
Liverpool City Region Combined Authority

Local Journeys Strategy



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Foreword

‘Placemaking’ has become one of the buzzwords of the moment in the development of the city region devolution agenda and the election of metro mayors. This is due to the potential this new form and level of governance provides to both localise and join up decision making on an appropriate scale so that we can take a more integrated and people-centred approach to the spaces we live in, particularly the urban environment.

This may sound obvious, but our silo approach to providing public services, and the failure to take a holistic view in balancing the interests that need to be considered in decisions about the shape of our city region, all too often results in unloved and unsustainable spaces and places with traffic jams, poor air quality and unhealthy environments.

So there is a pressing need to act because of the challenges we face to reduce carbon emissions, improve air quality, address public health concerns, improve road safety and cut traffic congestion. On the upside, the economic growth opportunities that arise from providing people with great places to live, work and visit provide tremendous incentives to get ‘placemaking’ right. We already have a world-famous brand in the very name ‘Liverpool’, so how much better if, in addition to improving the quality of life for those of us who live here, we can provide visitors with world-class spaces and local connections when they come? Who knows, they may decide to keep coming back or even relocate here.

Helping people and goods to move around efficiently, cleanly, safely and healthily by the most appropriate mode is an integral element of ‘placemaking’, hence the importance of this document, the Liverpool City Region Local Journeys Strategy.



Steve Rotheram
Mayor of the
Liverpool City Region

Of course walking and cycling have a vital role to play, but a successful strategy is not about offering a binary choice between these and other forms of local transport; it is about striking the right balance between them and supporting better choices. Two-thirds of all journeys in our city region are less than 5km in distance, but half of them are made by car. I want us to build a city region where walking and cycling are the safe, healthy and pleasant choices for more of these journeys, and this needs to be designed into how we plan new communities and regenerate existing ones.

This has to be a shared vision because it is not something that any one organisation can deliver on its own. It will require a partnership approach between myself as Metro Mayor, the Combined Authority, local authorities, transport providers, developers, the health sector and the public themselves if this is how we want our City Region to be. I hope you will play your part, too.

Part 1:

An Introduction to the Liverpool City Region Local Journeys Strategy

Overview

- 1.1 This document presents the Liverpool City Region Combined Authority’s strategy for local journeys. It provides a framework for guiding the development of services and infrastructure that support sustainable short trips across the Liverpool City Region (LCR). It is underpinned by a vision for action and a delivery framework based on a strong evidence base. The Strategy will assist the LCR in delivering against the aspirations for economic growth as set out in the Liverpool City Region Growth Strategy by supporting the use of low-carbon modes and improving access to jobs and services.



The Drivers for Action

- 1.2 The Local Journeys Strategy will be a key strategy for the Combined Authority, and will guide our future investments in sustainable local journeys in the short, medium and long-term. It will:
- **Provide an effective framework for the development of services and infrastructure** across the City Region. This Strategy articulates how sustainable local journeys play their part in delivering the City Region’s overall objectives for sustainable economic growth.
 - **Support future funding bids** by articulating a long-term vision that provides the basis for strong strategic cases for investment. The City Region has been successful in securing funding for sustainable travel initiatives in recent years, for example through the Local Sustainable Transport Fund (LSTF) and its Sustainable Transport Enhancements Package (STEP). However, there is a need for a new agreed vision for shorter trips and a supporting delivery programme going forward. This Local Journeys Strategy will meet this need by articulating a strong case for investment in local journey networks in the LCR across other thematic areas as well as transport.
 - **Complement the transport strategies that underpin the Transport Plan for Growth.** The LCR has developed a set of long-term strategies for most of its transport network. These strategies now effectively communicate the long-term vision for the City Region for these networks in terms of how they play their part in delivering its overall growth objectives.

What is a ‘Local Journey’?

- 1.3 This Strategy cuts across multiple transport modes and geography; it covers all forms of local accessibility and connectivity into local centres, and movement in and around local communities. These can be standalone local journeys, or they can be the first or last part of a longer-distance journey (the ‘last-mile’ connection). As a broad guide for practical purposes, local journeys are those with an origin or destination within the LCR and are less than 5km in length.
- 1.4 While one of the roles of the Local Journeys Strategy is to facilitate the conditions to allow for all modes to work together, the latent potential for increasing sustainable local journeys in the LCR is evident. The vast majority of journeys we undertake are short journeys; 66% of all trips in Merseyside are less than 5km in length, and 83% are less than 10km. Yet of the trips that are less than 5km, half are undertaken by car.¹
- 1.5 While the needs of pedestrians and cyclists are important, interventions must be designed that work across all modes and all users. We should also acknowledge the role of local journeys within the business sector, and consider freight and logistics within the local journeys mix.
- 1.6 There is clearly a significant opportunity to encourage more people to use sustainable modes for local journeys – if we can provide them with the right conditions.

Structure of the Strategy

- 1.7 The Local Journeys Strategy is structured in three key parts:
- **Part 1** introduces our Local Journeys Strategy, communicating our aspiration to maximise potential for sustainable travel choices with respect to local journeys. It reviews national and local evidence to advocate investment and provides our supporting policy framework.
 - **Part 2** defines our vision and aspirations for local journeys in the City Region. It outlines a series of clear objectives that will guide our actions, and uses best practice benchmarks.
 - **Part 3** presents our principles for action. It sets out what we seek to deliver in different types of places in the City Region, ranging from busy town centres to stable residential communities and new developments. It highlights our principles for effective delivery of the Strategy.
- 1.8 An Implementation Plan will support this Strategy by setting out a clear delivery model that will enable the Combined Authority to implement the actions in the most effective and efficient manner. It will detail how we will support the effective delivery of local journey interventions across the City Region, discuss how we will align this Strategy with future funding bids, and set out our approach to monitoring and evaluation.



Maximising our Potential

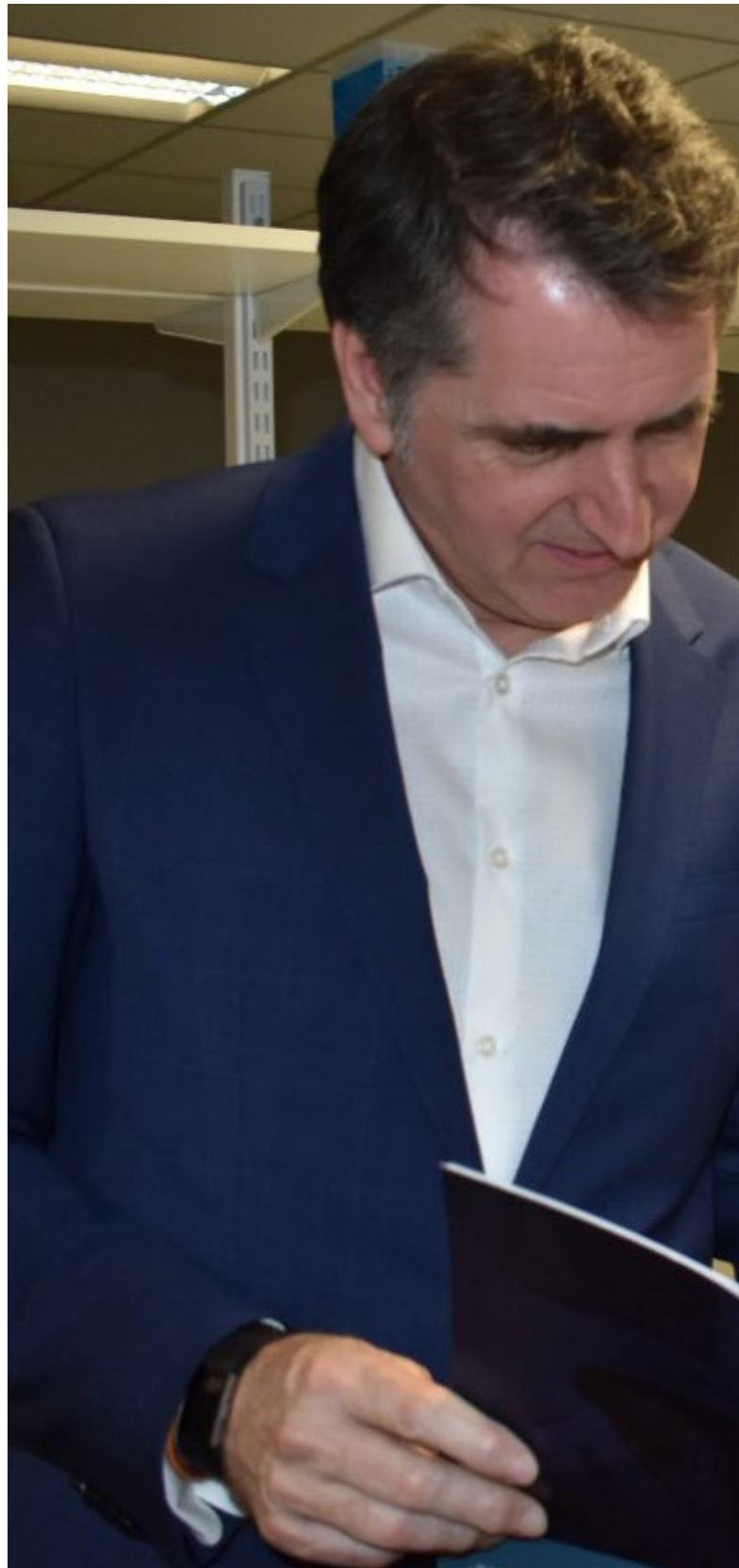
Supporting Sustainable Economic Growth

- 2.1 The benefits of sustainable local journeys are numerous and, in recent years, we have delivered a range of initiatives that have made sustainable travel options for local journeys more attractive. These include our previous LSTF programme and our current STEP programme, which are delivering a wide variety of interventions that range from new cycle lanes around employment locations to streetscape improvements in Liverpool city centre and behaviour change initiatives with employers and members of the public.
- 2.2 For many residents and visitors in the City Region, some of the recognised modes of sustainable local journeys are not necessarily the first choice or preferred option – as evidenced by the 50% of journeys under 5km that are still undertaken by car. As the City Region grows its employment and population base, we could witness a significant increase in the number of local journeys that are undertaken within it. If current trends continue, this could result in increased numbers of short car journeys, leading to increased congestion and adverse impacts on air quality and health.
- 2.3 To mitigate this, we will need to consider options that make sustainable local travel more attractive as well as measures that make short car journeys less attractive. In practice, there are a number of things we can do to maximise the potential for, and the benefits of, sustainable local journeys:
 - **Help to deliver the Growth Strategy:** The Liverpool City Region Growth Strategy was published in June 2016. It sets out an ambitious plan for delivering 100,000 new jobs, 20,000 new businesses and more than £20bn additional GVA in the City Region by 2040. To achieve these goals, it will be vital to have a local transport network that is efficient and resilient, that encourages businesses to invest, and that encourages high-quality talent to live in the City Region. Creating the right conditions for sustainable local journeys will form a key part of its delivery.
 - **Maximising potential and leading innovation:** The Local Journeys Strategy will provide the strategic framework for delivering innovative solutions that maximise the potential of sustainable modes in the LCR, including emerging technology, smart cities and mobility as a service. That means investing, where appropriate, in the removal of barriers to walking, cycling and public transport in a complementary manner for the benefit of all transport users.

