

Green Sustainable Travel Corridors

Full Business Case

March 2019

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Executive Summary

Merseytravel are proud to present the Green Sustainable Travel Corridors (GSTC) proposal which is an integrated programme of investment in walking and cycling with supporting innovative measures that promote and incentivise sustainable travel in the Liverpool City Region (LCR) over the next three years from 2019 to 2022. The GSTC proposal is the first phase of the LCR strategic cycling and walking network which is clearly aligned to Transforming Cities: Theme 3 Intervening for Health and Wellbeing. A consortium of partners has been assembled which is led by Merseytravel and includes the six Liverpool City Region (LCR) Local Authorities and Liverpool John Moores University (LJMU).

The Liverpool City Region Local Cycling and Walking Infrastructure Plan (LCWIP) is the over-arching strategic document outlining the development of a cohesive network of high standard cycling and walking infrastructure across the region. The LCWIP aligns to the LCR Combined Authority Local Journeys Strategy (March 2018), which sets out an approved vision for the Region with regard to sustainable travel. The LCWIP is the supporting implementation plan and sets out the next steps for delivering our long term plan for a region-wide high quality cycling and walking network through a long-term programme of prioritised investment. This 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.

The LCWIP cycle corridors were identified using the National Propensity to Cycle Toolkit (PCT) which was developed to help prioritise investments and interventions to promote cycling. Its creators say that the PCT answers the question: 'where is cycling currently common and where does cycling have the greatest potential to grow?'

Through this process potential corridors have been identified across the region that will be suitable to introduce high quality cycling and walking infrastructure or bring existing links up to a better standard. The LCWIP strategy proposes 31 origin-destination cycling and walking corridors which will be developed for design and implementation over a 10 year period. This will be a strategic approach across the whole area, with a focus on consistency of high standard infrastructure and direct routes which link areas of housing with employment across the City Region. For delivery of the LCWIP as a whole, over £100m will be invested in the strategic cycling and walking network in the next ten years, primarily funded by the Transforming Cities Fund.

The strategic cycling and walking network will introduce a step change in cycling and walking provision for the LCR. The corridors introduced will be designed with cyclists and pedestrians needs at the fore and aim to have segregated cycle paths, where possible, and consistent legible routes throughout. Each corridor will have clear and distinctive signage and provide safe and secure cycle parking at key locations and destinations. The corridors will be linked with existing cycle provision to ensure that as many people as possible can access them and make cycling and walking a realistic choice for more journeys.

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The GSTC is phase 1 of this emerging strategic cycling and walking network and will be integral to the success of our LCWIP. Investment in the GSTC programme totals **£16.7m, of which £4.8m is sought through this business case from the Transforming Cities Fund**. The remainder is being funded through ERDF and local authority match.

The programme consists of three linked and integrated elements across nine work packages: firstly, a series of cycling and walking upgrades on key corridors linking key housing sites in the region with employment and training opportunities. These key corridors will make up phase 1 of the LCR Strategic Cycling & Walking network (see map in Annex B). The introduction of these corridors will contribute towards health and well-being improvements by facilitating more active lifestyles and enhanced quality of life. This business case seeks TCF funding towards six out of the seven work packages, as detailed below.

Secondly significant areas of the regions key biodiversity sites will also be upgraded and new areas of wildflower and woodland will be created. Other enhancements of green infrastructure which will be introduced include the planting of street trees and management of natural habitats and woodland.

The final element will be delivered by Liverpool John Moores University (LJMU) and will introduce complementary measures to promote and incentivise the cycling and walking infrastructure. However, this will not be funded through this Transforming Cities Fund business case submission.

The GSTC programme of investment supports **Transforming Cities Theme 3: Intervening for Health and Wellbeing**. This programme of investment encourages a mode shift to healthier, cleaner and sustainable forms of transport, through delivering a high quality cycle network across the City Region which forms the first phase of the strategic network of cycling and walking routes across the Liverpool City Region.

It should be noted that Green Sustainable Travel Corridors programme is also the subject of an ERDF funded bid via the LCR Sustainable Urban Development Strategy. Through this Full Business Case (FBC), GSTC is seeking a total of £4.8m from Transforming Cities Fund, with an additional £8.4m already secured from ERDF and £3.5m from local contributions.

Overall, we have defined the overarching objectives for GSTC as follows:

- *Support economic growth in the Region, particularly around the SEP Growth Sites, to further the objectives of the Growth Plan;*
- *Build on the ongoing sustainable transport initiatives in the LCR to further expand the Region's multi-modal transport network;*
- *Deliver the LCR Local Journey Strategy and LCR pipeline objectives*
- *Complement the ongoing STEP programme by providing larger more strategic cycle and walking investments (STEP schemes link into these strategic routes);*

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- *Remove travel barriers for local residents, helping to address socio-economic issues in the Region; and*
- *Improve active travel provision to capitalise on growth in sectors of the economy where the LCR has a competitive advantage, particularly the low carbon and visitor economy sectors.*

GSTC is not an isolated programme of investments; it builds on the vision outlined in the LCR Growth Plan and LCR Local Journey Strategy and fully aligns with the emerging Local Cycle and Walking Implementation Plan. It directly complements other transport programmes such as the LGF funded STEP Schemes, as well as wider economic investment in the City Region

Project Description

The Green Sustainable Travel Corridors programme will invest in new pedestrian and cycle routes, green infrastructure and trial innovative technology to promote and monitor usage of the new infrastructure. In total, nine work packages will deliver over 52.8km of new or upgraded cycleways and 49 hectares of natural habitat will be upgraded between now and 2022, as detailed in Table 1.1.

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| Use of funding | | | Source of Funding | | |
|---|--|--------------------|-------------------|------------------|------------------|
| Scheme Detail | Scheme Promoter | Total Scheme Cost | TCF Ask £ | ERDF £ | Other £ |
| WP 1 – Liverpool City Centre – Speke (SUD Priority Areas 1 & 4) | | | | | |
| <ul style="list-style-type: none"> 6.8km of upgraded cycle way 6 ha of grassland improvements | Liverpool City Council | 2,146,599 | 971,735 | 1,073,299 | 101,565 |
| WP 2 – Seaforth – Southport (SUD Priority Areas 3 & 7) | | | | | |
| <ul style="list-style-type: none"> 15km of new and upgraded cycleway 10ha of habitat improvements and tree planting in Southport | Sefton Metropolitan Borough Council | 3,820,000 | 0 | 1,910,000 | 1,910,000 |
| WP3 – Prescot – Runcorn (SUD Priority Areas 4 & 6) | | | | | |
| <ul style="list-style-type: none"> 7.4km of new and upgraded off-road cycleway 117 trees planted 7ha of woodland management and upgrades 2ha of nature reserve will be improved for bird breeding | Halton Borough Council & Knowsley Metropolitan Borough Council | £2,916,985 | £797,667 | 1,458,494 | 660,824 |
| WP4 – Liverpool Loop Line (SUD Priority Area 1) | | | | | |
| <ul style="list-style-type: none"> 6km of upgraded cycleway Access improvements at 21 locations 5ha of grassland and woodland management | Merseytravel | £499,926 | 249,963 | 249,963 | 0 |
| WP 5 – St Helens (SUD Priority Area 6) | | | | | |
| <ul style="list-style-type: none"> 6.3km of new and upgraded cycleway 8ha of woodland/habitat management undertaken | St Helens Metropolitan Borough Council | £1,515,000 | 750,000 | 750,000 | 15,000 |
| WP6 – Leasowe – Seacombe Ferry Terminal (SUD Priority Area 2) | | | | | |
| <ul style="list-style-type: none"> 3.7km of new cycleway 1 ha of overflow wetlands and ponds upgraded | Wirral Metropolitan Borough Council | £1,235,220 | 611,434 | 611,434 | 12,352 |
| WP 7 – Runcorn – Daresbury Links (SUD Priority Area 6) | | | | | |
| <ul style="list-style-type: none"> 7.6km of new and upgraded off road cycling and walking infrastructure introduced | Halton Borough Council | £2,893,523 | 1,446,762 | 1,446,762 | 0 |
| WP8 Smart Technologies & WP9 Project Management | | £1,669,732 | 0 | 834,865 | 834,867 |
| GRAND TOTAL | | £16,696,985 | 4,827,561 | 8,334,817 | 3,534,608 |

Table 1.1: GSTC Funding Flow

Economic Appraisal Approach – Achieving Value for Money

To identify the appropriate schemes for the GSTC Programme a bespoke options assessment process was developed to assess the scheme options in a robust manner. In developing the GSTC programme it was vital that the aims of the SUD Strategy were taken into account along with the Strategic Policy Context within the LCR Local Journey's Strategy and the LCR Growth Strategy. An assessment was also made of the deliverability of each scheme in order to develop a robust, deliverable programme.

