Cheshire West and Chester Council **Helping the Borough Thrive**

Thriving Economy

A well connected and accessible borough

The following document summarises how the outcome outlined above will be achieved by 2020 in a context of significantly reduced resources. The plan provides a clear overview of the major transformational elements over the upcoming years to ensure that customers and communities experience the best possible outcomes.

Outcome Plan 2016-2020

Cheshire West and Chester

Your Outcome

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What is the problem we are trying to solve?

Transport is fundamental to connecting people, businesses and services; whether it is connecting our residents to jobs, education, leisure or community facilities, or connecting visitors and residents to our vast open green spaces and sports areas. There are transport connections associated with almost everything we do.

Cheshire West and Chester is a well-connected borough with extensive motorway, trunk road and rail networks within our boundary. The network carries a significant amount of local, sub-regional and national traffic, with travel patterns of the borough influenced by nearby conurbations of Wirral and North Wales.

Over 200,000 commuter trips (including 50,000 inbound trips and 52,500 outbound trips) are made in our borough every day. There is a high dependence on the private car for commuter trips accounting for around 90% of trips and subsequently low levels of commuting by bus, rail, cycling and walking.

What are we good at?

- Stable asset condition following significant investment in the asset;
- 100% of Highway permit scheme applications are processed on-time;
- Steady decline in road traffic collision in the past 10 years;
- Allocating resources to the supported local bus service network to ensure demand is met;
- 90% increase in Community Transport capacity for those unable to use conventional services and in rural areas; and
- 85,000 premises benefit from increased broadband speeds.

Having sustainable methods and mechanisms of transport is essential to the success of Cheshire West and Chester, having a real impact on the quality of life of local residents and visitors to the borough, while also bringing economic growth to the area. The Council is committed to making sure the borough is well-connected and accessible.

Air pollution is a major environmental risk to health. By reducing air pollution levels, the incidence of a range of diseases and conditions, including stroke, heart disease, lung cancer, and both chronic and acute respiratory diseases, including asthma can be reduced. The lower the levels of air pollution, the more attractive active modes will be and therefore cardiovascular and respiratory health of the population will be better, both long- and short-term.

Residents are living their lives online more than any point in history. It is important that the Council adapts to account for this change, and to fit in with modern lifestyles by enabling more services to be accessed online. This 'digital revolution' will make our services more convenient to residents, and shape them around their needs. By 2020 it is expected that residents who prefer to

use digital means to transact and communicate will be the vast majority with just 15% as non-users.

There is huge growth in internet usage, particularly across less affluent groups with the rise of smartphone and more ubiquitous internet access. Interestingly, age is becoming less of a barrier to participation and currently more people in the 66-79 age bracket use Council websites than the 30-39 age bracket, and this group are the fastest growing demographic using the Council's website.

Availability of high-speed broadband to nearly all homes and businesses will underpin the delivery of the public sector outcomes and will act as a platform to make "digital" /online services more universally available, helping to lower demand for services via more costly channels. Furthermore it will offer a step change to Small and Medium Enterprise businesses allowing them to live and work locally while competing globally.

Rail Network Links

- Recent rail franchises will introduce transformational improvements to services, a significant number of new service improvements and additional capacity across the north of England and Wales including benefits for Cheshire West and Chester. These include an additional train every hour between Chester, Warrington and Manchester onward to Bradford & Leeds, a brand new hourly service between Chester, Runcorn and Liverpool (using the Halton Curve) improvements to the Chester – Northwich – Stockport & Manchester Service, additional services for Winsford, Hartford and Acton Bridge and a new peak time return train from Ellesmere Port to Manchester.
- Cheshire West and Chester offer residents a 20% discount on the price of a senior rail or disabled card when residents obtain a discount code before they apply to the Rail Delivery Group
- Working creatively with partners along the Mid Cheshire Line (Chester to Manchester via Northwich) to achieve the priorities of the Partnership and maximise income and investment into the Line and its communities. The Community Rail Partnership (CRP) works closely with five local authorities – Cheshire East, Cheshire West & Chester, Trafford, Stockport and Transport for Greater Manchester – also with Knutsford and Northwich Town councils and Parish Councils along the line. Strategic partnership working to ensure the CRP features as a key delivery partner to bring about behavioural change in travel choices, promote sustainable tourism and active travel. The work and priorities of the Mid Cheshire Community Rail Partnership support the national themes of - Economic Growth, Reducing Carbon Emissions, Promote Equality of Opportunity, Contribute to Better Safety, Security and Health, Improve Quality of Life and a Healthy Natural Environment – which are interpreted locally by each council.
- Working with the new North Cheshire Community Rail Partnership, hosted by the University of Chester.

Public Transport

- Chester Bus Interchange has brought a modern transport facility providing vastly improved public realm and pedestrian linkages in the city as well as wider transport connections.