- **Access future funding by showing our ambition and plan for action:** In a competitive funding environment, the LCR will maximise its chances of accessing national funding if it can clearly articulate what it aims to achieve, showing how investments in particular schemes are part of a wider, longer-term plan – the core of the ‘Strategic Case’ of the transport business case. This Strategy will support this by showing our ambitions for the future to regional and national funding bodies, to key stakeholders in the City Region, and to the general public.
- **Link to complementary transport strategies:** We have recently completed (or are working on) key transport network strategies at the LCR level, including the Long Term Rail Strategy (2014), the Ferries Long Term Strategy (2015), the Bus Strategy (2016), the Road Safety Strategy (2017), the Rights of Way Improvement Plan (due in 2017), and the Freight and Logistics Strategy (also due in 2017). This Local Journeys Strategy will bring these modes together, capturing the relevant aspects for local journeys, in particular where trips are undertaken by multiple modes like walking to the bus stop or cycling to the train station.
- **Links to other relevant non-transport strategies** (health, employment, etc.): We will ensure that, where possible, the Local Journeys Strategy is relevant to the wider strategic priorities of the City Region, including health, housing, land use, planning education and economic development. This approach recognises the role that transport plays in achieving strong and sustainable economic growth.
- **Deliver on national government objectives:** The 2010 coalition government’s ‘Door to Door Strategy’ provided a reference point, as will the National Air Quality Plan. For active travel specifically, the Cycling and Walking Investment Strategy has set out the aim of doubling cycling journeys across the country. Our Strategy will seek to deliver on this aim locally – at the same time, we recognise that sustainable local journeys are about more than walking and cycling, and we therefore also consider other sustainable transport modes and how multiple modes can interact and complement each other.

Devolution and Decentralisation

- 2.4 The Devolution Deal, which was agreed between the government and the LCR in November 2015, provides the levers through which the pillars of the Growth Strategy can be supported by the Mayoral Combined Authority. The deal sees a range of new funds, freedoms and responsibilities passing to the control of the Liverpool City Region Combined Authority by means of a directly elected City Region Mayor, and focuses predominantly on economic development, transport, housing and planning, and employment and skills.
- 2.5 As part of this process, the LCR now receives a single pot of capital funding known as the Single Investment Fund (SIF) instead of separate streams of funding for specific activities, such as for transport, skills or economic development, and will allow the City Region freedom to allocate funds to locally identified priorities. This means that the powers and freedoms that stem from the Devolution Deal mean the LCR has greater potential to support the planning, phasing and delivery of a sustainable transport offer, ensure that it is joined up with plans for new housing and economic development, and help to deliver on our aspirations for transport as an enabler of sustainable growth.





Our Framework for Action

Building our Future

- 3.1 The Liverpool City Region Growth Strategy, Building our Future, focuses on extending and improving cycling and walking networks to support healthy lifestyles, the transition to a low-carbon economy, and environmental enhancements. It will be the primary mechanism by which we use the powers and freedoms we received through the Devolution Deal and manage the associated Single Investment Fund valued at almost £500m.
- 3.2 The Growth Strategy builds upon the objectives set out in the Transport Plan for Growth and synthesises them into three strategic pillars:



Productivity

Supporting economic growth in the City Region by increasing employment, levels of productivity and investment through the better movement of goods and people.



People

Supporting access to opportunity by connecting those who wish to access employment, training, education and further learning opportunities; and supporting accessibility to fresh food, leisure and healthcare.



Place

Supporting place quality by drawing our energy from a range of low-carbon energy sources, with vehicles powered by alternatives to fossil fuels and with increased active travel opportunities.

- 3.3 We recognise that sustainable transport, and in particular walking and cycling, not only contributes to carbon reduction and air quality levels but also improves connectivity, facilitates easy access between key destinations, increases modal choice and improves journey time reliability. An effective, affordable and sustainable transport system is therefore critical to delivering the growth, employment and environmental aspirations of the region.
- 3.4 To this end, this Local Journeys Strategy aims to facilitate an increase in more sustainable local journeys, as part of a planned programme of investment to meet a longer-term vision. It will bring forward a delivery model to integrate smarter choices and active travel delivery as a cross-cutting theme for implementing the Growth Strategy.

- 3.5 The Local Journeys Strategy will help us deliver on our aspirations for active travel choices, addressing air quality and reducing congestion. Bringing together all such travel activity through a co-ordinated approach to local journeys across the LCR, with the development of services and infrastructure that support sustainable shorter trips irrespective of mode, will help us in managing urban congestion.
- 3.6 It is fully aligned with the Growth Strategy strategic pillars and will enable us to secure funding to deliver our principles for action. This will support increased productivity, economic growth and improved quality of life. Overlap within these themes will inevitably occur due to the interdependent nature of the activities within these themes.
- 3.7 Through productivity, we will seek to deliver a shift in business operations to establish long-term sustainable habits – for example, the promotion of shared transport to reduce business journeys and congestion.
- 3.8 Our people-themed projects will aim to provide solutions to young people struggling to access new and existing employment or education opportunities, as well as travel solutions where public transport is not a viable option. A behaviour change programme can provide travel solutions as well as promotional campaigns to support access into long-term employment.
- 3.9 We will also look to increase the supply and skill set of local people entering the transport sector. Through places, we will build on enhancing sustainable transport links and streetscape design where demand is greatest for local journeys, with targeted interventions to actively contribute to carbon reduction and improved air quality, and aim to allow for transport modes to work in a complementary manner.

Transport Plan for Growth

- 3.10 One way to address localised urban congestion is by focusing funding to support active travel choices for local journeys through increasing public transport investment, investing in road safety and improving cycle and walking infrastructure. This will then help to support transport's role as an enabler of wellbeing, providing access to jobs, services and green spaces, easing traffic levels, reducing carbon emissions, increasing resilience, and supporting economic growth.
- 3.11 The LCR Transport Plan for Growth provides a strategic direction for transport that supports growth, regeneration and carbon reduction, and is the overarching framework under which our targeted interventions will be delivered. Availability and affordability are important recurring themes to ensure that the transport network is within easy reach and can take people where they need to go at a price they can afford. Focusing efforts to help to remove these barriers is therefore essential to complement our work on improving the capacity and efficiency of the network to ensure equality of travel opportunity. This will help to ensure that an increase in the number of local journeys does not negatively impact on the City Region, and will contribute to reducing carbon emissions and improving air quality to strengthen the City Region as a place to live, work and invest.

Bus Strategy

- 3.12 For local journeys, the bus is often the best option, since the average journey length for bus-based trips is less than 5km. Our Bus Strategy highlights how bus services are vital to the economy of the LCR, taking 100,000 people to work every day and helping 60,000 young people access education and training. But while some 80% of public transport journeys in the LCR are made by bus, only 10% of these are for commuting, so buses can play a greater role in growing our economy. Buses are also vital to the social capacity of the LCR. The most vulnerable in society are the most reliant on bus services, so such services offer many a way out of social isolation.
- 3.13 Every stage of the journey has been considered as part of an end-to-end approach. This means making the bus a practical option with respect to active travel choices; a comprehensive, integrated and easy-to-understand bus network that connects the LCR and makes it easier to get around. Attractive journey times, a more punctual service and affordable, straightforward ticketing are key elements of the Bus Strategy. This is in addition to investment in infrastructure, such as the £1.7m Kirkby Bus Station that opened in 2016, a modern facility providing a key transport hub linking passengers with the transformed town centre.
- 3.14 Taking action to improve customer satisfaction levels and increase bus patronage is a priority for the Liverpool City Region Bus Alliance – a formal partnership between Merseytravel, Arriva and Stagecoach that all bus operators in the Liverpool City Region are free to join by signing up to the obligations of the Alliance – which has overseen the introduction of a range of customer-focused improvements, including on board Wi-Fi and USB charging points. In addition, a programme of bus network reviews is being delivered by the Alliance in co-operation with other bus operators, which will help ensure that the network is up-to-date, clear and simple to understand.

Long Term Rail Strategy

- 3.15 The Devolution Deal commits to the establishment of a long-term Special Rail Grant settlement for the Merseyrail network. This development has enabled Merseytravel and the Combined Authority to progress a locally funded procurement of new trains, investing some £460m in rolling stock designed specifically to suit our network and with features LCR residents have said they want to see. The deal also allows the LCR to consider taking forward alternative proposals for the management of rail stations on the Merseyrail Electrics network initially, and potentially other stations on other lines in due course.
- 3.16 And while trains are more generally used for longer trips, our Long Term Rail Strategy recognises that there is a significant opportunity for an enhanced rail offer to build upon the strengths of its existing assets to help facilitate investment and growth. We recognise that investment in the LCR's rail network, together with improved ticketing options and enhanced accessibility, can contribute to the overall sustainable transport offer and help deliver a low-carbon economy.
- 3.17 In addition, we adopt a 'whole journey' approach – recognising that if a multimodal integrated journey is broken down into its constituent parts, encouraging active travel choices for the shorter elements (e.g. the journey to or from the station) can itself make a valuable contribution to delivering a low-carbon economy and support economic growth.

Freight and Logistics Strategy

- 3.18 The LCR is a coastal City Region with enviable links to the rest of the world via a modern and efficient port that has seen £400m of private sector investment in Liverpool 2, a new deep-water container terminal at the Port of Liverpool that enables the largest vessels to call directly in the heart of the UK. We are working with national and local partners to maximise the competitive advantage that this presents and are developing a forward looking Liverpool City Region Freight and Logistics Strategy which focuses on unlocking the benefits of this world class asset.
- 3.19 One of the aims of the LCR Freight and Logistics Strategy will be to minimise the environmental and social impacts of freight and logistics activities on local communities and businesses wherever possible, thus enhancing residents' quality of life. It proposes improved access into major logistics sites for active modes – for example, through the planning system requiring major new freight and logistics developments to be accessible by cycle and foot and to public transport from all sides, thereby improving access into the site for nearby workers. It also recognises cargo bike delivery markets have the potential to reduce the need for traditional goods distribution in urban areas.

Rights of Way Improvement Plan

- 3.20 Our Rights of Way Improvement Plan, first drafted in 2008, is being updated to cover the next 10 years. It details how improvements made to the public rights of way network can provide a better experience for walkers, cyclists and all users of public rights of way. It is based on the needs of both local people and visitors and provides a structured approach to improving alternative routes for avoiding busy roads, helping people travel through or around heavily developed areas or walk to work, the shops and railway stations. The Rights of Way Improvement Plan is aligned with the vision and objectives of the Local Journeys Strategy.

Road Safety Strategy

- 3.21 The Liverpool City Region's Road Safety Strategy 2017-2020 aims to reduce the number of people killed and seriously injured. The plan outlines the methods and measures that will be necessary to help promote safer Local Journeys, including education (promoting road safety messages through targeted campaigns and training), enforcement (ensuring road users adhere to safety measures that have been implemented, particularly driving at a safe speed), and engineering (identifying and introducing remedial measures to improve road safety and ensuring new highway projects operate safely).



Department for Transport

Cycling and Walking Investment Strategy

3.22 Through the newly published Cycling and Walking Investment Strategy (CWIS), the government recognises that creating a walking and cycling nation is a long-term process. The long-term goal is for walking and cycling to be increasingly a normal part of everyday life, and the natural choice for local journeys such as the commute to school, college, and work or leisure trips. It sets out a vision of a nation where cycling and walking are the norm for all people; where everyone in the country has access to safe, attractive routes for cycling and walking. Its ambition is for cycling and walking to be the natural choice for local journeys. The CWIS advocates the development of Local Cycling & Walking Infrastructure Plans (LCWIP) as a new approach to identifying cycling and walking improvements required at the local level, to enable a long-term approach to developing local cycling and walking networks

3.23 Cycling and walking are clearly important elements of our Local Journeys Strategy. Investment in increasing walking and cycling alongside other sustainable local journeys makes sense economically, environmentally and for public health. The role of spatial and land use planning in creating the underlying environment in which walking and cycling can thrive as well as public transport is important. Through our work on local journeys, we will be looking to reinforce this message, such that investment in soft measures is matched with investment in infrastructure. In addition, among the recommended key outputs of LCWIPs are network plans for walking and cycling that identify preferred routes and core zones for further development, and a prioritised programme of infrastructure improvements for future investment. As such, this approach has been incorporated into the LCR Local Journeys Strategy Implementation Plan.