For the purposes of this Full Business Case, 6 of the cycling and walking work packages have been analysed with respect to the combined transport economic benefits resulting from the package of improvement works planned for implementation between 2019 and 2022 using the Department for Transport (DfT) Active Mode Appraisal Toolkit (AMAT). Each cycle link that makes up each of the work packages was appraised and the total Present Value of Benefits for a work package was divided by the total Present Value of Costs to give an overall BCR for that work package. A similar method was used to calculate the programme wide BCR figure.

The economic appraisal indicates that, according to the DfT AMAT toolkit, the Benefit to Cost Ratio (BCR), at the programme level, **for the core scenario is demonstrating high VfM (3.53). Following the local sensitivity test the GSTC programme demonstrates a high VfM (3.31)**. At the scheme level, the majority of the Work Packages are classed as High Value for Money.

In particular, there are large beneficial impacts in terms of journey time savings, with a monetised **Present Value of Benefits (PVB) of £33.4m** across the programme. There are also large beneficial impacts in terms of health (monetised at £29.3m) More detail is provided in Chapter 2 (The Economic Case) and Annex C the Economic Appraisal Report.

Table 1.2 shows the range of BCRs calculated for the different work packages within the programme appraised. It shows that the programme performs well, resulting in a high VfM.

| Work Package | Assessed BCRs | Value for Money Assessment |
|--|---------------|----------------------------|
| 1 - Liverpool City Centre - Speke | 2.56 | High |
| 2 - Seaforth - Southport | 2.43 | High |
| 3 - Prescott - Runcorn | 2.40 | High |
| 4 - Liverpool Loopline | 23.14 | Very High |
| 5 - St Helens | 3.71 | High |
| 6 - Leasowe to Seacombe Ferry Terminal | 3.33 | High |
| 7 – Runcorn to Daresbury Links | 1.61 | Medium |

Table 1.2: Summary of Value for Money by Work Package

A Robust Programme

In preparing this Full Business Case, LCR partners have carried out thorough estimates of the costs of each of their schemes to provide a robust basis for the Economic and Financial Cases. The costs included in the programme for GSTC been developed in line with relevant WebTAG guidance, and include appropriate allowances for inflation and risk.

The total GSTC programme is £16.7m and will be funded by a combination of £4.8m from Transforming Cities Fund (the subject of this business case) and £8.4m ERDF funding. The remainder is from local authority and LJMU contributions.

The local contributions are made up of a combination of sources including Integrated Transport Block (ITB) funding, Section 106 monies and complimentary STEP schemes. The partners are financially committed to these local contributions to the satisfaction of the Combined Authority’s Treasurer, who will provide a Section 73 sign off at FBC submission.

A Viable Investment

The GSTC programme will be managed through the LCR CA Strategic Investment Fund Assurance Framework approved by the Combined Authority in December 2018. The co-ordination and management of the overall programme and its varied elements sits with the designated LCR Core Programme Team and Project Manager based within the LTP Development Team within Merseytravel. The need for an effective governance structure is vital given the level of investment planned over the relatively short time frame, any delays, risks or dependencies will need to be identified at an early stage and fed back to the SUD Programme Board.

Procurement for the GSTC programme will take place via the existing term contracts in place in each local authority. This enables the LCR partners to ensure early contractor involvement following business case approval. This will help to ensure that implementation begins as soon as possible within the 2018/19 financial year.

The contracts will be managed on a day-to-day basis by the responsible Project Manager in each district. Contract risks were identified and discussed as part of the risk assessment for GSTC and a risk register has been produced at a programme level which will allocate ownership of the risk to the relevant party.

The high level programme milestones are shown in Table 1.3 and a detailed delivery programme available at Annex H.

| Task | WP1 | WP2 | WP3 | WP4 | WP5 | WP6 | WP7 |
|----------------------------|------------|------------|------------|------------|------------|------------|------------|
| Production of tender pack | Q3 2019 | Q4 2019 | Q2 2019 | Q2 2019 | Q2 2019 | Q2 2019 | Q3 2019 |
| Tender process & approvals | Q4 2019 | Q1 2020 | Q2 2020 | Q2 2019 | Q2 2019 | Q3 2019 | Q4 2019 |
| Appoint Contractor | Q1 2020 | Q1 2020 | Q2 2020 | Q3 2019 | Q3 2019 | Q3 2019 | Q1 2020 |

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| | | | | | | | |
|---------------------------------|------------|------------|------------|------------|------------|------------|------------|
| Technical Design | Q1 2020 | Q1 2020 | Q2 2020 | Q3 2019 | Q4 2019 | Q3 2019 | Q2 2020 |
| Finalised Bill of Quantities | Q2 2020 | Q1 2020 | Q2 2020 | Q3 2019 | Q1 2020 | Q3 2019 | Q2 2020 |
| Scheme on-site | Q2 2020 | Q2 2020 | Q3 2020 | Q4 2019 | Q2 2020 | Q1 2020 | Q3 2020 |
| Scheme Complete | Q4 2020 | Q4 2020 | Q1 2021 | Q2 2020 | Q4 2020 | Q2 2020 | Q1 2021 |

Table 1.3: High level GSTC programme milestones. All milestones are to be completed by the end of Quarter stated.

Working as a City Region

The powers that the Liverpool City Region has assumed through the Devolution Deal will support the ability of partners to deliver measures set out in the GSTC Business Case in a more effective and efficient way.

Working together, partners from across the private, public and voluntary sectors in the Liverpool City Region have a long history of success in implementing sustainable transport and regeneration programmes. In recent years, City Region partners have delivered several large scale programmes including the £41.4m Sustainable Transport Enhancement Package (STEP) which is a series of small scale transport improvements and includes a significant number of cycling and walking schemes.

City Region partners have agreed an implementation structure designed to oversee delivery of the transport, skills and other elements of the Strategic Investment Fund. Merseytravel is the established lead for the transport element. Sitting above the individual strands, the LCR has established an Officer Group comprising the theme leads of each strand of the Growth Plan, the Section 73 officer and the Head of Paid Services for the CA (for financial accountability reasons). The Officer Group will co-ordinate and report on the overall programme for each element and the SIF as a whole.

The co-ordination and management of the overall programme and its varied elements sits with the designated LCR Core Programme Team and Programme Manager in the LTP Development Team within Merseytravel.

Project partners receiving TCF funding will draw down on this funding when making a quarterly claim for expenditure incurred. They will have to submit a claim form signed by their Head of Audit and Section 151 Officer.

Within each of the Work Packages, a Project Manager has been identified who will be responsible for day to day delivery in that area. The Programme Manager will liaise on a regular basis via monthly meetings and scheme tracker updates with the Lead Officer / Project Manager from each of the Work Packages.

Aside from overseeing delivery across the LCR, the Core Programme Team will also manage the ongoing implementation of the Communications Plan, Management Strategy, Benefits Realisation Plan and Monitoring and Evaluation Plan developed

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for GSTC. This will ensure that effective engagement will be achieved, the benefits of our investments will be maximised, and the success of GSTC will be objectively monitored throughout the programme.

Chapter 1

The Strategic Case

1. Introduction

The Strategic Case covers the following sections:

- Our vision for cycling and walking in the Liverpool City Region
- Tackling Issues And Harnessing Opportunities for cycling in the Liverpool City region
- Project Description
- How we are targeting our investment
- Support for our investment
- How we will realise success.

2. Our Vision for Cycling & Walking in the LCR

GSTC is a continuation of transport investments that are already underway in the City Region. It builds on a £41.4m programme of Sustainable Transport Investment which is currently being delivered in the City Region and will complete in 2021. This investment also focuses on our growth areas as identified in the LCR Growth Plan and shown in Figure 1.4.

Since 2011, a programme of schemes and revenue based sustainable transport interventions has been delivered as a result of securing £25m of investment through the Local Sustainable Transport Fund (LSTF). STEP, along with further Growth Deal and Revenue funding (Cycling and Walking to Work Fund for Sustainable Travel) aims to secure legacy for these and other investments, and provide the springboard on which to further expand our multi-modal network beyond 2021. A full overview of existing sustainable travel interventions in the LCR is available in Table 5.2.

Increasing levels of walking and cycling, as well as improving access to jobs, education and services, is widely recognised as being critical components in supporting the local economy, reducing carbon emissions and improving the health of our residents.

In order to support realisation of our sustainable transport aspirations and deliver on the aims of Transforming Cities Funding under Theme 3, our investment is an integrated package of projects, which focus on sustainable mobility and green infrastructure.

The Liverpool City Region Local Cycling and Walking Infrastructure Plan (LCR LCWIP) is a strategic approach to developing a cohesive network of high quality active travel infrastructure across the region. This implementation document aligns to

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the LCR Combined Authority Local Journeys Strategy (March 2018), which sets out an approved vision for the Region with regard to sustainable travel. The LCWIP is the supporting implementation plan and sets out the next steps of delivering our long term plan for a region-wide high quality cycling and walking network through a long-term programme of prioritised investment.