- Concessionary Travel is administered to the English National Concessionary travel scheme standard (ENCTS), to provide free travel on eligible local bus services from 9.30am to 11.00pm on week days and at any time on Saturday, Sunday and Bank Holidays. The Authority has a statutory duty to work with operators within the borough to provide a scheme to eligible service users. There are currently 55, 900 concessionary travel card holders in the borough;
- Working in partnership with bus operators to produce and update bus timetable leaflets / maps and maintain over 1538 roadside displays at bus stops and shelters ensuring information is accurate and in line with bus registration changes;
- Cheshire West and Chester Council administer a Consortia arrangement, working in partnership with, Halton and Warrington Councils'. The management of the scheme is defined as two key functions across the consortia; card production and bureau and operator negotiation and monthly reimbursement to operators;
- The bureau provides all concessionary cards across the consortia areas allowing for automated on-bus transactions to take place. The bureau administers the scheme and production/ despatch of new/renewal applications;
- There are around 9.7 million journeys each year on the bus service network throughout the borough. These provide those key journeys to work, shopping, education, training and healthcare appointments;
- Procuring and Managing local bus contracts for socially necessary local bus service routes across the borough plus the Chester Park & Ride contracts;
- Calculating/Reimbursement of Bus Service Operators Grant (BSOG); and
- Responsible for income collection through departure charges for Chester Bus Interchange and Ellesmere Port bus station.

Road Transport Links

At the outset of CW&C, highway improvement was highlighted as a top priority for Members. The condition of roads in CW&C was poor and deteriorating. Public consultation also confirmed that the condition of our roads and the need for repair was a clear priority for the public too. This resulted in a Highways Asset Recovery Report that outlined the cost benefits of an Asset Recovery programme – in other words planned investment over a number of years to undertake repairs, improve road conditions and address customer dissatisfaction.

An additional £4.5m per year of Asset Recovery capital funding was allocated each year between 2011/12 and 2015/16. This was reduced to £4.0m in 2016/17 and £3.0m in 2017/18. This has delivered a significant enhancement in the highway condition.

The additional funding is having a big impact on the condition of our road network. Road users will notice the difference in how much better our roads are as they leave Cheshire West's boundaries. The condition of our roads is now stable and on some road types improving. There have been some spikes in reported issues – most notably during the bad winters a few years ago. However, even then, because the Council had injected additional funding, the borough has not been as badly affected as other areas, with better quality repairs standing up to the winter weather.

All the indicators are going in the right direction:

- Complaints and requests for action are down and are continuing to decline;

o   Third party claims have dropped and continue to drop; and
o   We are receiving many more letters complimenting the Council's Highways team.

The annual National Highways and Transport (NHT) Public Satisfaction survey shows the condition of roads, pavements and footpaths as both the most important issues and those most in need of improvement. The 2019 results ranked Highway condition and pavements as 96% and 94% of importance respectively. 26% were satisfied with the condition of highways whilst 47% were satisfied with highway maintenance. 52% were overall satisfied with highways and transportation in the borough.

Following the implementation a permit scheme for works on the highway, the Council is now processing more applications than originally envisaged with 9,171 permit applications being processed in 2018; 100% of applications have been processed on time. The Council is offering incentives to the works promoter to work outside of peak traffic times by offering a discount to the Streetworks permit fee it recovers.

There are a number of road safety activities undertaken across the borough that ensure a co-ordinated and effective delivery of road safety improvements. The ultimate aim is to reduce the numbers and severity of casualties involved in road traffic collisions on the highway network. Road safety is not just about providing facilities, but is also about people's behaviour, having the skills to be safe, together with individual responsibility and an awareness of road safety.

Cheshire West and Chester Council have seen a steady decline in killed or seriously injured road traffic collisions in the past 10 years and whilst the Council are continuing to perform well in reducing road traffic casualties on the highway network, one casualty is considered too many.

In 2018 the target for people Killed or Seriously Injured (KSI) in road traffic collisions was to have fewer than 168 casualties. The actual level was 35 below this and therefore the Council reached its objective. The target for Child KSI's in the same year was for fewer than 9 casualties. The actual figure was 4 below this in 2018. This is based on the baseline of 182 KSI's and 11 Child KSI's per year between the period of 2010 to 2014.

The results of the reductions in both KSI's and Child KSI's are positive, however we will continue to counter this continuing and challenging problem and will resolve to strengthen partnership working with partner agencies. We will also invest and work with schools, colleges, businesses and with local communities to raise awareness, educate and train all types of road users in order to improve skills and behaviour.

Walking and cycling are key sustainable modes considered in the multi modal Transport Strategies that have been adopted for Winsford, Northwich and Chester, which set out the vision for delivering capital schemes across all modes of transport in the borough. The Council continue to be proactive in endorsing the walking and cycling infrastructure initiatives identified from our adopted Transport Strategies and seek to secure funding through competitive third party funding opportunities, as and when they become available. An example of our recent success is securing provisional approval from the Cheshire and Warrington Local Enterprise Partnership (LEP). This is for sustainable transport schemes delivered as part of the Local Growth Fund to improve walking and cycling infrastructure. These schemes are yet to be finalised, but will be delivered by March 2021. The Council also has an Active Travel forum and is looking to develop a Cycling and Walking Investment Plan in 2019/20.

A Parking Strategy for Chester was developed and approved by the Council's Executive in 2012. A number of its recommendations have been implemented to date, including, for example, the introduction of new parking technology in the city centre car parks and improvements to the Park and Ride Service under the new contract. There is a need, however, for a parking strategy to be developed for the entire borough, and for the Chester Parking Strategy to be updated as part of that process.