Door to Door Strategy

3.24 The government set out its aspirations for more journeys to be made by sustainable transport (i.e. public transport, supported by cycling and walking). This was considered essential to its goal of reducing carbon emissions from transport. Its focus is on the 'whole journey', recognising that each component of the journey is as important as the whole. While different modes of transport have traditionally been considered separately, it does not reflect the way people think about their journeys. It also acknowledges that multiple barriers need to be addressed simultaneously, and brings together a range of actions and policies to deliver a modal shift. Our Local Journeys Strategy resonates with this approach, since it focuses not only on actual short trips, but also the often neglected shorter components of the 'whole journey', particularly the first or last portions that could be transferred to sustainable and active modes.

Bus Services Act

3.25 The Bus Services Act received Royal Assent in April 2017. The Mayor and the Combined Authority (CA) will look at the opportunities afforded by the Act to see how they could best help to deliver a consistent and joined-up transport network with co-ordinated routes, simpler fares, integrated ticketing and consistent quality standards. This will help the LCR's bus network to play a full role as part of an integrated, reliable, safe, clean and affordable transport network, particularly in the context of local journeys.

Areas of Opportunity

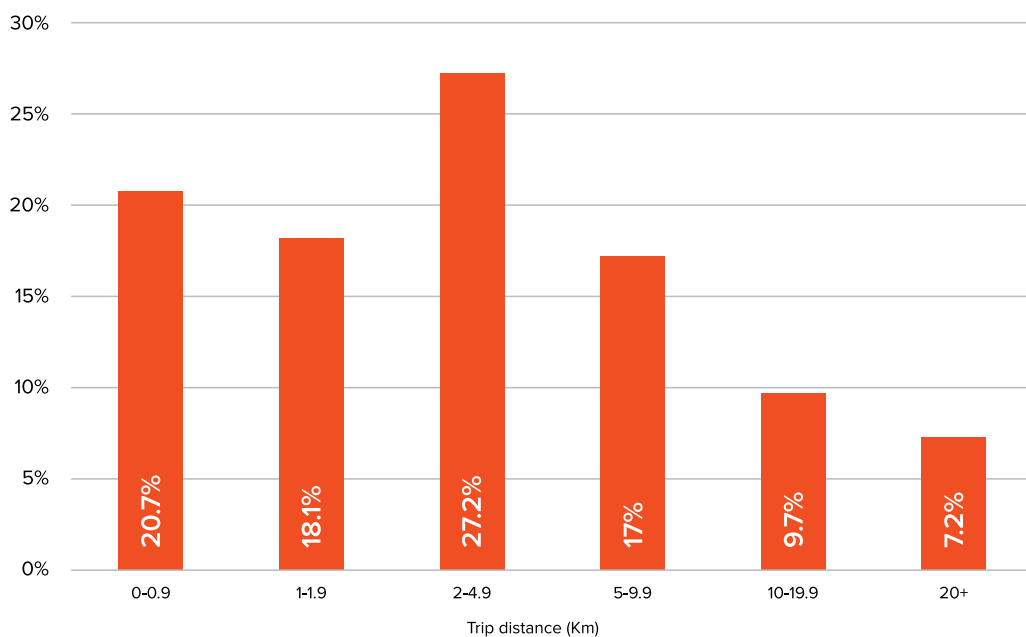
4.1 This Strategy builds on existing evidence that has been collected on current movement patterns in the LCR, based on a range of local, national and international data sources. It points to several clear areas of opportunity that have been used to inform our strategy objectives. In addition, it has highlighted that we need to build up our attitudinal evidence base, e.g. the reason why people choose alternative modes over cycling and walking. Much of the data is on a broad LCR level and focuses on mode share, and is often commuter centric and site specific; we will seek to address this as we develop the Implementation Plan.

Evidence for Action

4.2 At the national level, the car is unsurprisingly the dominant mode of travel, accounting for 64% of all trips and 78% of distance travelled (Transport Statistics Great Britain, 2015). Walking accounts for 22% of all trips and 3% of distance travelled, followed by a 7% mode share for bus (by number of trips), 3% for rail, and 2% for cycling. With respect to local data, a number of key messages have emerged:

1. The scale of the opportunity is evident

- 66% of all trips in Merseyside are less than 5km in length, and 83% are less than 10km.²
- Of the trips that are less than 5km, 50% are undertaken by car, despite the fact that many of the trips may be within comfortable walking or cycling distance.²
- The National Propensity to Cycle Tool highlights latent demand – the full implementation of the government’s CWIS would deliver more change in the LCR than it would on average nationally.³



² Countywide Household Travel Survey 2013

³ National Propensity to Cycle Tool (www.pct.bike)

2. Best practice shows that small steps can make a big difference

- Best practice reviews in cities in the UK show that creating a more attractive streetscape need not be complicated, contentious or expensive.⁴
- Less is very often more – tidying up and removing unnecessary ‘clutter’ can be a very effective first step towards better, more attractive places.⁴
- Realigning or removing road markings, removing any unnecessary guard railings on pavements, and reducing the number of road signs can make a huge difference – evidence shows that shared space and de-cluttering approaches can work for all highway users without compromising road safety.



Real streets are seldom quite as neglected as this, though some are certainly close

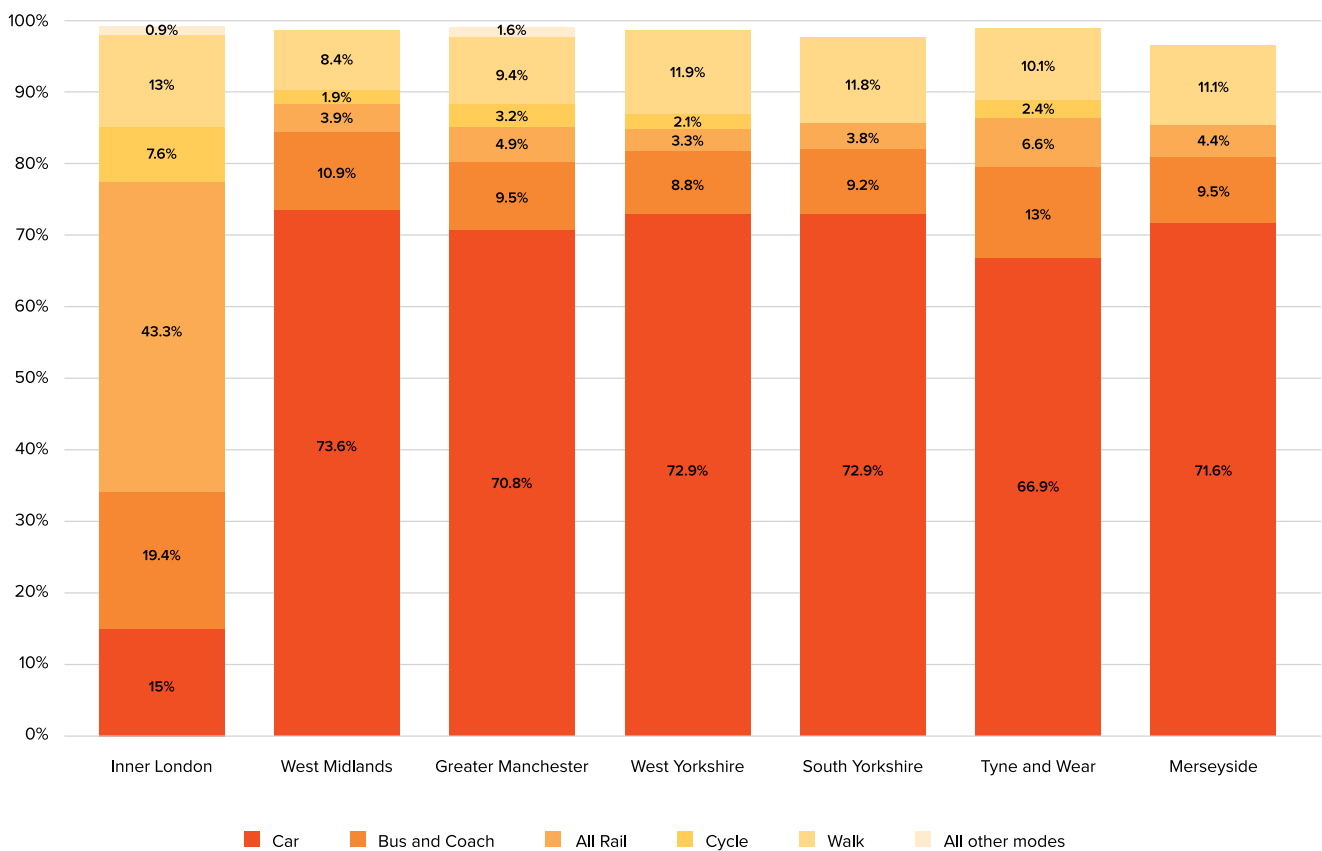


A clean and tidy street looks like a place that is cared for.

⁴ Best practice reviews including *Street Design for All: An update of national advice and good practice* (2014); *Better Streets Delivered: Learning from completed schemes* (2013); and *International Cycling Infrastructure Best Practice Study* (2013)

3. Movement patterns and modal shares are broadly similar to other city regions in the North

- A comparison of the Liverpool City Region with other city regions in England shows that the modal share of the car falls somewhere in the middle range compared to other metropolitan areas.⁵
- The Department for Transport considers cycling levels in Merseyside too low to report on them with any confidence.⁵
- The Active People Survey shows the LCR as a city region that is lagging slightly behind the averages for the northwest and England.⁶

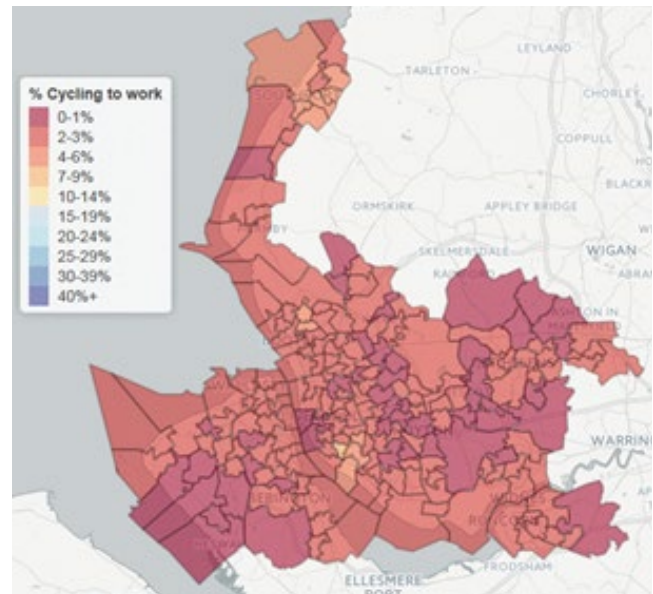


⁵ Travel in Merseyside 2015 / Transport Statistics Great Britain

⁶ Active People Survey / DfT Local Area Walking and Cycling Statistics

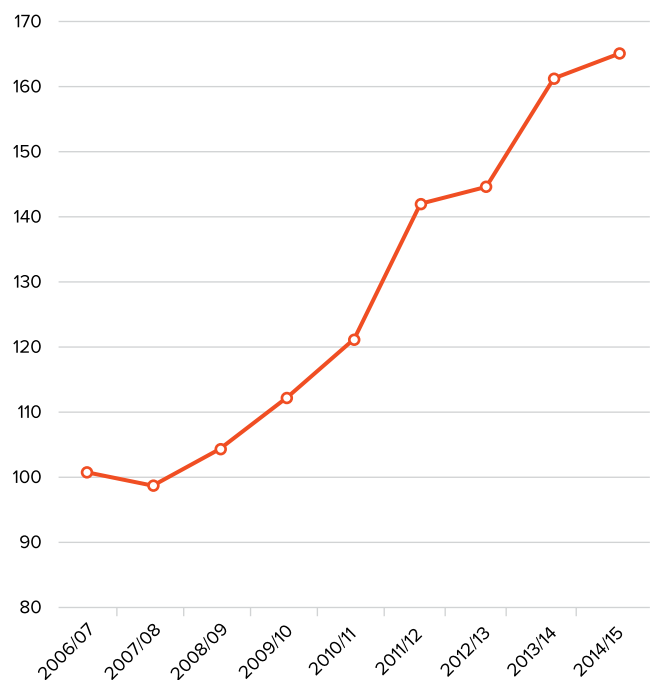
4. Cycling is growing but is still at low levels

- In Merseyside, by far the most popular purpose for cycling journeys is the travel-to-work journey.⁷
- By contrast, the share of cycling for home-to-education and home-to-shopping trips is much lower.⁷
- For escorting a child to school, perhaps one of the most ‘challenging’ trip purposes, the number of cycling trips is negligible.⁷
- As cycling levels grow, broadening the cycle ‘offer’ to a wider range of uses and users will likely become a key issue in the LCR.