This will help us deliver on our aspirations for active travel choices, addressing air quality and reducing congestion, through a co-ordinated approach to local journeys across the LCR.

The LCWIP Infrastructure Plan identifies cycle corridors based on the National Propensity to Cycle Toolkit (PCT) along with travel to work data for the LCR. The PCT has been designed to help prioritise investments and interventions to promote cycling. Its creators say that the PCT answers the question: 'where is cycling currently common and where does cycling have the greatest potential to grow?'

Through this process potential corridors have been identified across the region that will be suitable to introduce high quality cycling and walking infrastructure or bring existing links up to a better standard. The LCWIP strategy proposes 31 origin-destination cycling and walking corridors which will be developed for design and implementation over a 10 year period. This will be a strategic approach across the whole area, with a focus on consistency of high standard infrastructure and direct routes which link areas of housing with employment across the City Region. For delivery of the LCWIP as a whole, over £100m will be invested in the strategic cycling and walking network in the next ten years, primarily funded by the Transforming Cities Fund.

The strategic cycling and walking network will introduce a step change in cycling and walking provision for the LCR. The corridors introduced will be designed with cyclists and pedestrians needs at the fore and aim to have segregated cycle paths, where possible, and consistent legible routes throughout. Each corridor will have clear and distinctive signage and provide safe and secure cycle parking at key locations and destinations. The corridors will be linked with existing cycle provision to ensure that as many people as possible can access them and make cycling and walking a realistic choice for more journeys. It is recognised that an improved maintenance regime will have to be introduced to ensure that the benefits of the new infrastructure are maximised. Where possible costs for this will be included within the ask for the wider strategic cycling network.

The LCWIP Infrastructure Plan proposes 31 origin-destination cycling and walking corridors which will be developed for design and implementation over a 10 year period. The GSTC is phase 1 of this emerging strategic cycling and walking network and will be integral to the success of our LCWIP Infrastructure Plan. Investment in the GSTC programme totals **£16.7m, of which £4.8m is sought through this business case from the Transforming Cities Fund.** The remainder is being funded through ERDF and local authority match.

Transforming Cities Development Funding has been secured to further develop 9 origin-destination corridors and it is anticipated that a TCF bid will be made to fund the first phase of delivery of these corridors.

Why do we need this investment?

The strategic cycling and walking network will introduce a step change in cycling and walking provision for the LCR. The corridors introduced will be designed with cyclists and pedestrians needs at the fore and aim to have segregated cycle paths, where possible, and consistent legible routes throughout. Each corridor will have clear and distinctive signage and provide safe and secure cycle parking at key locations and destinations. The corridors will be linked with existing cycle provision to ensure that as many people as possible can access them and make cycling and walking a realistic choice for more journeys.

The delivery of these corridors will be a strategic approach across the whole region, with a focus on consistency of high standard infrastructure and direct routes which link areas of housing with employment, education and bus and rail stations across the City Region. For delivery of the LCWIP as a whole, over £100m will be invested in the strategic cycling and walking network in the next ten years, primarily funded by the Transforming Cities Fund.

At present there are disjointed and varying standards of cycling infrastructure across the region and is acting as a barrier to a greater uptake of travel by sustainable modes. Through Green Sustainable Travel Corridors (GSTC) and the emerging LCWIP development it is the aspiration to deliver infrastructure which adheres to the London Cycle Design Standards (LCDS). This follows the guiding principles:

- Safe cycling and walking environments that are safe to use and feel safe
- Accessible streets to support all pedestrians and cyclists
- Comfortable riding and walking surfaces that are fit for purpose, smooth, well-constructed and maintained
- Direct and easy to use routes that meet users' needs
- Coherent infrastructure that is legible, consistent, joined-up and inclusive
- Adaptable infrastructure designed to accommodate all users' needs

Benefits to be delivered through GSTC

Sustainable transport facilitates easy access between key destinations, provides modal choice and improves journey time reliability. Such an effective, affordable and sustainable transport system is critical to delivering the growth, employment and environmental aspirations we have set out for the Region.

Walking and cycling are low cost, healthy travel choices. In recent years we have already made great strides in delivering a network of active travel infrastructure through our LSTF and STEP programme, particularly in some of the City Region's most disadvantaged communities. Nevertheless, there remain a number of gaps in the network that prevent more residents from taking up walking and cycling.

Our investment seeks to improve cycling and walking links, remove transport barriers and broaden travel choices available to LCR visitors and residents at a more local

level, whilst supporting and adding value to the significant level of transport investment already taking place in the City Region (Table 1.4).






| Benefit | |
|---|---|
| Access to key employment and education sites for all local residents |  |
| An attractive streetscape to attract visitors, tourists and investors |  |
| Easier travel between home, work and leisure destinations |  |
| A more active, healthy population |  |
| More efficient and safe routes for all users including pedestrians and cyclists |  |

Table 1.4: GSTC Headline Benefits

3. Tackling Issues And Harnessing Opportunities

The Liverpool City Region SWOT analysis

The SUD Strategy contained a SWOT (strengths / weaknesses / opportunities / threats) analysis which was carried out to identify and summarise the strengths, weaknesses, opportunities, and threats for the LCR in relation to the development of the SUD Strategy in 2016 and subsequent GSTC Programme. It remains a useful analysis of the context to the GSTC Programme:

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • An integrated and holistic Urban Sustainable Mobility Strategy (A Transport Plan for Growth) • Strategic location as an Atlantic Coastal City Region • Combined Authority strategic leadership to deliver GSTC • Strategic Delivery partners with ambition, expertise and experience across public, private and third sector • Proximity and connection to major markets • Global transport links – Port / Airport / Rail • Major employment sites and strong network of knowledge assets • Inward investment of growth sectors • Coast & environmental assets • River Mersey as a key economic and environmental asset for the City Region | <ul style="list-style-type: none"> • Traffic congestion into the City • Weak connectivity in places across the LCR - Lack of rural & urban market connectivity • Fragmented and largely un-segregated cycle network • High levels of poor air quality • GVA per head remains well below the national average • Deficit in business base and a requirement to stimulate new enterprise • Persistent pockets of deprivation, social exclusion and health inequalities • Legacy of hard to treat brownfield land • Lack of integration of environmental issues with socio-economic interventions to create holistic solutions • Piecemeal approach to the planning and implementation of Green Infrastructure |

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| | |
|---|--|
| <ul style="list-style-type: none"> • Diverse network of protected areas and habitats • Land quality (20% grade A land) • Quality of life | |
| <p>Opportunities</p> <ul style="list-style-type: none"> • Delivery of a 'joined up' approach across several strategies to enhance delivery of low carbon and environmental interventions • Improved low carbon transport choices • To improve existing active travel infrastructure and introduce new • Linking up new and existing green, grey and blue infrastructure and intermodal hubs across the City Region • Increased biodiversity and improved flood attenuation via GI interventions • Potential for developing urban/rural linkages • Smart design planning to incorporate low carbon • Support for social inclusion and community cohesion, linked to access to economic opportunities • Climate adaptation and urban cooling through introduction of Green Infrastructure | <p>Threats</p> <ul style="list-style-type: none"> • Increased transport congestion / public transport cold-spots • Cost of conventional fuels • Costs of bringing brownfield land back into use Climate change and flooding risks • Increased air quality issues • Access to funding |

A well-functioning transport network is essential for the economic growth of the City Region. It provides for the efficient movement of people and goods, supporting accessibility both within the Region and more widely across the country and helping to draw in inward investment. The GSTC investment in high quality sustainable

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travel infrastructure with Green Infrastructure will enable millions of people every day who rely on our transport networks to access employment and training and essential services such as hospitals and schools.

Sustainable transport that facilitates easy access between key destinations, modal choice, improved journey reliability and safe affordable travel are all key to supporting growth and unlocking our economic potential.

Creating the right conditions for sustainable local journeys will form a key part of its delivery. The city region also has a growing network of walking and cycling routes. Whilst cycling levels are relatively low (at around 2% of all trips at present), cycling has seen growth in recent years (as shown in Figure 1.1), and has enormous potential to grow further, as a core component of a healthy, low carbon and inclusive transport network.