The local authority has a responsibility to support local air quality improvements to benefit public health and to work towards EU air quality standards. Nationally, like most other member states, the UK is facing difficulties in meeting the EU air quality standards for concentrations of nitrogen dioxide alongside some of our busiest roads. In addition, the increasing use of diesel vehicles over recent years has resulted in increasing levels of particulate pollution, including PM_{10} and $PM_{2.5.}$ Since December 1997 each local authority in the UK has been required to carry out a review and assessment of air quality in its area. This involves measuring air pollution and trying to predict how it will change in the next few years. The aim of the review is to make sure that the national air quality objectives will be achieved throughout the UK by the relevant deadlines. If a local authority finds any places where the national air quality objectives are not likely to be achieved, it must declare an Air Quality Management Area there and put together a plan to improve the air quality - a Local Air Quality Action Plan (AQAP). The Council has four AQMAs, three of which have Action Plans. Whist the AQAPs are important, it is essential that they are supported and underpinned by a borough-wide Low Emission Strategy that is currently under development

Digital Revolution

- Superfast broadband has been rolled out across the borough with the aim to moving to 99% in 2019/20. To date 102,000 premises have benefited from increased speeds. It is recognised that to achieve 100% coverage especially in rural areas and smaller towns is a continuing challenge. The four councils are working together with the community, internet providers and suppliers to facilitate the investment in Superfast Broadband technology, and seeking additional funding were appropriate.
- New public WIFI provision is planned to be delivered in key locations across the borough, commencing in Chester city centre. WIFI provision will provide connectivity for residents, visitors, tourists and businesses and increase access to local services.

What areas do we need to improve on?

- Improved sub regional and cross border links especially to the Northern Powerhouse and NE Wales;
- 90% of commuter trips are private car, we need to increase mode share by bus/rail/cycling and walking;
- Road transport from West to East, is congested and in need of modernisation e.g. A51 Tarvin to Chester Improvement Scheme
- Continually review our current Highway Asset management practices in order to maximise funding from DfT;
- Review our Highways communication strategy;

- Rail network requires modernisation with unsuitable service patterns, line capacity issues and in many cases station facilities;
- Securing funding opportunities for major infrastructure schemes;
- Revise parking strategy to meet the needs of the borough;
- Increase patronage on Park and ride provision;
- Facilities for electric vehicles; and
- Wider digital agenda.

Rail Network Links

From our borough 16% of trips to Merseyside and 5% to Manchester are made by train, whilst 18% of trips from NE Wales are made by bus. 65% of local residents work in the Borough and there are high levels of cross boundary commuting for example 35% of in inbound trips originate in North east Wales and a further 26% come from Wirral and Merseyside. 15% of trips come from Cheshire East and 6% from Greater Manchester. For outbound trips 23% commute to Merseyside, 20% to North east Wales, 17% to Cheshire East, 14% to Manchester, 9% to Halton and 6% to Warrington. Patterns reflect the national trend for travelling further to those that have increased mobility through car ownership or good public transport links to take advantage of the dynamics of the labour market.

Public Transport

Invest in local transport strategies such as Chester, Winsford, Northwich and Ellesmere Port, which will inform investment in key infrastructure at local and regional levels to bring about improvements to known congestion hot-spots across the borough improving journey times by road and rail and to lobby appropriate partners and developers to invest in the transport network fit for the future of Cheshire West. This will refresh the overall transport vision and objectives and align these with the emerging sub regional priorities.

Increase patronage on the Chester Park and Ride service through a proactive business development and marketing strategy, enhanced waiting facilities to improve door to door experience of the user. This is alongside a borough wide Parking Strategy which will reduce congestion and ultimately ensure public transport and Park and Ride are viable alternatives to the private vehicle.

Work to secure investment from Highways England, Government and the LEP to improve and enhance the strategic highway network for schemes such as the M53 Smart Motorway and ensuring the strategic case is made for M56 Smart Motorway to be delivered within the RIS2 delivery period. Make the case to deliver schemes such as the Chester Western Relief Road and transport priorities evolving from current and emerging transport strategies to unlock economic growth, housing and jobs.

The opening of the new Chester Bus Interchange will improve public transport connectivity in the city.

Continue to support and develop the national award winning itravel smart app (Smarter Travel Award- Best Travel app 2014), which gives multi modal travel advice.

Road Transport Links

Continue to review our Highway Asset management practices to ensure the quality of the highway network it maintained as resources reduce, to ensure value for money. A highway network that enables Cheshire West and Chester to flourish, by investing to provide value now and in the future, and giving our customers / stakeholders confidence in the decisions made.

Review the Highway Management function to ensure it is responsive, customer focused, embraces digital channels and maximises the value of the term contract.

Review our communication strategy to detail how the Highways Service will engage customers and stakeholders to ensure they are aware of, and satisfied with, the continual work that is undertaken to improve the highways network. Communications will be timely, positive, interactive and accessible. Engaging stakeholders to understand their needs and expectations provides the information needed to shape and mould the service provided and the reputation of the Council.

Continue to introduce 20 mph speed limits in residential areas and outside schools where appropriate.