5. While there are some positive trends, they are unlikely to deliver truly radical change

- Cycling has grown by nearly two-thirds since 2006, both as an absolute number of trips and as a modal share.⁸
- Road safety has also significantly improved, although progress has slowed in recent years.⁹
- However, walking levels have decreased between 2010 and 2013.⁷
- The Merseyside centre with the highest proportion of cyclists is Southport at only 1.2%; in many centres it is less than 1%.¹⁰



7 Countywide Household Travel Survey 2013

8 Travel in Merseyside 2015 / Merseyside Cycle Monitoring

9 Travel in Merseyside 2015

10 Travel in Merseyside 2015 / Merseyside Mode Share Surveys



6. Our recent investments in sustainable transport have built up clear momentum; it is important that we do not lose this

- Across Merseyside, the LSTF programme has delivered a BCR of 5.6:¹¹ and a Net Present Value of £117.3 million. In addition, it has contributed £42.3m of GVA to the City Region Economy.¹²
- The proportion of people cycling at least once per month increased from 11% in 2010/11 to 13.7% in 2014/15.¹³
- In Liverpool, where the city centre bike hire scheme has been operating, cycling has seen a particularly large increase from 10.6% to 16.6%.¹²



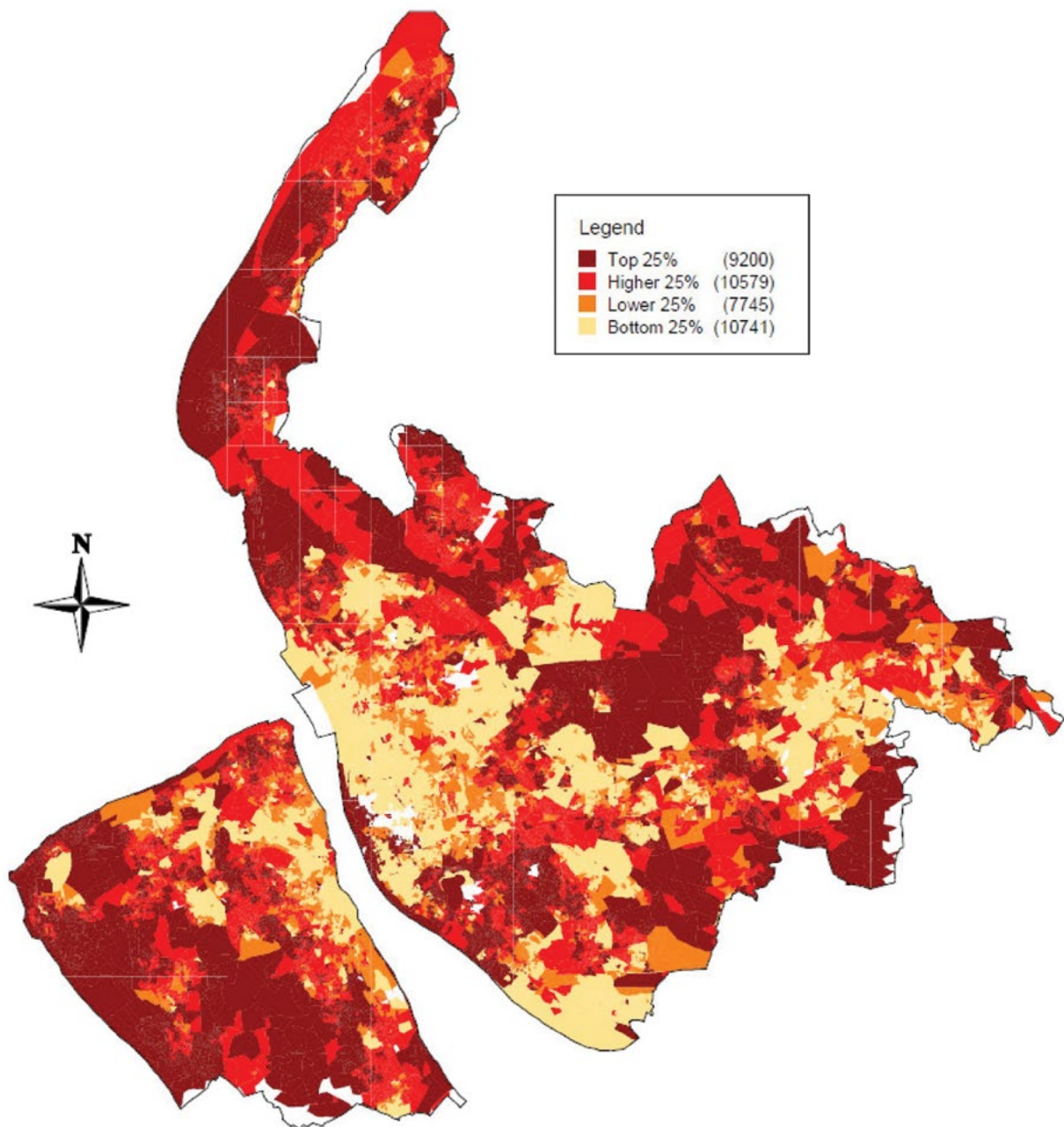
11 Merseyside LSTF Economic Evaluation (2016) – DfT BCR calculated as 4.2:1 based on a study undertaken of all LSTF programmes across the UK

12 Merseyside LSTF Economic Evaluation (2016)

13 Active People Survey

7. Targeting for maximum impact – the propensity for change will be higher in some areas than others

- The National Propensity to Cycle Tool and the Merseyside Short Trip Study are two key pieces of evidence on the propensity to change in different parts of the LCR.^{14/15}
- There are locations where the return on investment from new cycling infrastructure is likely to be high. One such location is Southport; cycling propensity is high due its small size and flat terrain.

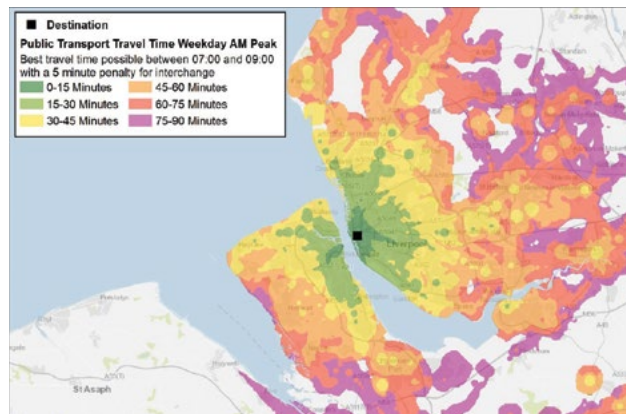


14 National Propensity to Cycle Tool (www.pct.bike)

15 Merseyside Cycle and Short Trip Evidence Study (2010)

8. Targeting investment in the right locations still depends on strategic decision making

- Targeting investment still depends on strategic decision making based on local intelligence. For instance, areas with ‘high change propensity’ predicted by models may be stable residential areas in which it is difficult to retrofit new infrastructure.
- Those most likely to switch to cycling tend to be from more wealthy socioeconomic groups. An approach to local journeys focused exclusively on ‘propensity’ would therefore raise questions about equity of provision.¹³



9. Recent national studies have shown the benefits of investing in sustainable local journeys beyond reasonable doubt

- The traditional approach to cost-benefit analysis, with its focus on journey time savings, is ill-suited to investments in active modes that deliver very different types of benefits.
- However, with the new body of evidence that has emerged over the past three years, it should now be easy to make the case for the benefits of sustainable local journeys.
- Evidence shows that investments in walking, cycling and public realm improvements are consistently ranked as providing ‘high value for money’, with BCRs typically greater than 4:1.¹⁶

Summary of benefit-to-cost ratios (BCRs) from recent economic cases

Programme or initiative	BCR
Sustainable Travel Towns	4.5 : 1
Cycling Demonstration Towns	2.6 : 1
Local Sustainable Transport Fund [ex-ante appraisal]	5.1 : 1
Cycling Ambition Grants [ex-ante appraisal]	5.5 : 1
Linking Communities Fund	10 : 1
Literature Review	5.6 : 1
Transport for London Cycling Vision [ex-ante appraisal]	2.9 : 1

10. New ideas and ways of working will be just as necessary to achieve the CA's vision for sustainable local journeys

- To achieve effective delivery of our Local Journeys Strategy, it will sometimes be necessary to rethink how our schemes are prioritised and designed.¹⁷
- For the LCR, this means that engaging partners to challenge traditional ways of working will be necessary if the vision and objectives set out in the LCR's Local Journeys Strategy are to be achieved.



Targeted Investment

- 4.3 From the above, we can conclude that while the scale of opportunity is evident, levels of cycling remain low. Whilst we have delivered a number of successful projects through LSTF and STEP, we need to continue to build on this investment and be innovative and invest creatively if the positive trends are to pick up pace and deliver radical change. To this end the messages of targeted investment is clearly key, supported by clear strategic decision making and governance.
- 4.4 Areas of opportunity will stem from our maximising opportunities arising from planned investment and committed schemes, such as the £18m Newton-le-Willows station enhancements, due for completion in spring 2018. In simple terms, the return on such investment will be greater the more people have easy access to the facility.

- 4.5 This also applies to growing employment locations (such as Haydock and Knowsley Business Parks) or new housing developments, for example, where designing in sustainable transport choices is clearly of critical importance. To this end, we will need to use our strategic planning and housing powers to promote good design and support concerted action to improve the quality and attractiveness of neighbourhoods across the City Region.