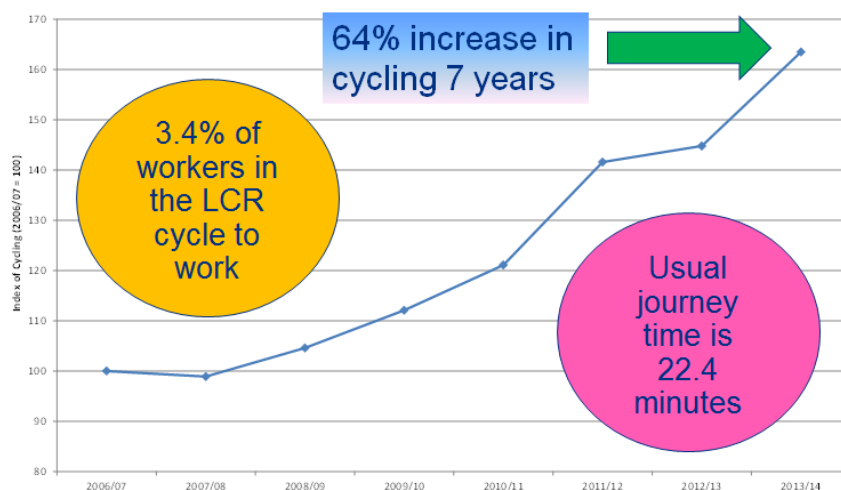


Figure 1.1: Cycle to Work Journeys **Source:** Mott MacDonald / Merseytravel

The vast majority of journeys undertaken in the Liverpool City Region are short. In fact 66% of all journeys in the region are less than 5km, yet half of these short journeys are made by car. This provides an opportunity to encourage more people to cycle and walk – if the right conditions are provided.

GSTC will enable growth by breaking down barriers to accessing opportunity and targeting those people who need to re-engage with the labour market. GSTC will also enhance and improve key biodiversity sites across the City Region. Green infrastructure interventions can provide multiple benefits. Well planned interventions can help to improve the conservation status of sites and areas, improve habitat connectivity and provide resilience to future challenges from, for example, climate change and flooding. They also provide a sense of place and an attractive environment in which to travel sustainably.

As illustrated in Figure 1.2, by investing in affordable, active modes of travel that address key gaps in provision, our investment in this package will help to open up additional opportunities for those seeking work and will support businesses in attracting staff through a wider labour pool.

Over the next three years, GSTC will implement the investment towards areas where the potential for economic growth is highest. These are the areas identified in the LCR SEP as the key drivers behind our future growth (Figure 1.4). GSTC will link these sites of opportunity to nearby areas where there is an identified need for new sustainable transport infrastructure. This will ensure that our investments have maximum impact.

The LCR has some of the worst levels of health inequality in the UK. Regular walking and cycling can reduce people's risk from disease. Physical activity can make a huge contribution to maintaining health and wellbeing. Physical activity is recognised as an important element of a healthy lifestyle, reducing the risk of ill-health and premature death. For this reason physical activity has been identified as a 'best buy' for public health and is a key component of the Transforming Cities Fund under Theme 3, which aims to encourage more healthy forms of travel amongst LCR residents and visitors. The trend across the UK is for physical activity levels to decline. There is also growing evidence of the link between adult obesity levels and travel behaviour.

4. How we are Targeting Our Investment

Priority areas for Green Sustainable Travel Corridors interventions are defined as those prioritised within the LCR Strategic Economic Plan and from the LCR Sustainable Urban Development Strategy and are shown in figure 1.4. GSTC will add significant value to existing programmes such as the STEP package and to the other large-scale transport projects such as City Centre Connectivity which is a package of measures being funded from the Local Growth Fund, by providing strategic links in both cycle routes and ecological networks, and by enhancing biodiversity and resilience. In this way, a seamless and lower carbon 'end-to-end' journey will be facilitated through the introduction of cycling and walking routes which link to areas of employment and housing and public transport interchanges.

We have tried to target our cycling and walking investment in the areas highlighted on the map in figure 1.4. The areas highlighted in figure 1.4 show the locations of the seven STEP Growth Zones so that investment through GSTC will be linked to and complement existing sustainable travel investments that are already being

delivered. Further details about how the GSTC programme was developed in included in the Options Appraisal Process in Annex A.

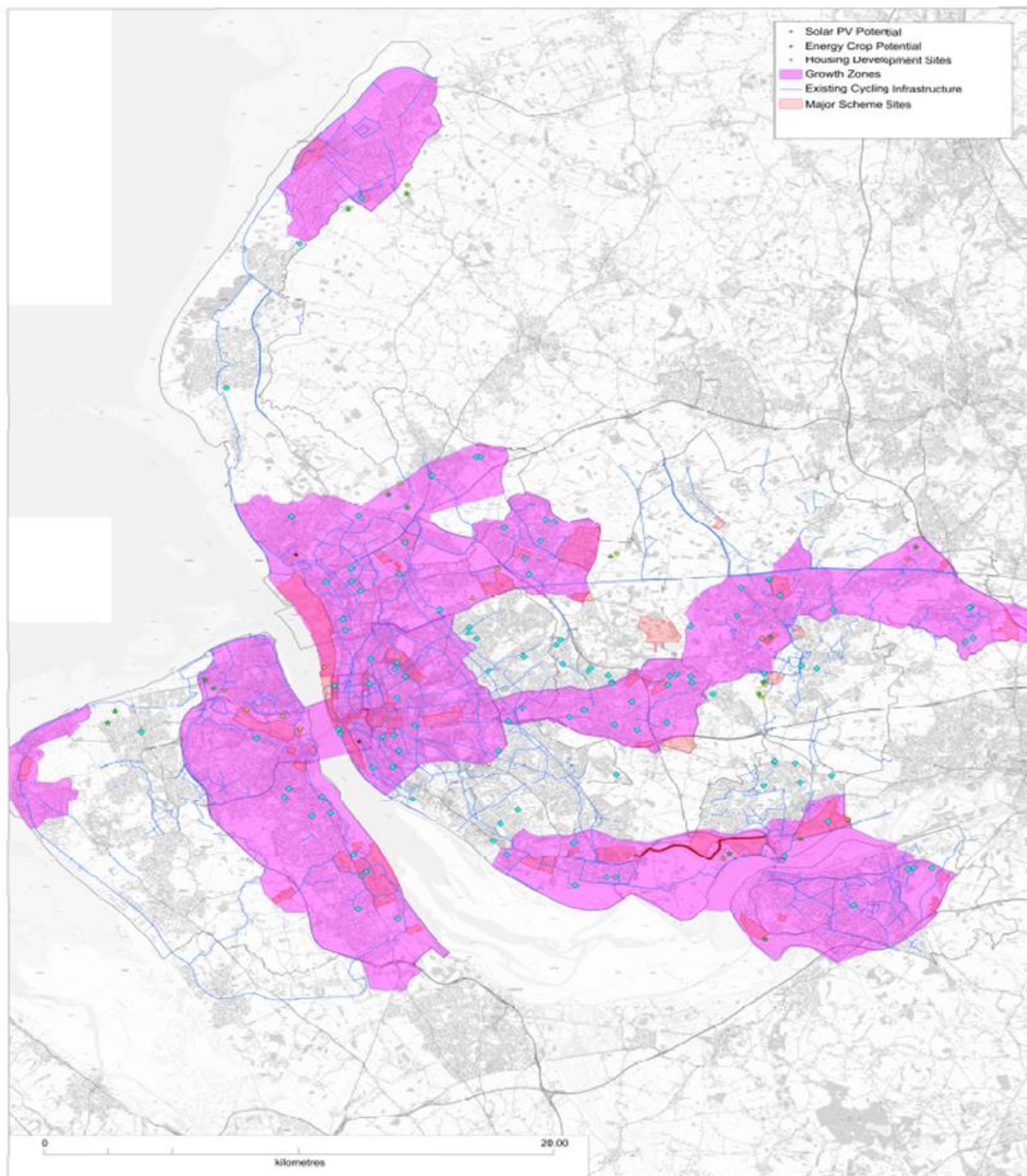


Figure 1.4: Economic Growth Zones and Key Housing Sites as per the areas of investment selected for the STEP programme

As part of the new £1.7 billion Transforming Cities Fund to back the Northern Powerhouse, the Midlands Engine and elected mayors across the UK, the LCR was awarded £172.5 million (over 5 years) for transformational public transport and sustainable travel. The LCR TCF funding will support interlinking interventions to transform sustainable transport connectivity in key commuter routes. With a focus

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on Public transport, walking and cycling measures which linking areas of growth and opportunity. TCF will address three priority themes:

- Theme 1: Modifying and expanding the public transport network to meet new areas of demand
- Theme 2: Improving the appeal of public transport against private transport and
- Theme 3: Intervening for health and wellbeing.

We expect the Green Sustainable Travel Corridors Programme to encourage greater physical activity through enabling increased cycling and walking journeys for City Region residents, this is closely aligned to Theme 3. GSTC interventions clearly align to the Theme 3 criteria to develop comprehensive network of very high quality, segregated or on-road cycleways linking residential areas and employment areas which can improve access to schools and colleges and provide high quality interchanges “last mile” sustainable transport links.

4.1 Green Sustainable Travel Corridors Programme Details

This section provides a detailed breakdown of the schemes to be delivered in the Green Sustainable Travel Corridors Programme. In total, nine work packages will be delivered between 2019 and 2022. **It is important to note that Work Packages 8&9 are outside the scope of this Business Case but will be delivered as part of the wider ERDF funded project.**

Work Package 1 – Liverpool City Centre – Speke

GSTC Investment in Work Package 1 will support sustainable access to the City Centre and employment zones, linking new key housing sites at Festival Gardens and Port of Garston with major employment sites in the city centre and Estuary Commerce Park in Speke.