Refresh the road safety strategy with a focus on education, enforcement and engineering.

Develop a revised parking strategy based on evidence and clear consultation, which will assist in informing future decisions related to parking in the Borough.

Further develop the new Park and Ride service to reduce congestion and improve accessibility.

Explore opportunities to move to electric vehicles for the Park and Ride fleet.

Digital revolution

Despite significant investment in the Connecting Cheshire programme to date, it is apparent that the deployment of super-fast broadband to our communities and businesses remains an issue in terms of the speeds being received. To date, 102,000 premises have been reached with fibre and benefited from increased speeds. 90,000 premises receive >24Mbps.

The primary issue is the distance from the cabinet (particularly in rural areas), long line lengths are recognised as causing issues with a significant number of premises not able to receive superfast speeds of 24Mbps (megabits per second) or above. However despite not reaching superfast speeds, many rural areas are now able to access significantly higher speeds between 10 – 24Mbps via upgraded cabinets.

It is recognised that to achieve 100% coverage especially in rural areas and smaller towns is a continuing challenge. The four councils are working together with the community, internet providers and suppliers to facilitate the investment in Superfast Broadband technology, and seeking additional funding were appropriate.

How do we compare now?

Rail network links

Working with partners such as Welsh Government, Mersey Dee Alliance and the North Wales Economic Ambition Board we aim to lobby Network Rail to support the economic business case or the case for the electrification for the Warrington to Crewe and Chester to Holyhead rail line, although if successful the work will not be undertaken by 2020.

Passenger services through Halton Curve was introduced, improving access of our residents to Liverpool John Lennon Airport and North Wales via rail.

Continue to work with partners and Constellation Partnership to lobby for essential rail improvements and to take full advantage of the opportunities prior to HS2 hub at Crewe e.g. Sandbach to Northwich Line to allow passenger services together with the introduction of new stations and for improvements to Winsford to Hartford routes, and lobbying for Mid Cheshire Line electrification.

Bring forward quick wins from the Rail Station car parking review either through rail franchisees or through management of Council owned assets, where possible, along growth corridors e.g. Frodsham and Helsby.

The Community Rail Partnership was established in 2004 at a time when patronage on the Mid Cheshire line was poor, partly because the service was unreliable. The current Mid Cheshire Community Rail Partnership partners are: Cheshire Association of Local Councils (CHALC), Cheshire East, Cheshire West & Chester, the Forestry Commission, Transport for Greater Manchester (TfGM), Knutsford Town Council, Mid Cheshire Rail Users Association (MCRUA), Northern Rail, Northwich Town Council, Stockport Council & Trafford Council.

Support the Mid Cheshire Community Rail Partnership to realise an effective busy train service, linking Chester and Manchester through its intermediate stations, that encourages people to live in, work in and visit Mid Cheshire destinations.

Public transport

Target for 90% of local bus services operating with the defined punctuality 'window' 1 minute early to 5 minutes late) are achieved as a minimum standard. This currently stands at 86.37% in 2017/18. Continue the Bus Liaison group with highway officers to ensure operators are informed of highway issues in advance of works and to feedback on network problems which affect and delay the public transport network.

Reverse the decline in bus passenger journeys on registered local bus services in Cheshire West and Chester Borough Council administrative area. Passenger journeys have increased overall from 9.3million in 2013/14, to 9.5million journeys in 2017/18. These figures include both the commercial and the financially supported network.

Increase the patronage of Park and Ride facilities in the borough with associated impact on air quality and congestion.

Road transport links

Highway network. We will monitor the extent of work carried out on the highway network against the funding allocated to ensure we are achieving value for money in the treatments and repair techniques adopted. We have in previous years compared what it costs to repair our roads through our term service contract with other authorities in the Midland Service Improvement Group. It is our intention to benchmark our maintenance costs to ensure we are achieving efficiencies and value for money.

Road safety. Each road traffic collision that occurs on the highway network carries a cost to society and is currently valued at approximately £100,000. The implementation of targeted engineering programmes will bring significant collision savings and ultimately achieve value for money.

The Cheshire Road Safety Group (CRSG) consists of various partner agencies including Cheshire West and Chester Borough Council, Cheshire East Council, Warrington and Halton Borough Council, Cheshire Constabulary, Cheshire Fire and Rescue and Highways England. The overall aim of the group is to reduce the number of road traffic casualties in Cheshire through safety camera enforcement of speed and red-light running offences. In 2016 the CRSG completed the digital upgrade of their existing wet film speed cameras and refurbished a number of static speed sites. In addition, the CRSG has also recently completed the digital upgrade of the ageing red light camera infrastructure and are considering introducing new red light camera sites. The new red light digital camera technology will operate 'speed on green' and therefore the cameras will be able to enforce both red light running and speeding offences.

All parties regularly monitor their collision and casualty data to ensure that these aims are being met and those safety locations are appropriate and effective. Funded through the CRSG is the analysis of both collision and casualty data across Cheshire Local Authorities and in particular this looks at collision/casualty trends and compares against each LA. In addition to this, through both the CRSG Technical Officers Group and the Education, Training and Publicity Group we are able to specify what type of analysis we want such as older drivers, cyclists, pedal cyclists, etc. An update of collision data trends is a standard item on the CRSG Board agenda and any emerging trends comes through discussions at that meeting. In addition to the CRSG, we discuss and compare collision/casualty trends through the Midlands Service Improvement Group.