¹⁷ Best practice reviews including Street Design for All: An update of national advice and good practice (2014); Better Streets Delivered: Learning from completed schemes (2013); and International Cycling Infrastructure Best Practice Study (2013)

Part 2:
A Long-Term Vision

Our Objectives

- 5.1 We recognise that good transport links can impact positively upon economic success and the quality of life across the Liverpool City Region, making it a better place to live, work and visit. Planning and promoting sustainable transport options as part of an integrated approach to development and regeneration can help create the conditions for healthier, happier and more economically productive places where people have a genuine choice about how they get around. This Strategy sets out the Combined Authority's vision of a Liverpool City Region with safe, well-connected places and easy, affordable access to interchanges and centres that encourage sustainable travel choices for local journeys.
- 5.2 To achieve this vision, and based on the areas of opportunity identified within the evidence base, our objectives are to:
- Continue the momentum built up through LSTF and STEP by developing a co-ordinated, long-term programme of investment.
 - Take advantage of 'quick-win' opportunities to demonstrate our intent and capability.
 - Target investment to maximise value for money through the creative use of revenue to support capital investment in infrastructure.
 - Address barriers to walking and cycling including road safety concerns, fear of crime, poor maintenance and unpleasant local environments.
 - Adopt a 'whole-journey' approach, and promote active travel choices for access to bus and rail hubs for longer journeys.
- Promote active travel for short journeys to improve health outcomes, including journeys to school, encouraging the use of local stations, promoting sustainable travel in housing developments and through the introduction of new transport infrastructure.
 - Contribute to national air quality objectives by reducing carbon emissions, including supporting the use of active travel for last-mile freight movements.
 - Promote behaviour change as part of a targeted programme of actions to improve the attractiveness, safety and marketability of walking, cycling and public transport networks.
 - Develop best practice and innovation in spatial planning, infrastructure and streetscape design.

5.3 These objectives have been developed to support the aspirations of the Growth Strategy and the three pillars of People, Place and Productivity, and are underpinned by the evidence base in terms of understanding the benefits that can be gained from developing inclusive, connected communities.

5.4 This Strategy complements our existing modal-based strategies through a co-ordinated, people-centred approach to transport planning, but approaches the creation of connected neighbourhoods from the traveller's perspective rather than looking at modes in isolation. Neighbourhoods are the starting point for many of our journeys, both long and short, so it is clear that improved local connectivity can have a major influence on our choice of mode, and that the way transport is planned in our local communities is central to improving our quality of life.

5.5 Our long-term vision and objectives are supported by action principles that will provide a framework for future investment, and this is covered in more detail in Part 3. Part 3 also sets out a framework for the effective delivery that will ensure that the aspirations are realised and there is a measurable difference 'on the ground'.

5.6 Crucially, this Strategy covers more than traditional 'smarter choices' interventions – it is about all types of investment, with both revenue and capital working together to both encourage and facilitate sustainable travel choices. In the short to medium term, we will seek to capitalise on 'quick-win' opportunities to demonstrate our intent and capability to deliver, while planning for the longer-term to ensure we can create connected communities that will support growth and regeneration for years to come.





seyrail

Treat yourself

Great value

Success We Can See

6.1 To deliver our vision and objectives and to make sustainable transport modes the natural choice for local journeys in the Liverpool City Region, the Combined Authority needs to challenge the way that we have planned for local journeys in the past so that we are putting the needs of those choosing to make sustainable local journeys, whether for leisure, recreation, business or education, at the heart of our activity as a City Region partnership. We strive for consistency of delivery across the LCR and will adopt the principles shown below.



From a niche activity...

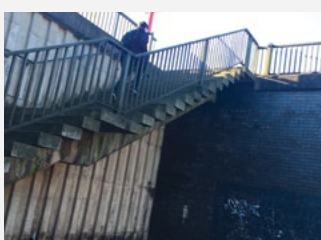


...to a greater part of everyday life

We know we will have achieved success when sustainable transport modes are a greater part of everyday life across the City Region. For many of our residents, active travel or public transport are still not sufficiently attractive options to meet their needs, leading to car dependency even for short journeys. For example, evidence from surveys shows that cycling in particular is still a 'niche' mode of transport – used for travelling to work, but less frequently for shopping or going to school.

To make sustainable local journeys a greater part of everyday life, we will need to change our approach, and to make sustainable transport a natural, convenient and safe option for all our residents by giving sustainable modes priority: priority for funding, priority in the allocation of road space, and priority in the design of new places, networks and road junctions wherever possible.

Images top to bottom – Cyclists at Hyde Park Corner; Cyclists in the Netherlands



From an afterthought in transport planning...



...to an integral part of the transport network

We know we will have achieved success when sustainable transport modes form an integral part of the transport network for local journeys. In the past, we have tended to plan separate networks for separate transport modes – often with the private vehicle network at the centre of our plans, and the needs of other modes only considered as a secondary factor to be 'fitted around' the space taken up by private vehicles.

Making sustainable journeys a priority and an integral part of the transport network means that we will need to think differently about how we plan our roads. Rather than planning spaces for cars, pedestrians, cyclists and buses in isolation, we will plan our roads for all potential users together, balancing the needs of each. This will ensure that sustainable modes benefit more from any new investment.

Images top to bottom – Steps to Runcorn Station; New Road, Brighton



From places designed for traffic...



...to places designed for people

We know we will have achieved success when we consistently create places designed for people and journeys rather than places designed for traffic. Many places in the City Region have been designed with one key focus: to make sure traffic moves from A to B as quickly as possible. As traffic levels have grown, this has led us to reserve more and more space for the private car – but this can often make important spaces more difficult to navigate, and less attractive to spend time in.

We will need to change our mindset from traffic-focused to people-focused. With this new approach, we will deliver places that cater to a wider range of uses and users, and give people the opportunity and the freedom to enjoy public urban spaces as they see fit. In many cases, this will require ‘retro-fitting’ using creative and innovative designs.

Images top to bottom – Birkenhead Central Station; Sheaf Square, Sheffield



From compromises that maintain the status quo...



...to standards that maximise integration, comfort and safety

We know we will have achieved success when we routinely deliver new infrastructure using high standards that make sustainable journeys comfortable, safe and enjoyable. In the past, our efforts have often concentrated predominantly on delivering ‘quick wins’; slight improvements to the status quo that are uncontroversial, cheap and simple to deliver, making the most of the limited funding we have.

However, we can go further than this. Our default aspiration should be to create well-connected, high-quality infrastructure in line with best practice – even when this is challenging to deliver. Cautious compromises should become increasingly rare if we are to truly make sustainable transport the preferred option for local journeys.

Images top to bottom – Cycling Facilities in Southport; High Line, New York

Targeted Engagement to Deliver Success

- 7.1 Sustainable local journeys act as enablers of growth and deliver against the aspirations of our partners through improving access, affordability, health, air quality and reducing congestion. We will look to build upon our successful delivery partnerships, but recognise that in the future we will need to establish new and stronger links with other sectors to tap into resources and funding to deliver mutual aims. Set out on the next page are the key partnership sectors that we will work alongside to deliver success.





Regeneration, housing and land use planning stakeholders (e.g. developers, district planning officers and housing trusts).



Enterprise, business support and investment agencies (e.g. Local Enterprise Partnership, Chambers of Commerce, Liverpool Vision and Invest Sefton).



Freight and logistics sector (e.g. ports, and Freight Transport Association).



Employment, skills and inclusion teams, education and training providers.



Third-tier partners including charitable organisations and community groups.



Visitor Economy Board, leisure and culture agencies and attractors, hoteliers and providers of visitor transport (e.g. rail, cruise and coach operators).



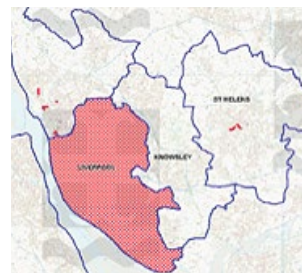
Health and wellbeing partners (e.g. public health, clinical commissioning groups).



Transport providers (e.g. Merseyrail, Bus Alliance) and gateways (e.g. Liverpool John Lennon Airport, rail, cruise and ferry terminals).



Local authority transport delivery teams (e.g. transport strategy, highways and maintenance, road safety, cycling officers).



Carbon reduction and air quality stakeholders (e.g. local authority air quality teams, low-carbon economy committee and transport operators).

Part 3:

Our Principles
for Action
and Delivery

Our Action Principles

Productivity, People and Place

- 8.1 To achieve our vision and objectives, we have developed clear action principles upon which specific action plans can be built as part of the Implementation Plan. This will act as the LCR's overarching framework for all future investments in local journeys, and will act as a link to other relevant strategies.
- 8.2 Aligned with the Growth Strategy, Building Our Future, this approach will ensure that our planned improvements to local journeys are continuously focused on those areas that are most critical to the City Region's overall aspirations for economic growth. After all, the ambitious targets for economic growth set out in the Growth Strategy can only be achieved if our transport network is safe, reliable and attractive – including for short journeys.
- 8.3 The Mayor is committed to tackling pollution, road safety, congestion and environmental degradation by embracing low-carbon solutions and technologies. In support of this, working collaboratively we need to radically improve our transport system within the City Region to guarantee safe, reliable, affordable public transport access to every community, and build a properly integrated transport network that provides more accessible connections for all when needed.
- 8.4 In the following synopses, we set out how we will deliver under each of the three 'Strategic Pillars': Productivity, People and Place.

Productivity

- 8.5 In terms of transport and local journeys, 'Productivity' means that over the coming years the LCR will focus on its sectoral strengths and related assets to ensure they are maximised to their full potential. It also means starting and growing more successful businesses by promoting innovation and entrepreneurial activity; creating the conditions for sustainable local journeys can support this overall growth objective. Specifically, investments in local journeys support the LCR economy to:
- **Increase business performance:**
The performance of many of our businesses relies on the local journeys they undertake within the City Region – for example, to access consumers and suppliers, or for their staff to commute to work. Safe, accessible and appealing routes for short trips are therefore vital; they develop places where people want to live, work and invest. High-quality infrastructure and well-planned reliable services attract businesses and support the development of our key growth sectors.
 - **Increase levels of productivity:**
Although it is decreasing, the LCR still has a 'productivity gap' compared to the rest of the country; on average, workers in the LCR create less economic output than their counterparts nationally. This is partly due to the history of the LCR's economy; as the Growth Strategy recognises, a key challenge for the City Region is now to close this productivity gap by attracting and retaining talent in fast-growing economic sectors where the LCR has a competitive advantage. The importance of supportive investment in short trips is evident – in order to attract and retain target sector businesses and high-quality talent, the City Region needs to offer the range of attractive travel options that they will expect.

- **Facilitate the efficient movement of goods:** Traditionally, freight and logistics movements are often categorised mainly as long-distance movements. However, it is often the 'last mile' of the journey that is the most challenging. Particularly in urban locations such as Liverpool city centre, HGV deliveries result in significant air quality issues.

8.6 At the same time, the freight and logistics sector is changing and innovating, for example through e-commerce and bicycle deliveries. There is therefore a clear opportunity for the LCR to support and encourage more sustainable, innovative last-mile goods movements within the City Region.

8.7 LCR strategies including the Freight and Logistics Strategy and Bus Strategy already include programmes to support accessibility for the local economy, and these actions will dovetail with wider activities in this Local Journeys Strategy to create an integrated approach.

People

8.8 'People' means that the LCR will improve and increase skills, developing existing talent and attracting new talent for sustainable growth. We will also seek to influence travel habits and aim to encourage sustainable travel choices, particularly among young people so that they are more likely to take those habits forward into their working lives.

8.9 The City Region has a longstanding 'skills gap', which widens at higher-level skills. Providing access to jobs and to education for all of the LCR's residents is therefore vital to the achievements of the LCR's economic growth objectives. At present, it is difficult for some residents to engage with job opportunities, education and training at suitable levels and quality. Investment in local journeys is therefore required to:

- **Improve access to jobs:** For many LCR residents, particularly those with no regular access to a car, the lack of suitable transport options for local journeys is still a barrier. It will therefore be key to our growth ambitions to ensure that people in our more deprived areas have transport choices that enable them to have better access to employment and that broaden travel horizons to bring a wider range of jobs into reach.
- **Improve access to education and training:** Aside from improving access to jobs, it will be just as important to ensure that people have easy access to education and training facilities; a basic prerequisite for closing the 'skills gap' that the City Region still has. This means having affordable travel options available to support people of all ages with access to education, training and day-to-day services, both in their local community and across the City Region. This is particularly important for young people, who may be limited in the travel choices they can make.
- **Improve access to leisure and health:** It remains important to continue to improve accessibility to other key amenities in the City Region, such as major health and leisure destinations. This is particularly true for cycling, which is still heavily dominated by travel-to-work journeys in the LCR. Improving access to leisure, health and other key day-to-day destinations, in addition to jobs and training destinations, will ensure that sustainable modes become the natural modes of choice for shorter journeys across the City Region.