Key Issues & Opportunities:

- In Liverpool City Centre, the main north-south thoroughfare accessing Liverpool’s waterfront, Sefton Street and Riverside Drive experience high levels of traffic creating a low quality, high severance environment for pedestrians and cyclists.
- With many of the roads into the city centre already congested or nearing capacity, active travel will need to accommodate a growing number of trips.

The programme of investment in Work Package 1 for GSTC is shown below.

Green Sustainable Travel Corridors

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|--|------------------------|-------------------------|---|
| <ul style="list-style-type: none"> The scheme will provide upgraded cycle and walking facilities linking to new key housing sites at Festival Gardens and Port of Garston with major employment sites in the city centre and Estuary Commerce Park in Speke. Along the route grassland and marginal species biodiversity improvements will be delivered to better reflect local ecosystems and a semi maritime coastal habitat. | Liverpool City Council | £971,735 | <ul style="list-style-type: none"> 6.8km of upgraded cycle way 6 ha of grassland improvements |
| Key Milestones: Scheme on-site – Q1 2020 Scheme complete – Q4 2020 | | | |

Work Package 2 – Seaforth – Southport

GSTC investment in Work Package 2 will link to a wider strategic cycle route into Liverpool City Centre linking major growth areas with new areas of housing and completes the Sefton Coastal cycle route. **WP 2 will not be funded through Transforming Cities, but is detailed here for completeness.**

Key Issues & Opportunities:

- There are a number of existing cycle routes and through GSTC there is an opportunity to better join them up and make a continuous route from Southport to Seaforth to make the area even more attractive for active travellers.
- Much of the area around Seaforth is made up of large residential areas which have suffered long periods of deprivation and have low travel horizons.

The programme of investment in Work Package 2 for GSTC is shown below.

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|-------------------------------------|-------------------------|--|
| <ul style="list-style-type: none"> The route links major growth areas with new areas of housing and completes the Sefton Coastal cycle route Biodiversity. Habitat improvement will be undertaken alongside the route, this will complement and improve adjacent designated habitats. | Sefton Metropolitan Borough Council | £0 | <ul style="list-style-type: none"> 15km of new and upgraded cycleway 10ha of habitat improvements and tree planting in Southport |
| Key Milestones: Scheme on-site – Q3 2019 Scheme complete – Q4 2020 | | | |

Work Package 3 – Prescott – Runcorn (SUD Priority Areas 4 & 6)

GSTC investment in Work Package 3 will link key employment and housing sites at Halshead, Cronton Colliery with Widnes and Runcorn over the recently upgraded Silver Jubilee Bridge. TCF funding is only sought for a proportion of the Knowsley MBC scheme elements, Halton BC are providing local contribution.

Key Issues & Opportunities:

- There are a number of missing links that prevent local residents from travelling to work by sustainable transport modes. For example, there is a lack of pedestrian and cycle routes north-south between Prescott and the large employment sites in Widnes.
- Due to the new and expanding nature of many of the employment sites in this area the transport network is lagging behind, and as a result these areas are perceived as remote and inaccessible which is why there is an opportunity to open up access through active travel improvements.

The programme of investment in Work Package 3 for GSTC is shown below.

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|--|-------------------------|---|
| <ul style="list-style-type: none"> • New and upgraded cycle route linking key employment and housing sites at Halshead, Cronton Colliery with Widnes and Runcorn. • Along the route street trees will be planted, along with woodland management and upgrades at key areas. | Halton Borough Council & Knowsley Metropolitan Borough Council | £797,667 | <ul style="list-style-type: none"> • 7.4km of new and upgraded off-road cycleway • 117 trees planted • 7ha of woodland management and upgrades • 2ha of nature reserve will be improved for bird breeding |
| <p>Key Milestones: Scheme on-site – Q3 2019 Scheme complete – Q1 2021</p> | | | |

Work Package 4 – Liverpool Loop Line (SUD Priority Area 1)

Investment in Work Package 3 will provide an off-road segregated route between Broadgreen Station and Rice Lane Station. This route links large scale housing sites at Norris Green with key employment sites such as Alder Hey Hospital.

Key Issues & Opportunities:

- Many households in this area do not have access to a car. For example, in 2011 52% of households in Norris Green ward do not have a car readily available to them.

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- The area is home to two large NHS facilities – Alder Hey and Broadgreen Hospitals which currently have poor active travel access to them which could be improved through GSTC investment.

The programme of investment in Work Package 4 is shown below.

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|-----------------|-------------------------|---|
| <ul style="list-style-type: none"> • Access Improvements to Loop Line along with 6km of upgraded cycle and walking route linking Broadgreen station with Rice Lane station through a completely off-road segregated route. • Grassland and woodland management areas will be created and enhanced to protect habitats, increase biodiversity along the route. | Merseytravel | £249,963 | <ul style="list-style-type: none"> • 6km of upgraded cycleway • Access improvements at 21 locations • 5ha of grassland and woodland management |
| <p>Key Milestones: Scheme on-site – Q2 2019 Scheme complete – Q1 2020</p> | | | |

Work Package 5 – St Helens (SUD Priority Area 6)

Investment in Work Package 5 will provide a cycle route linking St Helens Town Centre to Burtonwood and onwards to employment opportunities at Omega.

Key Issues & Opportunities:

- There are a number of industrial areas in this area which are forecast to grow substantially over the coming years. For example, Haydock Industrial Estate in St Helens is forecast to accommodate an additional 1 million square feet and create up to 1,000 new jobs.
- There are over 2,000 housing units planned in and around St Helens town centre which offer a great opportunity for an increase in active travel rates in the area.

The programme of investment in Work Package 5 is shown below.

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|--|-------------------------|---|
| <ul style="list-style-type: none"> • The cycle route will link St Helens town centre to Burtonwood and onwards to employment opportunities at Omega. • Woodland and habitat management along the corridor will be undertaken and canal and watercourse will be managed with greater flood | St Helens Metropolitan Borough Council | £750,000 | <ul style="list-style-type: none"> • 6.3km of new and upgraded cycleway • 8ha of woodland/habitat management undertaken |

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| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|--|-----------------|-------------------------|--------------|
| resilience and habitat enhancement to encourage wildlife along the Sankey Canal. | | | |
| Key Milestones: Scheme on-site – Q1 2020 Scheme complete – Q4 2020 | | | |

Work Package 6 – Leasowe – Seacombe Ferry Terminal (SUD Priority Area 2)

Investment in Work Package 6 will create a cycle link between Leasowe train station with the planned investment in Wirral Waters and onward to Seacombe Ferry Terminal with links to Liverpool City Centre.

Key Issues & Opportunities:

- North Birkenhead also experiences severance issues as a result of the docks and the M53 acting as barriers with only a limited number of crossing points. As a result, there is a lack of cycle routes across Wirral Docks making the choice for active travel difficult.
- Plans are in place to develop Wirral Waters, which could see £4.5bn invested and 20,000 new jobs created.

The programme of investment in Work Package 6 is shown below.

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|-------------------------------------|-------------------------|---|
| <ul style="list-style-type: none"> • Mostly off-road cycle route links Leasowe train station with the investment planned for Wirral Waters. The route then continues to Seacombe Ferry Terminal which allows cyclists and pedestrians an attractive means of crossing the river into the City Centre. • Overflow wetland(s) and pond(s) on the River Birkett to create additional capacity and to provide water quality benefits will also be introduced. | Wirral Metropolitan Borough Council | £611,434 | <ul style="list-style-type: none"> • 3.7km of new cycleway • 1 ha of overflow wetlands and ponds upgraded |
| Key Milestones: Scheme on-site – Q4 2019 Scheme complete – Q2 2020 | | | |

Work Package 7 – Runcorn – Daresbury Links (SUD Priority Area 6)

Investment in Work Package 7 will support the recently adopted Local Journeys Strategy, which sets the vision for sustainable shorter journeys in the region, the LCR are currently developing a Local Cycling & Walking Infrastructure Plan (LCWIP) with support from DfT.

The GSTC Partnership has discussed and agreed based on the LCWIP the most effective option for the delivery of SUD phase 2. It has been agreed that proposals to extend the Halton SUD scheme from the Silver Jubilee Bridge along the Bridgewater Canal to the start of the LCWIP corridor at Astmoor Business Park. The programme of investment in Work Package 7 is shown below.