We will continue to work with various agencies for the delivery of some its core-activities of road safety through the Midlands Service Improvement Group and road safety groups within the North West region. We will promote best practice and prepare annual report benchmarking against road traffic casualties and reduction forecasts.

20 mph speed limits. In January 2016 the Council's Cabinet approved the implementation of signed only 20 mph speed limits on suitable residential roads and outside schools across the borough. Due to the size, complexity and the resource required, the 20 mph programme is being delivered over a 4 year period with priority in the implementation of areas with the higher number of schools and numbers of recorded injury collisions. The 20 mph speed limits in Cheshire West is intended to deliver significant benefits, including a reduction in average vehicular speeds across those roads that met the criteria for a 20 mph limit, a reduction in road traffic collisions and encourage more children to walk and cycle to school.

The Council has now completed its third year of the 20 mph programme with the delivery of 36 schemes in 2016/17, 38 schemes in 2017/18 and 59 schemes in 2018/19. An evaluation of the first year programme has been undertaken which has highlighted reductions in road traffic collisions, less traffic flow and a slight reduction in average vehicular speed.

The introduction of such limits is considered to be widely known with local residents. The reduced speed to 20 mph is likely to increase health benefits in terms of walking and cycling, encourage active, sustainable and shared travel with more children to likely to walk and cycle to school on their own. Parents are not tied to the school run and children have their freedom increased. Those people who are afraid to cycle become more likely to cycle than previously. We will consult and benchmark with other Local Authorities who have already introduced area-wide 20 mph speed limits in their areas.

Work will now commence on the speed limit assessments for all scheme areas within the final year of the programme to determine which areas are suitable for a 20 mph speed limit.

Cycling. Through Government funding we are able to provide cycle training to schools and adults through the Bikeability scheme. The training is designed to equip people, particularly young people with the skills essential for making cycling trips safer and enjoyable whilst on the roads.

Digital revolution

Despite significant investment in the Connecting Cheshire programme to date, it is apparent that the deployment of super-fast broadband to our communities and businesses remains an issue in terms of the speeds being received. To date, 102,000 premises have benefited from increased speeds.

The primary issue is the distance from the cabinet (particularly in rural areas), long line lengths are recognised as causing issues with a significant number of premises not able to receive superfast speeds of 24Mbps (megabits per second) or above. However despite not reaching superfast speeds, many rural areas are now able to access significantly higher speeds between 10 – 24Mbps via upgraded cabinets.

It is recognised that to achieve 100% coverage especially in rural areas and smaller towns is a continuing challenge. The four councils are working together with the community, internet providers and suppliers to facilitate the investment in Superfast Broadband technology, and seeking additional funding were appropriate. Within Cheshire West and Cheshire, 203 live structures have been installed, with 39,914 premises passed. Of these over 33,856 have speeds of over >24Mbps.

What will good look like?

Rail Network Links

- ✓ Mobilise to take full advantage of the anticipated benefits that the HS2 hub at Crewe will deliver, advocating and lobbying the electrification of the Warrington to Crewe and Chester

line (and beyond to Holyhead) and the Mid Cheshire Line. Improvement to the passenger experience at railway stations. Further improvement to the service frequency and number of seats on trains, potentially including new routes.

✓ Improved rail infrastructure, with continued dialogue with franchisees and bus operators to both improve the rail offer for our residents and access to stations for onward travel;

✓ Work with Transport for the North to develop an integrated ticketing offer that is multi modal and spans beyond the Cheshire West geography; and

✓ Implement the elements within the station car parking review that are quick and easy wins and continue to liaise with third parties for those elements that require lobbying of train operating companies.

Public Transport

✓ Residents will tell us that access to services has improved through the installation of raised kerbs at bus stops along key routes and low floor accessible vehicles operating the services that use them;

✓ The Park and Ride fleet is converted to a fully electric operation and patronage is increased, reducing reliance on private modes of transport;

✓ There will be an increase in patronage and revenue at park and ride services;

✓ Better accommodation of coaches in Chester City, including improved pickup and drop off facilities and facilities for overnight coach parking;

✓ Reduce cases of loneliness and isolation amongst the most vulnerable in our communities by enabling access to Community Transport for those unable to use conventional services; reducing dependence on health and social care services across the borough;

✓ More tailored Community Transport including 'door to door' service with members being able to get to for example, health appointments and shopping; and

✓ Increased capacity of Community Transport building on the 2016/17 90% increase in vehicles operating right across the borough.