Place

8.10 'Place' means that the LCR will seek to improve its physical transport and other infrastructures, and protect and enhance our cultural and environmental assets. This helps to improve quality of life for residents and attract and retain investors, skilled workers and visitors who can contribute to growth. As highlighted in the Growth Strategy, a particularly important aspect of this ambition is to support the quality of place by drawing our energy from a range of low-carbon energy sources, with vehicles powered by alternatives to fossil fuels, and with increased active travel opportunities. This leads to the following key action themes for investment in local journeys:

- **Supporting place quality:**

To make walking, cycling or public transport the natural choice for local journeys, it will not be sufficient to simply provide more infrastructure. If the transport infrastructure is not joined up, nor accompanied by attractive places where people enjoy spending their time, it will remain difficult to convince people to switch from driving to other modes. However, creating such attractive destinations with their own 'sense of place' requires substantial investment, particularly in some of the LCR's large town centres. Out-of-town employment and retail parks on or close to the strategic road network have had an impact on the vitality of many places over the last three decades; significant 'placemaking' efforts will be required to attract businesses and visitors to diversify the existing offer and support local wealth creation.

- **Providing low-carbon options:**

Transitioning to a low-carbon transport system is both a challenge and an opportunity for the LCR. The City Region already has a significant competitive economic advantage in the low-carbon sector; there are around 1,400 companies already active in the sector, some of which are world leading in offshore wind, hydrogen and biomass technologies. At the same time, the transport sector is a huge consumer of energy and producer of CO₂ emissions and air pollution. In 2013, the LCR's transport sector emitted 19% of all CO₂ in the Region, and there are 12 Air Quality Management Areas (AQMAs) across the LCR. AQMAs vary in size from the whole of Liverpool City to a linear section adjacent to the M6. At present, there are no AQMAs designated on the Wirral. This highlights the need to continue to invest in low-carbon alternatives across all transport modes – ranging from an improved cycling network to support for the rollout of electric vehicles.

- **Encouraging more active travel:**

Actively investing in the value of 'place' will require us to think differently about how we develop solutions to transport issues in the City Region. Above all, it will mean that we need to consistently position walking, cycling and public transport as sustainable priority options. Although there are numerous positive examples, many parts of the City Region still present an environment in which the needs of pedestrians and cyclists remain an afterthought, rather than the focus of their design. A clear change will therefore be required to make sure that walking and cycling become genuinely attractive travel options in these places.

Productivity



People



Place



9 Thematic Areas from Building Our Future	Alignment with LCR Transport Plan for Growth								Alignment with Building Our Future Outcomes
	Freight & Logistics	Housing & Land Use Planning	Economic Development & Regeneration	Employment & Skills	Health & Wellbeing	Carbon Reduction & Air Quality	Connecting Communities	Visitor Economy	
Increasing Business Performance	✓		✓	✓				✓	<ul style="list-style-type: none"> • Create an additional 100,000 jobs by 2040 • Increase GVA by over £20bn to £50bn by 2040 • 20,000 businesses over the next 25 years • Average productivity per worker to increase by 56% by 2040 to over £76,000
Movement of Goods	✓	✓	✓			✓	✓		
Levels of Productivity	✓		✓	✓	✓		✓	✓	
Access to Opportunity		✓	✓	✓	✓	✓	✓		<ul style="list-style-type: none"> • Resident employment rate of 16-plus population increased to 58% by 2025 • Population increase by 83,000 to 1.6m by 2040 • Increase the number of people coming to live in the City Region by 50,000 by 2040
Access to Food, Leisure and Health		✓	✓		✓	✓	✓	✓	
Access to Education and Training		✓	✓	✓	✓	✓	✓		
Supporting 'Place' quality		✓	✓		✓	✓	✓	✓	<ul style="list-style-type: none"> • Increase demand for public services such as health, education and public transport • Increase demand for housing across the Liverpool City Region and rising house prices in response to that demand
Low-Carbon Options	✓	✓	✓	✓	✓	✓	✓	✓	
Active Travel	✓	✓	✓	✓	✓	✓	✓	✓	

8.11 An example of this latter theme is the provision of cycle lanes. It is problematic for a user if a cycle lane ends at a borough boundary with no continuation into the next borough simply because the cycle lane has been procured in isolation without consulting with a neighbouring borough on continuation arrangements. Centralised, pan-City Region procurement of cycle lanes would help to reduce this issue.

8.12 The table below summarises the Growth Strategy Strategic Pillars and illustrates how the Action Principles can be linked to support sustainable Growth in the City Region and links to the Transport Plan for Growth.

8.13 In developing the Action Principles, we have then considered how the areas of opportunity we identified in Part 1 can best reflect the vision and objectives of the Strategy. Structuring them around the Growth Strategy Strategic Pillars, and based on the above synopses, we have grouped them based on distinct geographic scales; each of these is characterised by different types of journeys and a different type of built environment:

- City centre
- Town centres
- Out-of-town retail and leisure destinations
- Growing employment and mixed-use locations
- Stable residential communities
- New housing developments

8.14 For each Pillar and Investment Area, we have articulated our broad aims for supporting safe, well-connected places and easy, affordable access to interchanges and centres. We then considered what actions and interventions can best deliver against these outcomes, grouped by the four broad themes of streetscape; active travel networks, public transport facilities and onward connections; and enabling activities, promotion and behaviour change.





Productivity

City Centre Town Centre

Streetscape

The LCR's high-quality visitor destination:

Aim – a high-quality Liverpool city centre streetscape that supports sustainable local journeys as people work, live and invest in the City Region.

Focus – the city centre's main gateways and attractions, to encourage bold and innovative thinking in the design of city centre streetscape schemes.

Public realm improvements that support wider regeneration masterplans

Aim – support efforts to attract business and employers to key town centres to stimulate job and wealth creation through effective placemaking and streetscape enhancement.

Focus – facilitating improvements through town centre masterplans that provide frameworks for transformational investment.

Active travel networks

The LCR's flagship location for active travel growth:

Aim – accommodate continuing increases in travel demand by better walking and cycling links to help support last-mile deliveries and investment in locations such as the Knowledge Quarter, the Financial District and the Baltic Triangle, as well as cross-river connections.

Focus – linking areas of employment with residential developments to support the growth of new forms of freight and logistics services, such as cargo bikes, as highlighted in the LCR freight and logistics strategy.

Capture footfall and spending power of cyclists and pedestrians:

Aim – town centres that are vibrant and capture the spending power of consumers that use sustainable modes of travel.

Focus – investing in active travel networks to, from and within town centres, and increasing the availability of supporting facilities at these sites (e.g. secure cycle parking).

Public transport facilities and onward connections

City centre stations and bus terminals as high-quality destinations and multimodal hubs:

Aim – main public transport terminals to be high-quality, multimodal hubs that support sustainable local travel.

Focus – improved onward connections from Lime Street Station to create quality last-mile journeys for visitors using HS2 and Northern Powerhouse Rail, improved capacity at Liverpool Central, and improved connections to and from Liverpool John Lennon Airport.

Bus and rail stations as the natural focal point of regenerated centres:

Aim – bus and rail stations to form a natural focal point of town centre development, providing an attractive travel option.

Focus – improved linkages between stations and town centre destinations such as shopping streets, with longer-term consideration given to measures such as relocating bus stops and routes to support town centre regeneration.

Enabling activities, promotion and behaviour change

Positively promote the LCR's largest attractions

Aim – investment in local journeys infrastructure in Liverpool city centre strongly targeted to support economic growth and regeneration.

Focus – working with the business community to complement capital investment through enabling activities.

Work together with local retailers, planners, developers and the health sector:

Aim – enhance economic outcomes through improved accessibility, mobility, and health.

Focus – align transport with other future development plans for town centre rejuvenation and to deliver transport improvements in the context of wider strategic masterplans.

Out-of-Town Retail and Leisure Destinations

Align streetscape improvements with new investments

Aim – streetscape improvements aligned with new investments.

Focus – follow the example set at Cables Retail Park in Prescot, where streetscape improvements have been proposed as part of wider regeneration investments covering the station and the town centre.

Increase access to labour markets and consumers:

Aim – helping retail and leisure businesses access both a wider labour market and a wider range of consumers.

Focus – exploiting opportunities for short-distance connections, reducing severance and creating new direct routes to services.

Enhance multimodal access to reduce parking pressures:

Aim – to exploit opportunities for low-cost, 'quick-win' improvements that help to make sustainable modes attractive alternatives to the private car.

Focus – improvements to waiting facilities and information at bus stops, working with Bus Alliance partners to continue to improve services, and with the train operating companies/Network Rail in the implementation of the Long Term Rail Strategy.

Invest where there is a case for change:

Aim – focus on promotional and behaviour change activities where there is a clear case for change.

Focus – identify and target locations for investment in promotional and behaviour change activities.



Innovative design of streetscapes around the city centre's biggest gateways and attractions, drawing on best practice examples such as Exhibition Road in London.



Working with local retailers, planners and developers, and considering our investment in the context of wider strategic town centre masterplans.



Encouraging enhancement of multimodal access to out-of-town retail and leisure destinations to make sustainable modes more attractive and reduce parking pressures.



Productivity

Growing Employment and Mixed-Use Locations

Stable Residential Communities

Streetscape

Streetscape quality to reflect the LCR's ambitions in planning and design:

Aim – In new and growing employment and mixed-use locations, design streetscape in new ways.

Focus – high standards in the planning and design of streetscape will help to communicate the LCR's ambitions for 'placemaking'.

Invest where it can make a difference:

Aim – make the best use of the funds available.

Focus – concentrate investment on where it can make the greatest difference, using evidence to guide investment and activity.

Active travel networks

Well-connected locations that encourage development and investment:

Aim – Enterprise Zones and other growth areas which can be accessed by safe, direct and attractive active travel routes.

Focus – make the best use of the planning system to look to develop design standards targeting Enterprise Zones and other growth areas.

Open up access to nearby jobs and training locations:

Aim – overcome real and perceived barriers to travel for residential communities located relatively close to major employment locations.

Focus – providing safe and direct active travel routes that encourage sustainable access to employment and training opportunities at all hours of the day.

Public transport facilities and onward connections

Connecting growth areas to interchanges:

Aim – provide the facilities necessary to connect our growth areas to key interchanges and the wider public transport network.

Focus – long-term planning for major new public transport facilities in our largest growth zones.

Maintain reliable services and continue positive service and passenger growth:

Aim – convenient, reliable and affordable public transport options for all our residents.

Focus – build on the success of the Merseyrail network by continuing to improve station access and facilities and supporting sustainable local journeys, while also promoting and improving the penetration of the bus network.

Enabling activities, promotion and behaviour change

Proactive business engagement:

Aim – maximise the opportunities for sustainable travel in growing employment and mixed-use locations.

Focus – considering the needs of our business community as we develop new infrastructure in our growth areas, and particularly the Enterprise Zones.

Working with employers to reduce socio-economic imbalances:

Aim – a vibrant and thriving City Region where imbalances in socioeconomic performance and health are actively challenged and addressed through support for sustainable local journeys.