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|-----------------|-------------------------|--|
| <ul style="list-style-type: none"> New cycle route linking the redeveloped station area with the Bridgewater Canal Upgrade cycle path along Bridgewater Canal New cycle links to Runcorn Town Centre | Halton | £1,446,762 | <ul style="list-style-type: none"> 7.6km of new and upgraded off road cycling and walking infrastructure introduced |
| <p>Key Milestones: Scheme on-site – anticipated Q3 2020 Scheme complete – anticipated Q1 2021</p> | | | |

Work Packages 8 and 9

Work Packages 8 and 9 are part of the wider GSTC programme and funding for these has been sought through the previously submitted ERDF bid. **No funding is requested for either of these work packages from Transforming Cities and as such neither of these work packages have been appraised as part of this business case.** Details of both work packages are shown below for information.

Work Package 8 – Smart Technologies

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|---|-----------------|-------------------------|---|
| <ul style="list-style-type: none"> To monitor cycling/walking activities linked with infrastructure development To collect and supply cycling/walking usage data to assist infrastructure planning and improvement in Strand 1 and beyond. <p>To utilise innovative data technologies to engage, incentivise and support sustainable cycling/walking.</p> | LJMU | £0 | <ul style="list-style-type: none"> Development of cycling App Piloting innovative data collection |
| <p>Key Milestones: Sensor deployed – Q1 2021 App available to public - Q1 2021</p> | | | |

Work Package 9 – Project Management

| Scheme Description | Scheme Promoter | Transforming Cities Ask | Key Benefits |
|--|---|-------------------------|---|
| <ul style="list-style-type: none"> Management of the SUD programme will be undertaken by a dedicated Project Manager with support from LTP Development Team. The LCR CA ESIF Compliance Team will be responsible for the monitoring, compliance and grant payments. | Merseytravel / Combined Authority ESIF Team | £0 | <ul style="list-style-type: none"> Programme Manage GSTC funding Provide ESIF Compliance function |

Support for our Investment

Policy Support

GSTC plays a key role in meeting the economic, social and environmental objectives that have been set for the City Region. GSTC is a direct component of the Growth Plan, which have both been developed by the City Region LEP and agreed with Government. It is also closely aligned with the LCR Local Journeys Strategy', the strategic investment framework for transport in the Liverpool City Region which builds on the Local Transport Plans (LTPs) for Merseyside and Halton. The Local Cycling and Walking Infrastructure Plan (LCWIP) which has been developed for the LCR sets out the plan for the cycling and walking investment in the region over the next decade, GSTC is the first phase in delivering this strategic network.

GSTC also contributes to other policies including the Liverpool City Centre Strategic Investment Framework (SIF) and the LCR SUD Strategy. The relationship between these strategies and funding streams is shown in Figure 1.5.

GSTC seeks to support and enable the successful delivery of our vision set out in the LCR Growth Strategy, Transport Plan for Growth, Local Journeys Strategy, SUD Strategy and the Transforming Cities Call for funding.

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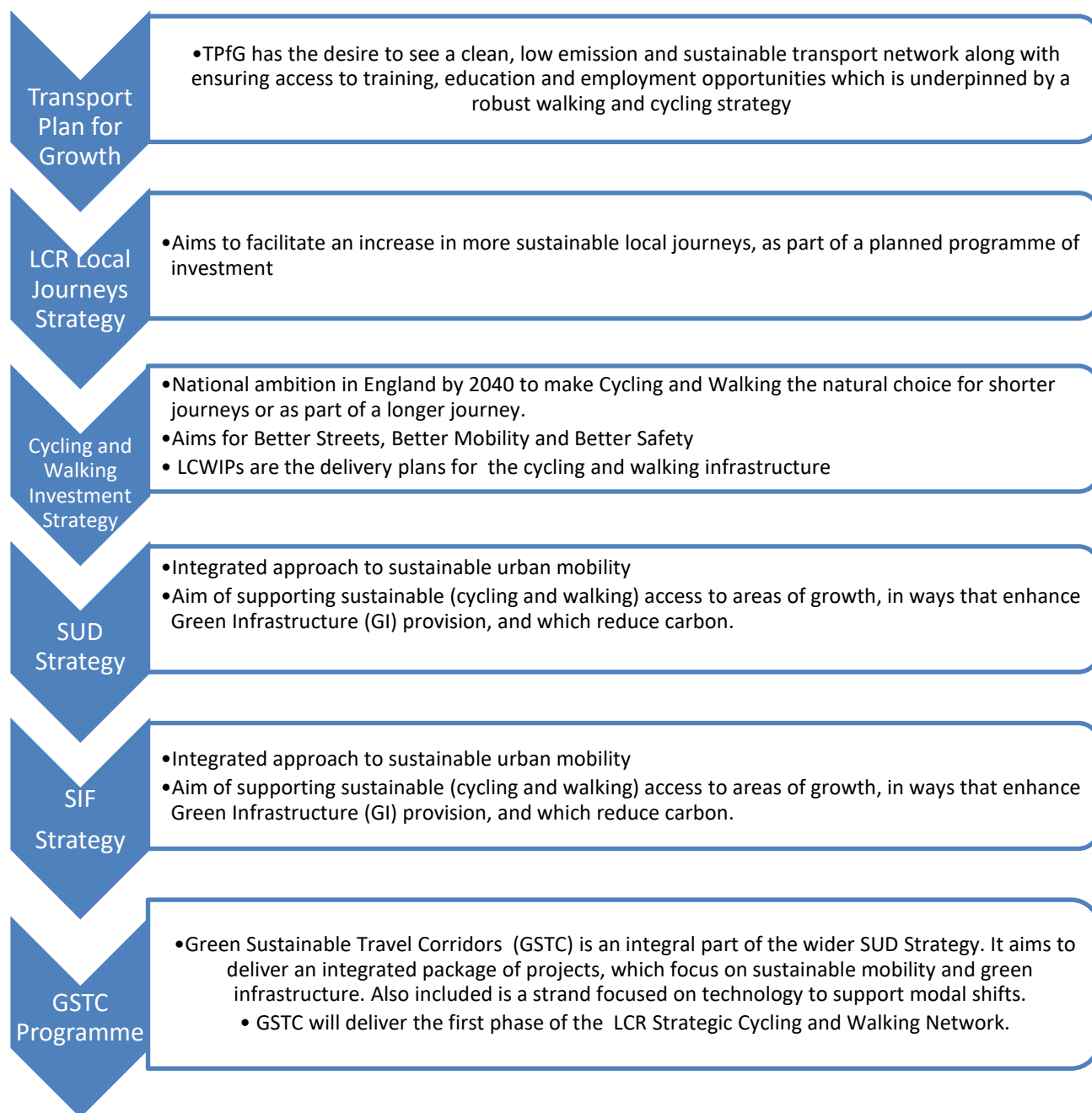


Figure 1.5: Relationship between the key policy drivers in the region and the GSTC programme

A Transport Plan for Growth

The Transport Plan for Growth (TPfG) provides a strategic direction for transport which supports growth, regeneration and carbon reduction, and it is through this that our targeted GSTC interventions, have been targeted and will be delivered.

In April 2014, Merseyside and Halton came together to formally establish the Liverpool City Region. The LCR Combined Authority was established to strategically

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lead work on transport, economic development, housing, employment and skills in the City Region to, in turn, support sustainable economic growth. The Combined Authority is responsible for transport policy and strategy, and agreeing the City Region's transport agenda. As such, it now has statutory responsibility for Local Transport Plans and has therefore 'adopted' the Merseyside and Halton LTPs. Recognising that policy direction is set by our LTPs, *A Transport Plan for Growth* guides a single strategic investment framework to support the long term LTPs.

The aims and objectives of A Transport Plan for Growth and the LCR Growth Plan align closely: the former to define transport policy, strategy and priorities; and the latter to act as a wide-ranging economic plan which embraces transport in the context of the wider Growth Deal.

Liverpool City Region Local Journeys Strategy

The GSTC programme aligns to the LCR Combined Authority Local Journeys Strategy (March 2018), which sets out an approved vision for the Region with regard to sustainable travel. The strategy aims to encourage multi modal travel for journeys under 5 kilometres via public transport, cycling and walking initiatives etc. It is multi modal and covers all forms of local accessibility and connectivity into local centres and movement in and around local communities. A 'local journey' can be a standalone local journey or they can be the first or last part of a longer-distance journey (the last mile connection). The GSTC seeks to deliver cycle infrastructure which can provide the right conditions for these local journeys to increase across the LCR.

Cycling and Walking to Work Investment Strategy (CWIS)

The Government's Cycling and Walking Investment Strategy (April 2017) sets out the ambition for creating a walking and cycling nation, targets and objectives, available resources, a delivery strategy, and governance arrangements. The strategy advocates the development of Local Cycling & Walking Infrastructure Plans (LCWIP) to identify cycling and walking improvements required at local level. The GSTC investment is the first phase of the LCR's Strategic Cycling and Walking Infrastructure Plan.

Sustainable Urban Development (SUD) Strategy Objectives

The Liverpool City Region's Sustainable Urban Development (SUD) Strategy has been developed and approved by the Combined Authority, the European Structural and Investment Fund (ESIF) Sub-Committee and the Ministry of Housing, Communities and Local Government (MHCLG) in its capacity as the Managing Authority for ESIF.