Road Transport Links

✓ Improved resident satisfaction with roads;

✓ Fewer road traffic collisions;

✓ Increased availability of super-fast broadband;

✓ Residents tell us that access to services has improved;

✓ Higher number of residents accessing services online;

✓ Reduced congestion at pinch points and improved infrastructure across the borough;

✓ Strengthened links with Transport for the North, Mersey Dee Alliance and Constellation Partnership on work streams and utilise these linkages to bring change to our borough;

✓ Reasonable steps taken to ensure accessibility to all areas;

✓ Develop our local and regional connectivity transport infrastructure schemes with the Cheshire and Warrington Local Enterprise Partnership, with a focus on growing the borough's and sub-regional economy, whilst also representing value for money;

✓ Develop a pipeline of major schemes to be taken forward when funding becomes available or through developer subsidy; where it can be sought, rather than the public purse;

✓ Residents understand the importance of investing in preventative treatments to deliver best value;

✓ Public opinion surveys to indicate a higher satisfaction with the condition of local roads and the way they are managed;

- ✓ The public should expect to find a condition which is safe and consistent with the type and location of that particular road;
- ✓ There will be better co-ordination and less disruption on the Highway Network caused by roadworks and abnormal load movements and better communication of advanced works to inform businesses and residents of the likely disruption;
- ✓ We will strive to work with works promoters on the highway network to ensure works are carried out 7 days a week, particularly on the A road network, in advance of new legislation which is likely to confirm a requirement for this type of approach;
- ✓ Better educated schools and work places on the provision of safe and secure cycling across the borough;
- ✓ Provision of sufficient, good quality parking facilities, including Park and Ride sites and at railway stations;
- ✓ The air quality targets identified in the three borough's Air Quality Action Plans are achieved;
- ✓ The Council implements a Low Emission Strategy;
- ✓ A safer highway network and improved environment through the reduction of KSI's that will increase and promote safer modes of travel such as walking and cycling;
- ✓ The provision of the Driver Engage programme that provides driving instructors with specialist resources and training that will enable them to discuss a range of key road safety topics with their learners;
- ✓ Young children from schools across the borough have an opportunity to become safe and independent cycle users through the Bikeability scheme;
- ✓ Completion of a suite of transport studies for the largest urban areas in the Borough to inform transport spending priorities; and
- ✓ Completion of refreshed Transport Strategy for the borough and ensuring that the Council's transport objectives and priorities are reflected in the future sub regional priorities.

Revolution
- ✓ Higher number of residents accessing services online. With 9 out of every 10 people across the UK actively using the internet this initiative will increase the opportunity for our residents to access the services they need and communicate with the Council through digital means; and
- ✓ Increased availability of superfast broadband.
- ✓ Public WIFI provision in key locations throughout the borough

Resources and Partners that will help us to get there:

The Key Council services or functions and Partners that will support the delivery of this outcome are:

Council Services or Functions	Partners
• Customer Services • Public Rights of Way • Highway Maintenance • Highway Network Management • Road Safety • Parking	• BIDs • Transport for the North • Constellation Partnership • Mersey Dee Alliance • Cheshire and Warrington Local Enterprise Partnership and Local Transport Board • Cheshire Police

• Park and Ride • Environmental Protection • Spatial Planning • Planning and Strategic Transport • Information, Concessions and Travelcard • Community Transport Commissioning	• Cheshire Road Safety Group CRSG (CWaC, Cheshire East, Warrington, Halton, Police and Fire) • West Cheshire Community Safety Partnership European Road Assessment Programme (EuroRAP) • Network Rail • Northwest Safety Engineers Group (NWSEG) • Road Safety Great Britain Northwest (RSGB NW) • Midlands Service Improvement Group (MSIG) • Flintshire County Council • Cheshire Fire and Rescue Service • Connected Cheshire Partnership (CWaC, Cheshire East and Warrington Borough Council) • Transport Operators • Highways England • Cheshire & Warrington LEP • North Wales Economic Ambition Board • Transport for Wales • Growth Track 360 • Ringway • Rail North Ltd • Welsh Government • Mid Cheshire Community Rail partnership • North Cheshire Community Rail partnership, • Borderlands Community Rail Partnership • Chester – Shrewsbury Community Rail Partnership • Housing Providers

By 2020 we are planning to spend £12.8 million a year and we will also invest £62.5 million into capital schemes that support this priority.

What have we already achieved?

Since this Outcome Plan was first agreed in 2016 we have already achieved a number of key actions through the work of all of our partners. These key achievements include:

Construction of Chester Bus Interchange delivered, with opening in June 2017.	**Parking Strategy approved following extensive consultation.**	**Review and benchmarking of possible options for rail parking has been undertaken.**
Introduction of a Residents & Community Portal.	**Updated Local Transport Plan approved.**	**Asset Management Framework, Policy and Strategy delivered.**
New Park & Ride bus contract from July 2016, with comprehensive monitoring and management system.	**Road Safety Plan updated annually, identifying all road safety engineering and education programmes.**	**Refreshed Growth Strategy developed and Growth Track 360 Prospectus in place.**

Review of Digital opportunities has informed the Digital Work Programme.	Fifty percent of the four year 20mph speed limit programme implemented by March 2018.	Annual Bikeability training programme for young people and adults is in place.
Northwich Transport Strategy developed.	LEP Approval for A51 Tarvin to Chester Improvement Scheme	Development of a new Coach Strategy.
Implementation of 20mph speed limits in 133 separate scheme areas		Secured Highways England investment at A51/A55 junction.

