. In response to this, a cross Directorate project team was quickly mobilised to effectively manage the logistical, delivery and governance challenges. The programme itself was delivered largely to time and budget with programme modifications made in collaboration with area Member Task Groups. Significant successes have been secured, including a new park & ride site in Guildford, the new Sheerwater Link Road in Woking, plus safe, signed walking and cycling routes and bus priority / bus corridor improvements across all three towns. Early outcomes demonstrate the value of the LSTF investment, although future monitoring will of course determine the full and true impacts of the programme.

8.3 With all large programmes of work lessons will always be learnt, particularly given this was such a diverse programme of works across three distinct geographic areas. It is vital therefore that we learn and use new knowledge and

understanding to improve our performance. Shared learning will ensure that enhanced understanding is applied in future bidding, given Government seems set to continue in this manner, and of course in the delivery of new programmes of work. Going forward, lessons learnt will give us better resilience as to the identification, application and delivery of new opportunities to support the Council's strategic goals of well being, economic prosperity and resident experience.

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Consulted: LSTF Delivery Board

Annexes: Annex A – Guildford Project Outputs

Sources/background papers: Various reports to Guildford Local Committee

Annual Outputs Report to DfT

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