The ERDF funding available to support the SUD programme seeks to link emerging cycling/walking networks and enhancing and rehabilitating land within the city region's green infrastructure framework.

The overarching objectives for the SUD Strategy are as follows:

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- A well connected city region which promotes sustainable urban mobility, enhanced accessibility for people to employment, training and a choice of access to make our economy low carbon, more competitive and more resilient;
- Well managed and high quality natural capital with enriched and well managed biodiversity and environmental assets, focused on the reduction of carbon and supporting the transition to a low carbon economy; and
- A city region that has better levels of health and wellbeing as a core component of sustainable economic growth

The SUD has the potential to deliver significant economic, air quality, carbon reduction and health benefits through longer, better connected and more accessible cycle/walking paths between strategic employment locations and housing areas. It will also provide a potential mechanism to re-connect and improve some important habitats, delivering meaningful biodiversity improvements and help implement elements of the LCR GI Framework and Ecological Network ambitions. The GSTC programme is based on the SUD strategy and will therefore deliver all of the SUD objectives.

Strategic Investment Fund (SIF) Strategy

The GSTC programme will play an important role in delivering several of the SIF Strategy priorities, specifically around:

- Developing an integrated multi-modal transport system - to deliver economic growth whilst reducing the City Region's carbon footprint. This will be achieved by providing green cycle routes linking key housing sites with employment areas and affecting modal shift on key commuting corridors;
- Identify and maximise new spaces and places of potential economic opportunity, the project provides the vital cycling and walking infrastructure required to help unlock the development of new homes particularly around the Halsnead Site in Whiston, which will help to accelerate their delivery;
- Regenerate deprived communities and promote Health and Wellbeing across the City Region. By providing over 50km of new and upgraded green cycle ways which pass through some of the regions most deprived areas, this will help to encourage an increase in active travel in these communities.

Political Support

In July 2018, the Combined Authority agreed a broad commissioning plan for the Transforming Cities Funding, based on the key issues and identified by the city region. One of the approved interventions to be commissioned was the GSTC match funding. This intervention was identified as it directly supports Mayoral priorities.

In 2017 the Government published its first Cycling and Walking Investment Strategy (CWIS). The Strategy sets out the Government’s ambition to make walking and cycling the natural choices for shorter journeys or as part of a longer journey.

The CWIS introduces Local Cycling and Walking Infrastructure Plans (LCWIPs), a new, strategic approach to identifying cycling and walking improvements required at the local level. They enable a long term approach to developing local cycling and walking networks, ideally over a 10 year period, and form a vital part of the Government’s strategy to increase the number of trips made on foot or by cycle.

| Who | Reporting/ Approval | Method | When |
|------------------------------|--|---|---------------|
| TAG | Recommendation to approve SUD Business Case | Review of Documentation and Case | February 2019 |
| External Investment Panel x2 | Recommendation | Endorse recommendations from the Investment Panel | April 2019 |
| LCR Combined Authority | To approve GSTC Business Case to enable draw down match funding from TCF | Report of the Director of Commercial Development & Investment | May 2019 |

Table 1.5 Overview of the key political and assurance milestones for the SUD project

Stakeholder and Community Support

The Green Sustainable Travel Corridors (GSTC) programme identifies how green infrastructure planning and delivery can help improve the conservation of sites across the region and will help to provide resilience to future climate change and flood events through the introduction of flood mitigation measures via enhancing the quality of infrastructure and biodiversity improvements. The GSTC programme will provide new and improved dedicated cycling and walking corridors across an integrated LCR wide network which will be linked to a continuous strategic network improving habitat and connectivity in the Liverpool City Region.

The full Communications Plan and Stakeholder Management Strategy for GSTC will be included as part of the Full Business Case submission.

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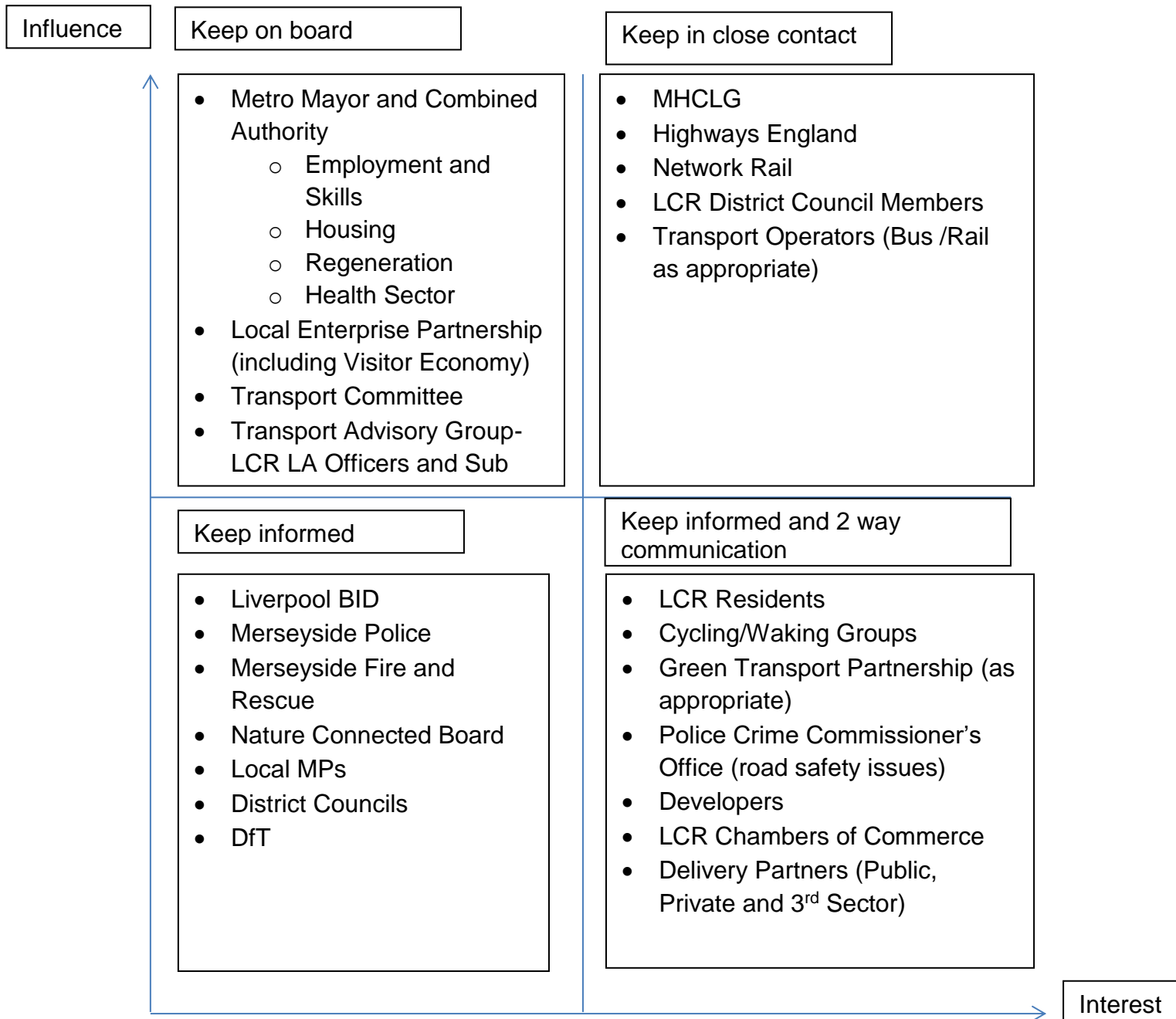


Figure 1.6: Interest and Influence of Key Stakeholders for GSTC

Synergies

The synergies between GSTC, key transport policies, ongoing transport schemes and wider economic investments are summarised in Figure 1.7.