How will we measure our impact on the outcome:

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
KPI	Reduce the number of Killed or Seriously Injured (KSI) road traffic casualties	182	168	164
KPI	Reduce the number of Children Killed or Seriously Injured (CKSI) road traffic casualties	11	7	No higher than previous year
-	Increase the number of 20mph speed limits on residential roads and outside schools, measured as the proportion of identified sites that have been converted to 20mph (four year programme)	-	65%	80%
KPI	"A" road condition – percentage requiring structural maintenance	1%	No more than 3%	No more than 5%
KPI	"B&C" road condition – percentage requiring structural maintenance	6%	No more than 8%	No more than 8%
KPI	"U" road condition – percentage requiring structural maintenance	7%	No more than 9%	No more than 9%
KPI	Increase the proportion of residents who are satisfied with highways overall (NHT Survey)	52%	58%	60%
-	Increase the proportion of residents who are satisfied with highways condition (NHT Survey)	38%	50%	55%
-	Increase the proportion of residents who are satisfied with highways maintenance (NHT Survey)	54%	60%	62%

KPI	Measure	Baseline	2018/19 Target	2019/20 Target
KPI	Increase the use of Park and Ride in Chester, measured by the number of P&R passengers per annum	574,502	500,000	510,000
-	Increase the use of Community Transport, measured by the number of trips (average per month)	7,573	7,573 (per month average)	7,800
KPI	Increase the availability of superfast broadband, measured by the proportion of premises able to access superfast broadband (>30Mbps)	89.5%	99%	99%
-	Increase the availability of services through Digital Technology	10%	35%	50%

How we will deliver our outcomes:

Strategic Theme	Key initiatives
1. Deliver major transport schemes that connect major towns across the Borough, the sub-region and wider country to 2020 and beyond	- Implement the new **Bus Interchange** in Chester City Centre and the associated plans for public realm improvement; - Maximise the rail **benefits of HS2** working closely with the **Constellation Partnership** and aiming for the electrification from Crewe to Holyhead and Warrington; - Influence the Implementation the **M53 smart motorway** between junction 5 and 11 and explore additional junction between junction 11 and junction 12; - Maximising section 106 funding to **develop transport infrastructure** and commission transport to support growth; - Design and develop the business case for a **Chester Western Relief Road;** - Access improvements in **Northwich** for example **Winnington Swing Bridge,** schemes to be determined by Northwich Transport Strategy; - Improved access between **Winsford and M6 Junction 18;** - Develop the case for an **M56 smart motorway;** - Develop a pipeline package of **major transport scheme developments for the next 30 years** for example tackling the known pinch points. To name a few, these may include Chester City congestion hot spot improvements potentially including Overleigh roundabout, Sealand road corridor, Fountains lane roundabout and Liverpool road; **Freight and logistics strategy** being considered within the Transport for the North for Northern Powerhouse as well as the

	lorry park strategy and the M56 motorway junction improvements; and • Tackling rural isolation through increasing capacity of **Community Transport.**		
A.10.1.1 - Ensure key rail schemes are fully costed in future strategic planning, including within forthcoming freight strategy due in 2018.	December 2018	Transport Manager - Network and Policy Development	
A.10.1.2 - Work closely with Highways England to ensure the M53 smart motorway continues to be a priority	March 2020	Transport Manager – Planning and Strategic Transport	
A.10.1.3 - Scheme development – Improved access between Winsford and M6 Motorway (Mid-Cheshire Towns Transport Strategy).	March 2019	Transport Manager – Planning and Strategic Transport	
A.10.1.4 – Implement key actions from Northwich Transport Strategy	March 2019	Transport Manager – Planning and Strategic Transport	
A.10.1.5 - Work with HE to develop further priorities on M56	March 2019	Transport Manager – Planning and Strategic Transport	
A.10.1.6 - Scheme development Chester WRR	March 2019	Transport Manager – Planning and Strategic Transport	

Strategic Theme	**Key initiatives**		
2. Deliver a focused programme of road maintenance and road safety	• Review our current **highways asset management practices** to ensure the quality of the highways network is maintained as resources reduce to ensure value for money, having a full understanding of the whole life costing; • Review the **Highways Management function** to ensure it is responsive, customer focused, embraces digital channels and maximises the value of the term contract; • Introduce **20mph speed limits** in residential areas following consultation; • Refresh the **road safety strategy** with a focus on education, enforcement and engineering; and • Implement **local safety engineering schemes** to reduce collisions.		
A.10.2.1 - Implementation of Road Safety Plan schemes and initiatives.	Ongoing to 2020	Senior Manager Place Network and Environment Management	
A.10.2.2 - Implementation of engineering schemes and initiatives	Ongoing to 2020.		
A.10.2.3 - Training of young people and adults through the Bikeability programme	Confirmation of booking for the year by Sept 2018		
A.10.2.4 - Continue roll out of 20 mph programme	Ongoing to 2020		
A.10.2.5– Secure funding to further support the preparation and programme of engineering schemes specifically targeted to cyclists and pedestrians.	Ongoing to 2020		