Focus – invest in infrastructure and services that support business growth and productivity through improved accessibility between residential areas and key employment sites.

New Housing Developments

Streetscapes that bind new communities together:

Aim – a clear travel and street hierarchy for new housing developments, with the layout of the street tailored to the function it serves within the development.

Focus – a user-focused streetscape that enables effective sustainable movement, to help to foster a sense of community within the development.

Well-connected locations that prioritise sustainable trips:

Aim – identify access issues arising from proposed residential developments at an early stage and ensure transport solutions that prioritise sustainable short trips are identified and implemented.

Focus – support the development of housing sites that, through effective design and planning, facilitate cycling and walking for shorter trips in healthy environments.

Plan for public transport, not just the car:

Aim – deliver journey time and cost savings through the removal or reduction of the time and financial penalties incurred by commuters forced to make multiple changes of service as they use public transport to travel between home and employment.

Focus – improved alignment of public transport routes and timetables to facilitate smoother interchange as people travel to nearby jobs and services.

Work with developers to maximise the potential for sustainable short journeys:

Aim – new housing, employment and transport schemes that are mutually supportive.

Focus – encouraging transport planners and district planning officers to work closely together with spatial planning boards, housing associations and commercial developers.



Exploiting the proximity between deprived residential communities and major employment destinations, such as Bootle and the Port of Liverpool



Encouraging transit oriented development, to provide the necessary facilities to connect our growth areas to key interchanges and the wider public transport network



Maximising the opportunity for sustainable short journeys in new housing developments



People

	City Centre	Town Centre
Streetscape	<p>A welcoming and enjoyable urban landscape for all users:</p> <p>Aim – streets that create a welcoming and enjoyable environment – whether for commuters, students going to university, local residents going shopping, or visitors going out late at night.</p> <p>Focus – the challenge is to spread this focus on people to all parts of the city centre.</p>	<p>Safe, secure and attractive destinations:</p> <p>Aim – people to feel safe, secure and comfortable when making shorter journeys within town centres at all times of the day and night.</p> <p>Focus – investing in streetscape improvements that emphasise the 'human scale' and increase 'eyes on the street' (i.e. other people being around, particularly pedestrians) to raise levels of safety and security in our town centres.</p>
Active travel networks	<p>The needs of pedestrians and cyclists at the heart of city centre connectivity:</p> <p>Aim – build on City Centre Connectivity Scheme investments to reduce journey severance for pedestrians and cyclists</p> <p>Focus – a reduction in the number of car movements in the city centre through investment in safe and convenient crossing facilities.</p>	<p>Accessible town centres for everyone, from all directions:</p> <p>Aim – safe and comfortable routes to town centres to enable access to key services and amenities for all, including vulnerable and mobility-impaired people.</p> <p>Focus – town centres that are easily accessed by active modes, including where there are currently significant severance issues.</p>
Public transport facilities and onward connections	<p>Increase capacity to accommodate growing flows of residents, workers and visitors:</p> <p>Aim – meet increased demand for public transport expected through the successful implementation of the City Region's Long Term Rail Strategy and Bus Strategy.</p> <p>Focus – an increased service capacity at major terminals, particularly at Liverpool Central and Queen Square, where capacity issues are already evident at peak times.</p>	<p>Seamless links from stations to travellers' final destinations:</p> <p>Aim – an integrated network with bus links from rail stations and housing developments to town centre retail and leisure attractions.</p> <p>Focus – ticketing options that facilitate flexible travel between home and town centre employment, retail and leisure destinations at all times of day.</p>
Enabling activities, promotion and behaviour change	<p>Helping visitors and business travellers to get around:</p> <p>Aim – targeted information provision in Liverpool city centre that aligns with people's journey experiences and needs.</p> <p>Focus – an easy-to-understand information and ticketing offer for visitors, business travellers and residents.</p>	<p>Promote behaviour change in support of regeneration initiatives:</p> <p>Aim – information provision that helps people make informed, safe and sustainable journeys to our rejuvenated town centres.</p> <p>Focus – consideration of how parking policies can influence multi-modal access to town centres.</p>

Out-of-Town Retail and Leisure Destinations

Increase safety and reduce severance:

Aim – reduce the car-focused nature of the streetscape to improve safety and reduce severance for pedestrians.

Focus – working with developers and management companies to deliver improvements to footways, crossings and streetscape design.

Improve accessibility for non-car owners:

Aim – a proportionate and pragmatic approach to supporting sustainable access to retail and leisure destinations.

Focus – accommodation of private car access while enabling safe and effective access for sustainable transport users.

Maintain service levels and improve them where there is demand:

Aim – open up access for non-car owners through public transport provision to out-of-town locations.

Focus – Continued review of service provision through the Bus Alliance, such that service levels are maintained and improved within available budgets. The emergence of mobility as a service may also help to open up access for non-car owners.

Invest where there is a case for change:

Aim – effective promotion of sustainable travel choices leading to a reduction in car use.

Focus – intelligence-led behaviour change activities, targeted in areas where there is evidence it will make a difference.



Capacity at major terminals to accommodate the growing demand for multimodal journeys.



Streetscape improvements in town centres that emphasise the 'human scale' and increase eyes on the street, similar to these recent improvements delivered in Woolwich town centre, London.



Accessibility for non-car owners to major retail destinations, such as here at Cables Retail Park in Prescot.



People

Growing Employment and Mixed-Use Locations

Stable Residential Communities

Streetscape

Easy permeability for all users to access jobs and amenities:

Aim – high-quality public realm schemes in Enterprise Zones and other growth zones.

Focus – encourage innovation and best practice in public realm and highway design.

Enhance facilities for less mobile population groups:

Aim – improved facilities for residents with mobility difficulties.

Focus – champion greater consideration of accessibility during the planning of major developments so as to ‘design out’ barriers for residents with mobility difficulties.

Active travel networks

Active travel as the natural, safe and enjoyable choice:

Aim – improve multimodal access to Enterprise Zones and other growth zones by creating new and enhanced cycling paths, complemented by convenient, safe and appealing walking routes.

Focus – consideration of national and international best practice in the design of these routes.

Use green infrastructure to build a City Region-wide network:

Aim – make best use of available ‘green infrastructure’ to build a comprehensive active travel network.

Focus – partnership working to look at delivering upgrades to existing routes that could be better used.

Public transport facilities and onward connections

Make multi-modal journeys easy and convenient:

Aim – increase the capacity and quality of public transport to support the business community.

Focus – improve short-distance connections to and from local rail stations, supported by new ticketing options that encourage people to undertake multimodal public transport journeys.

Use the Bus Alliance and the Merseyrail Network brand to improve services and facilities:

Aim – timely and efficient connections between residential areas and key employment sites.

Focus – through the Bus Alliance, deliver real improvements to the bus offer. On the rail network, we will continue to build on the success of the Merseyrail network.

Enabling activities, promotion and behaviour change

Targeted promotion where people’s propensity to change is highest:

Aim – investment in infrastructure measures with complementary investments in information provision, marketing and demand management.

Focus – to target efforts in those areas where propensity to change is highest, in order to maximise the return on these investments.

Broadened travel horizons and improved health in deprived communities:

Aim – a City Region-wide programme of behaviour change measures and travel solutions.

Focus – work with businesses, local communities, the health sector, third-sector organisations, and employers in the city centre/town centres to broaden travel horizons and increase levels of physical activity.

New Housing Developments

Neighbourhood design with vulnerable road users in mind:

Aim – housing developments that consider the needs of vulnerable road users, such as children playing outside.

Focus – enhancing the design of residential streets, with the needs of vulnerable road users influencing the location of parking spaces.

Plan for active travel from the start:

Aim – new developments that integrate into the existing built environment and prioritise sustainable local journeys from the start.

Focus – consider adopting consistent standards for active travel infrastructure design, such as the Sustrans Handbook for Cycle-Friendly Design or Transport for London's Cycle Design Standards Cycle Design Standards.

Help to attract talent into the City Region through a multimodal transport offer:

Aim – attractive well-connected places that give people a range of travel options, and help attract the best talent into the City Region.

Focus – residential developments that are easily accessible by sustainable modes, not just by car.

Foster sustainable travel as the natural choice from the start:

Aim – use the planning system to encourage sustainable travel to be integral to new housing developments from the start.

Focus – to raise the profile of integrated sustainable travel.



Making active travel a natural, safe and enjoyable choice by using innovative solutions and best practice in design.



New neighbourhoods with the needs of vulnerable road users in mind.



The Bus Alliance to deliver real improvements to the bus offer.



Place

	City Centre	Town Centre
Streetscape	<p>High-quality streets and urban spaces as unique attractions:</p> <p>Aim – a unique, high-quality streetscape that makes Liverpool more recognisable, provides a sense of place and facilitates easy, safe and direct access.</p> <p>Focus – innovative thinking in the design of city centre spaces, including new forms of public art and creative landscaping.</p>	<p>Small improvements that make a big difference:</p> <p>Aim – high-quality, public realm in town centres making high streets more attractive to investors and visitors. In town centres, this may initially involve smaller, less costly improvements.</p> <p>Focus – consider cost-effective measures such as ‘decluttering’ our streets, improving the quality of pavements, and installing courtesy crossings.</p>
Active travel networks	<p>The centre of the LCR’s regional cycling network:</p> <p>Aim – Liverpool city centre can become the centre of the City Region’s comprehensive cycling network.</p> <p>Focus – a ‘key route network’ for our cycling investment. The city centre should be characterised by better pedestrian and cycling infrastructure that links areas such as the BID, the Knowledge Quarter, Liverpool One, and creative industries in the Baltic Triangle and Ten Streets.</p>	<p>Active travel equal to other modes through accessible design:</p> <p>Aim – new cycling and pedestrian infrastructure to encourage mode shift, including new routes and cycle parking facilities.</p> <p>Focus – ‘green corridors’ with wayfinding and signage for cyclists and pedestrians to support sustainable travel between key employment, leisure and retail destinations.</p>
Public transport facilities and onward connections	<p>Improve the intra-city Centre and ‘last-mile’ offer:</p> <p>Aim – easy access to key tourist, retail and commercial areas.</p> <p>Focus – intra-city centre public transport options and last mile walking routes to and from Liverpool city centre’s six main public transport hubs to enable easy access to key tourist, retail and commercial areas.</p>	<p>Improve safety, security and quality of facilities:</p> <p>Aim – new and enhanced multimodal transport interchanges serving our town centres with improved bus and rail facilities and integration with other transport modes.</p> <p>Focus – improving the safety, security and quality of existing stations.</p>
Enabling activities, promotion and behaviour change	<p>Wayfinding, placemaking and air quality:</p> <p>Aim – complementary and innovative forms of wayfinding, placemaking measures such as seating, planting and water features, and measures to improve air quality.</p> <p>Focus – consider the implications of designating of the city centre as a Low Emissions Zone, combined with support for low-emission vehicles.</p>	<p>Create places to enjoy, not just to go shopping:</p> <p>Aim – diverse town centre economies, through wayfinding, public art and other placemaking initiatives.</p> <p>Focus – supporting the planning system, to look at developing comprehensive masterplans for our town centres across the City Region.</p>

Out-of-Town Retail and Leisure Destinations

Efficient and safe routes that support permeable destinations:

Aim – to support efficient, safe and permeable walking and cycling routes to and through out-of-town retail and leisure destinations through effective design and development.

Focus – monitoring and reviewing accident rates as part of the Road Safety Strategy, putting the needs of vulnerable road users first.

Address major barriers where possible:

Aim – address severance where it creates distance between out-of-town destinations and their local surroundings.

Focus – consider a range of options, including addressing gaps in cycling lanes and removing unnecessary guard railings and other barriers.