Strategic Theme	Key initiatives		
3. Take a strategic approach to car parking, considering the impact on congestion and local economic activity	• Develop revised **parking strategy** based on evidence and clear consultation (including rail parking and local parking sites) • Cabinet to decide on the strategy following full consultation and engagement with Members • Ensure a new **coach strategy** is in place to reduce congestion		
A.10.3.1 - Parking Strategy – implementation	Ongoing to 2020	Regulatory Services Manager	
A.10.3.2 - Coach strategy – development and implementation including funding for coach pickup, drop off, facilities, marketing and improvements	March 2018	Transport Manager - Network and Policy Development, Highways	

Strategic Theme	Key initiatives		
4. Deliver a programme of low carbon transport initiatives	• Further develop safe and sustainable engineering measures to encourage and promote **safe cycling and walking;** • Develop and implement **smart ticket technology** to encourage more residents to use public transport, working closely with Transport for the North; • **Travel Plan** supplementary planning document; • Further develop the **new park and ride service** to reduce congestion and improve accessibility; • Review **subsidised public transport to** ensure communities and vulnerable residents have access to services and employment, where appropriate; • Move to **electric vehicles** for the Park and Ride fleet; and • Increase the use of **community transport.**		
A.10.4.1 - Full engagement in Transport for the North activities and employ the preferred strategy	Dependent on Transport for the North timeframe (by 2020)	Transport Manager - Network and Policy Development	
A.10.4.2 - Effective implementation and ongoing support of the new Park and Ride contract	March 2020	Regulatory Services Manager	
A.10.4.3 - Park and Ride service development and marketing	March 2020		
A.10.4.4 - Infrastructure improvements at the Park and Ride sites	March 2018		
A.10.4.5 – Implement actions from Low emission Strategy	March 2020		
A.10.4.6 - Secure funding to convert the Park and Ride Fleet to fully electric vehicles and convert to electric vehicle fleet	March 2019		
A.10.4.7 - Review accessibility criteria and cost per passenger journey	Autumn 2018	Transport Manager - Network and Policy	

		Development
A.10.4.8 - Air quality - Implement revised action plans	March 2020	Director of Place Operations Regulatory Services Manager

Strategic Theme	Key initiatives
5. Design and deliver a digital programme that improves the accessibility and cost effectiveness of services	- Review **all digital opportunities** across the Council; - Ensure **technology solutions** are in place to support an ambitious digital vision, working closely with Cheshire East Council; - Introduce a **residents portal** supported by redesigned CRM and website; - Deliver **full digital programme** against industry best practice; - Ensure **Wi-Fi connectivity** is fully embedded into the council property and housing strategies; - Deliver the second phase of **superfast broadband** rollout to meet 95% coverage by 2017; and - Work closely with Government to address m**obile connectivity blackspots** across the Borough.

A.10.5.2 - Implementation of digital programme to recognise opportunities and benefits of a digital Council	March 2019	Director of Public Services Reform
A.10.5.3 – Further development and increase awareness of Resident & Community Portal.	March 2019	Director of Public Services Reform
A.10.5.5 - Develop council strategy on public access to technology	March 2020	Director of Public Service Reform
A.10.5.8 - Council strategy on public access to technology	March 2020	Senior Manager ICT Solutions

Risks

Risk	Mitigation	Owner
Strategies aren't delivered and programme of schemes not identified and taken forward	Ensure good communication. Provide good evidence base to inform corporate decisions. Develop the business cases to feed a pipeline of schemes.	Places Strategy (FH)
Parking strategy delayed	Ensure all stakeholders engaged and the issues are discussed widely. Engage Chamber of Commerce and businesses, market traders.	Places Strategy (FH) Regulatory Services Manager
Communities not adopting 20mph proposals and drivers not comply with revised speed limits	Ensure that 20 mph limits are introduced in areas that are predominately self-enforcing	Senior Manager Place Network and Environment Management
Increase in KSI and Child KSI	Ensure an annual provision of	Senior Manager Place

road traffic casualties, including pedestrians and cyclists	funding is available to implement cost-effective casualty reduction measures.	Network and Environment Management
Congestion on the highway network due to roadworks	Ensure highway occupation is properly co-ordinated.	Senior Manager Place Network and Environment Management
Deterioration in the condition of the highway network and associated infrastructure due to reduced funding.	Ensure robust asset management principals are followed to address road condition and maintain in a steady state condition.	Senior Manager Place Network and Environment Management

Interdependencies

Programme / Project / Activity	Describe the dependency
Cleanest, safest, most sustainable neighbourhoods	• Air quality, congestion, road safety and sustainability
A great place to do business	Infrastructure to support regeneration and economic growth Enablement of planning Bus interchange - Strong link with great to do business outcome in terms of regeneration.
Well educated and earn a decent living	• Tackling deprivation with the Local Sustainable Transport Fund (LSTF) allocated funding to CWaC's Employment skill team to help the long-term unemployed back into employment by providing free public transport for 6 months when meeting the eligibility criteria, 45 people in the last year
Vibrant and healthy communities with inclusive leisure, heritage and culture	• Ensuring people have access to sustainable and safe forms of transport (e.g. cycling, walking) is essential in helping people to become more active.
A well connected and accessible borough	• Policy implementation or change by Children and Families and Adult Services will impact on use of Community transport and vehicle availability/funding • Public transport provision in the Borough - CWaC await details of the Buses Bill when known, this could have an impact on quality and provision of bus services in the borough.