Public transport facilities that can compete with the car on quality:

Aim – improved public transport facilities at major out-of-town destinations, similar to our improvements in town centres.

Focus – public transport facilities that can compete with the car on journey quality; for example, providing more comfortable waiting areas and real-time information at bus stops.

Invest where there is a case for change:

Aim – it can be challenging deliver effective behaviour change measures in car-oriented out-of-town development locations as the propensity to change is likely to be low compared with other areas. We aim to focus on promotional and behaviour change activities where there is a clear case for change.

Focus – targeted behaviour change activities where there is evidence of a clear case for investment.



Liverpool city centre can become the centre of the City Region's cycling network; the planned investments in the City Centre Connectivity Scheme and the Strand can form an early key component of this.



Small streetscape improvements can make a big difference – such as reducing street clutter and turning two-stage crossings into single-stage crossings, as shown here at Aldwych, London.



Public transport options that can compete with the car on journey quality – for example, the new bus interchange in Chester.



Place

Growing Employment and Mixed-Use Locations

Stable Residential Communities

Streetscape

Places with individual identity:

Aim – to deliver ‘places’ with individual identity through the implementation of best practice in streetscape design.

Focus – encourage and stimulate innovation and creativity in the design of infrastructure.

Focus on safety and access to amenities:

Aim – encourage sustainable travel in residential areas and help improve local air quality through delivering small-scale streetscape improvements.

Focus – consideration of 20mph zones in selected locations to reduce speeds and improve road safety, combined with appropriate streetscape interventions.

Active travel networks

Integrate developments into the regional cycling network:

Aim – enhanced access to Liverpool Waters, Wirral Waters and other growth areas in the City Region through investment in cycle lanes, pedestrian areas and shared spaces as part of the wider masterplanning of each site.

Focus – look to best practice in cycling network design, including the creation of appropriate on-road and off-road cycle lanes, and priority crossings at major road junctions.

Retrofitting in selected target locations:

Aim – delivering new infrastructure in established residential areas is challenging, and often requires ‘retrofitting’; using the available evidence and tools will help to prioritise our interventions.

Focus – targeting investment where there is a clear case for investment and a high propensity for mode shift.

Public transport facilities and onward connections

Quality terminals and corridors:

Aim – to explore options to improve access to the rail network.

Focus – innovative public transport options to support, through the Long-Term Rail Strategy, local journeys where there are currently no opportunities to connect to the rail network

Attractive bus stops and accessible rail stations:

Aim – a well-maintained public transport network with attractive and modern facilities for passengers.

Focus – working with the Bus Alliance, Network Rail and Merseyrail to enhance stops and terminals and improve interchanges between residential areas and employment sites.

Enabling activities, promotion and behaviour change

Sell successful infrastructure to maximise its use:

Aim – actively promote the benefits of new infrastructure to make sure it is used by as many people as possible.

Focus – investigate funding opportunities for infrastructure investment that supports sustainable local journeys.

Make the most of existing ‘quietways’ and green assets:

Aim – strengthening and enhancing our existing green assets such as parks, fields and quiet ways.

Focus – support investments that are cross-cutting in terms of leisure, transport, planning and environment.

New Housing Developments

Transport and land use planning in parallel:

Aim – integrated transport and land use planning to deliver infrastructure and housing in parallel.

Focus – champion the development of a City Region Spatial Plan to guide, direct and prioritise investment.

Integrate developments into the regional cycling network:

Aim – integrating all new residential developments into our key route network for cycling, including in suburban locations.

Focus – consider the needs of cyclists from the start, and identify and safeguard potential cycling corridors in masterplans for new developments.

Exploit proximity to stations and bus corridors in planning and design:

Aim – new housing developments that encourage residents to use nearby rail stations and bus corridors.

Focus – ‘desire lines’ from housing sites to stations to be respected in design, with minimal severance by car traffic along the route.

A holistic approach to transport, land use and housing planning:

Aim – ensuring the City Region’s strategic direction for transport is understood across the health and education sectors, land use planning, business and industry.

Focus – a ‘joined-up’ approach to transport whereby we can deliver new homes where our transport system can accommodate it and improve access to jobs, education and other opportunities.



Innovative public transport options for our largest growth zones



Integrating new residential developments into the regional cycling network, including in suburban locations



Strengthening and enhancing our green assets in residential communities



Our Delivery Principles

9.1 The ability for the Liverpool City Region Combined Authority to deliver is based on establishing clear governance, securing investment and working in partnership to effectively implement the Strategy.

9.2 To develop an effective delivery model, we have identified a number of prerequisites:

- **Maintaining delivery across funding periods and programmes**

Our response to the nature of recent transport-related funding has at times led to stop-start delivery in this field. Ownership of the Local Journeys Strategy centrally at the City Region level will ensure that we are constantly seeking to maintain funding for our activities and, where there are synergies, embed the delivery of local journeys within the strategies of our partners.

- **Cross-thematic funding**

Funding for the delivery of the Strategy will come from a variety of sources and sectors. The LCR will seek to engage with a range of delivery partners to bid for both transport and non-transport sector funds, (e.g. housing, employment and skills, regeneration and economic development) to deliver mutually beneficial projects. Working with multiple delivery partners, we can more readily meet the requirements for funding that frequently call for either financial or in-kind match funding.

- **Needs-based funding and resource allocation**

We have established an effective delivery model for the creation of a key route network across the City Region. This is an example of how successful collaborative working can achieve the best outcomes to meet the aspirations of the City Region and deliver targets related to road safety, congestion and maintenance. This model uses data to provide an evidence-based approach to the allocation of investment, regardless of local authority boundary. We will look to roll out a similar needs/evidence-based model for the delivery of our Local Journeys Strategy.

- **Achieve the best value for money**

As a City Region, we will review the way that we assess, prioritise and evaluate our schemes. Prioritisation approaches that look to maximise the length of routes delivered will be replaced by those that encourage high-quality projects and remove barriers to sustainable travel. This will facilitate an informed and prioritised pipeline for local journeys investment to be brought forward for implementation with multi-party agreement.

– **Support for wider capital investment**

Linked to the all the above is maximising the opportunity to enhance sustainable local journeys where there has been wider capital investment, through providing connections from new or improved interchanges, employment or housing investment. The greatest benefit will also be achieved through combining capital investment with revenue to sell and capture the benefit.

– **Consistency of delivery across LCR**

Working collectively, we can ensure a consistent high-quality standard across the LCR. At the same time, we will aim for the individuality of an area to be reflected in design of infrastructure and in messaging to the public. We will challenge traditional models of design, procurement and delivery to ensure learning and best practice is shared across the partnership, for example through the development of joint design and materials guidance, or adopt those considered to be best practice.

– **Working towards a single offer for our customers and stakeholders**

Our earlier work delivering sustainable local journeys through effective business engagement has delivered demonstrable success in terms of reducing car kilometres, improved air quality and improving health. We recognise that this has frequently been delivered under many different guises and in some cases outsourced to several supporting agencies. It is important to ensure consistency in messaging; all communication should reflect the collaborative working together to improve the local journey experience.

– **Procurement efficiency and simplified finance and reporting**

Delivery models that reduce costs and duplication with resource-intensive procurement and reporting will be employed, including commissioning approaches to achieve these efficiencies.

9.3 A number of key enabling actions and themes will therefore be central to the effective delivery of the Local Journeys Strategy:

– **Clear lines of governance**

The Mayor has articulated a need for a City Region-wide campaign to promote walking and cycling and champion the needs of pedestrians and cyclists. The Combined Authority, through the leadership of the LCR Mayor, will provide ownership of this strategy centrally at the City Region level to make these sustainable and healthy forms of transport safer and more attractive to all.

– **A pan-City Region approach**

We will communicate our ambitions to embed an evidence-based approach to the allocation of investment, irrespective of local authority boundary, and challenge traditional approaches to streetscape. We will seek to maximise safety and encourage sustainable choices for local journeys, and champion a design guide that provides value for money and consistent quality across its life cycle by reducing maintenance costs. We will work with planners and developers to seek to deliver enhanced design and infrastructure to support sustainable local journeys.

– **Quality over quantity**

As a City Region, we will review the way that we assess, prioritise and evaluate our schemes. Traditional approaches, which often seek to maximise the length of routes delivered, will give way to those that encourage high-quality projects that remove barriers to sustainable local journeys. To do this, we will look to develop joint design and materials guidance, or adopt those considered to be best practice for relevant elements of the strategy (e.g. Transport for London Cycle Design Standards or Sustrans Handbook for Cycle-friendly Design).

– **Strengthening our evidence base**

To prioritise the delivery of Local Journeys actions, we recognised that our evidence base will need to be strengthened to provide more up-to-date information. This will include an updated City Region Household Transport Survey to understand the number and trip purpose of local journeys under 5km; collation of attitudinal data with regards to likely motivations and barriers to sustainable local journeys; and further interrogation of the innovative public transport options to support, through the Long Term Rail Strategy, local journeys where there are currently no opportunities to connect to the rail network Propensity to Cycle Tool and Cycle Evidence Study at a local level.

– **Cross-thematic working**

Where there are synergies, we will embed the delivery of local journeys within the strategies of our partners and CA themes. We will work with the Liverpool Visitor Economy Network, Liverpool Vision, and Chamber of Commerce to enhance visitor experiences. We will work with businesses, local communities, the health sector and third sectors to enhance accessibility, broaden travel horizons and improve health and air quality. We will deliver joined-up initiatives that encourage healthy and active lifestyles across the City Region as part of an integrated public health strategy, pooling resources to promote walking and cycling and tackle childhood obesity.

– **Innovative working**

We will work with groups such as the Smart Cities Board to secure funding to deliver sustainable Local Journeys through innovation and technology.

– **Promoting sustainable travel choices**

We will complement infrastructure investment with information and marketing across the spectrum of communication platforms. We will implement a City Region-wide programme of behaviour change measures and travel solutions.

Final Conclusions and Next Steps

- 10.1 This Local Journeys Strategy sets out how investment in transport infrastructure, delivery of services and maintenance of existing assets can be focused to support economic growth while supporting sustainable travel choices, recognising that improving access to jobs and training and improving the health of the population are essential aspects of improving productivity, and also improving the quality of many of our urban areas will be a prerequisite for attracting investment.
- 10.2 The innovative focus of the Strategy on the requirements of local journeys, irrespective of mode, means that we can continue the momentum built up through LSTF and STEP by developing a co-ordinated, long-term programme of investment. But we need to target investment to maximise value for money through the creative use of revenue to support capital investment in infrastructure, while addressing barriers to walking and cycling including road safety concerns, fear of crime, poor maintenance and unpleasant local environments.
- 10.3 If we adopt a ‘whole-journey’ approach, and promote active travel choices for access to bus and rail hubs for longer journeys, we can create better links between jobs and homes across the wider City Region and provide ‘first and last-mile’ connections within neighbourhoods that will make sustainable travel an attractive option.
- 10.4 Promoting active travel for short journeys, (including journeys to school), encouraging the use of local stations, promoting sustainable travel in housing developments and the introduction of new transport infrastructure will help to address health concerns. But we must also promote behaviour change as part of a targeted programme of actions to improve the attractiveness, safety and marketability of walking, cycling and public transport networks.
- 10.5 An Implementation Plan will sit alongside this Strategy and provide the detail of the schemes to be delivered in the period 2017/18 - 2021/22. The initial five-year period will largely see the delivery of committed schemes, funded for example through STEP and the Local Growth Fund. As additional funding is secured in the future, updates of the Implementation Plan will identify the schemes that provide the detail for the interventions identified in this Strategy.



Local Journeys Strategy

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We welcome your comments and feedback, which will help us improve our future planning.

For more information visit

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