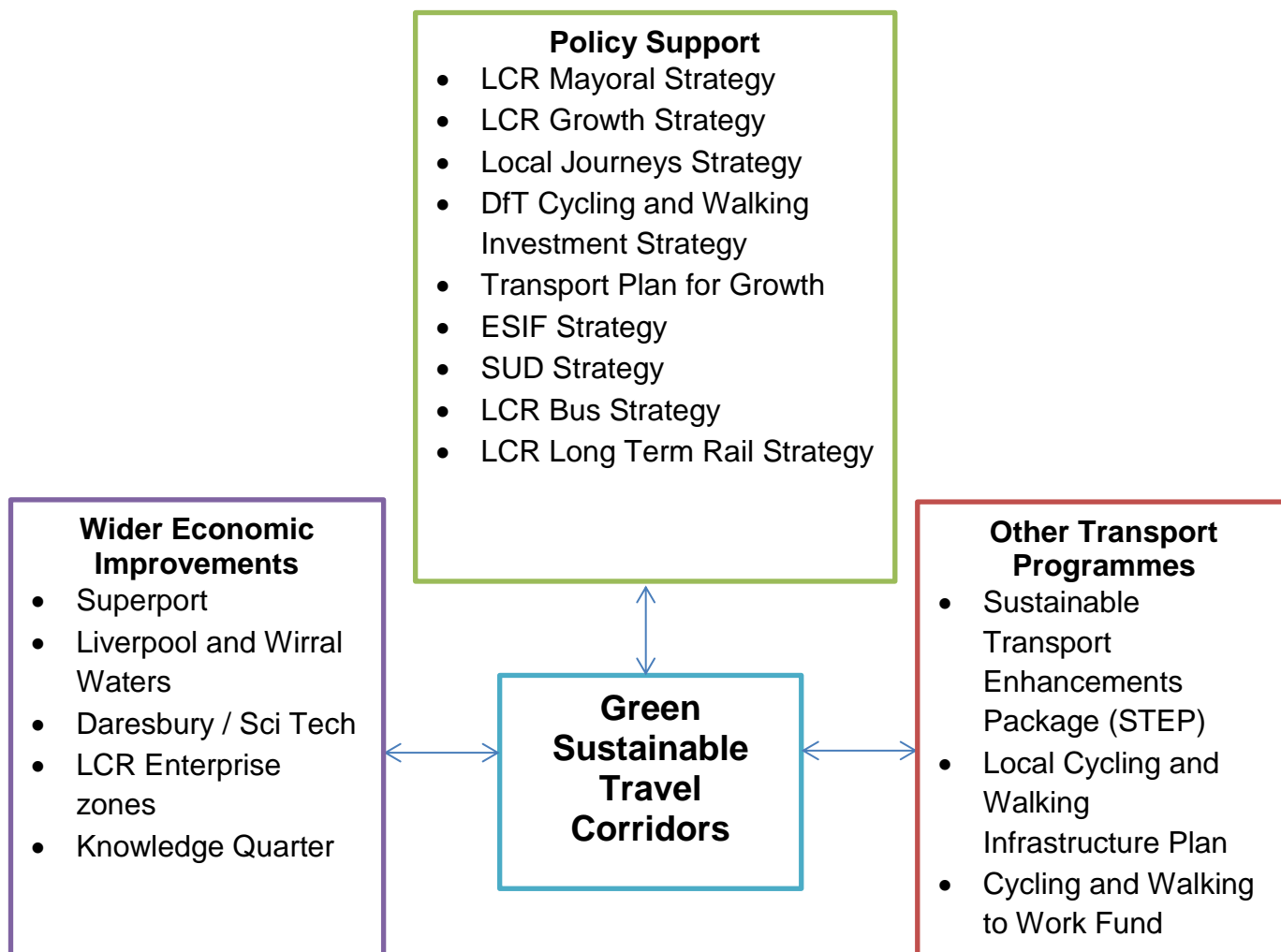


Figure 1.7: Synergies with Policy, Other Transport Schemes and Wider Economic Investments

The Impact of Not Securing Funding

We aspire to be an attractive, well connected City Region that is a destination of choice for business, investment, tourism and as a place to live. Failure to invest in sustainable transport options would negatively impact our ability to improve sustainable travel access to key housing and employment sites and a unique opportunity to introduce high quality Green Infrastructure to these new routes which often can't be funded due to pressures on Local Authority budgets. Crucially, we would fall behind other UK and European cities who deliver investment in their sustainable transport networks.

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A failure to invest in GSTC would also limit our ability to address longstanding socio-economic issues in the City Region which, despite our strong growth, still urgently need to be addressed. Our GSTC programme provides an outstanding opportunity to broaden travel horizons in some of our most deprived communities, by linking them to new employment and training opportunities within the Region.

Similarly, there would also be significant negative consequences for carbon emissions and air quality in the Region. There are 11 Air Quality Management Areas within the City Region, including the whole of the City of Liverpool. Failure to cut carbon emissions by encouraging people to use active travel and introducing Green Infrastructure to off-set the harmful effect of emissions, would be detrimental to our air quality objectives.

If there was delay in the allocation of TCF funds to the project then it would impact the delivery of the whole GSTC programme within the specified timescales. Two schemes would be more adversely affected than others as the match funding identified for the Halton and Sefton schemes is linked to projects which are funded through other programmes and these are profiled to deliver at the same time as the GSTC elements so any delay to that will have a knock on effect.

Realising Success

As a City Region we are committed to continuous measuring and monitoring processes to make sure that we maximise the benefits of our investments and outcomes achieved are in line with the strategic objectives we have defined. Overall, we see success for GSTC as consisting of:

- Scheme delivery to time, budget and specification;
- Increased accessibility and permeability of the City Region for employees, businesses and visitors;
- Enhanced access via sustainable and public transport to key destinations;
- Reduction in congestion;
- Enhanced public transport passenger experience;
- A well-functioning and reliable transport network;
- Increased attractiveness of LCR for investors, residents and visitors; and
- A safer transport network.

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To ensure we realise success, a rigorous Benefits Realisation Plan and Monitoring and Evaluation Plan, has been developed and is available as part of this Full Business Case submission

Chapter 2

The Economic Case

1. Introduction

For the purposes of this Full Business Case, analysis has been undertaken to determine the transport economic benefits resulting from all schemes in the proposed package of improvement works planned for implementation.

This Economic Case provides an outline of the approach and methodology used in the economic appraisal work and summarises the appraisal results for the proposed schemes. Full details of the economic appraisal conducted will be set out in the Annex provided as part of the Full Business case.

- Scheme selection;
- Baseline data used;
- The approach to demand forecasting;
- The approach taken to the calculation of benefits; and
- The results of the economic appraisal.

Each of the work packages will receive a single BCR (combining AMAT benefits calculated for each section of that scheme where intervention types vary) and set of analytical results in the appraisal process.

Further information on the scheme selection and appraisal process for GSTC will be set out in the Options Appraisal Report submitted as part of the FBC.

2. Scheme Selection

Table 2.1 details the schemes selected for appraisal.

| Work package | GSTC Scheme Name | Scheme Promoter |
|---------------------|-------------------------------|--|
| WP 1 | Liverpool City Centre - Speke | Liverpool City Council |
| WP 2 | Seaforth - Southport | Sefton Metropolitan Borough Council |
| WP 3 | Prescot - Runcorn | Halton Borough Council & Knowsley Metropolitan Borough Council |

| | | |
|------|------------------------------------|--|
| WP 4 | Liverpool Loophole | Merseytravel |
| WP 5 | St Helens | St Helens Metropolitan Borough Council |
| WP 6 | Leasowe to Seacombe Ferry Terminal | Wirral Metropolitan Borough Council |
| WP 7 | Runcorn – Daresbury Links | Halton Borough Council |

Table 2.1: Final Schemes Selected for Appraisal

The economic appraisal has been undertaken for Work Packages 1-7 of the GSTC package. Further information on the proposals associated with each scheme is provided in the Programme Description above.

3. **Approach, Methodology and Data Sources**

Approach to Appraisal

The approach adopted is based on the available data, reflects the level of development of some of the schemes and makes use of information available at the time of the assessment. Benefits were quantified using the Active Mode Appraisal Toolkit (AMAT). The toolkit has allowed a proportionate appraisal of the GSTC schemes to be undertaken following the principles of WebTAG A5-1. The BCR has been further refined since the SOC submission through the use of locally available data inputted into the toolkit.

Data Sources

The current inputs with the AMAT toolkit are for the case study given in appendix B of WebTAG unit A5.1. For this appraisal data sources and assumptions used have largely been those included within the DfT AMAT toolkit. Local data inputted into the tool includes:

- Scheme details
- Mode Information Section
- Cost Information

A sensitivity test of the BCR has been carried out by reviewing the assumptions included within the toolkit and using locally available evidence detailing the average cycle trip length within the LCR.

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Scheme details

In line with the GSTC cost profile and delivery programme for each work package the scheme opening year and final year of funding has been completed.

Mode Information Section

The mode information section has been completed with the relevant work package details. To ensure a consistent approach to demand forecasting, and in the absence of more accurate locally available data the Propensity to Cycle Toolkit has been used to provide the 'Number of journeys without the proposed scheme' and 'Number of journeys with the proposed scheme' data. This represents the Do-Nothing and Do-Something scenario.

The Propensity to Cycle Tool (PCT) project has been funded by the Department for Transport (DfT) and helps to provide an evidence base for planning for cycling. In the appraisal we have used it to explore cycling potential at City Region level. All scheme appraisals make use of observed base year data which is taken from the Propensity to Cycle Toolkit Census 2011 data for Middle Super Output Areas (MSOAs) through which the GSTC investment is planned.

Through the LCR Local Journeys Strategy the LCR have adopted the Government Target to double the number of cycling nationally between 2013 and 2025. Therefore to assess the future demand on the route post intervention the 'Government Scenario' figures taken from the PCT have been used, again broken down by MSOA.

The current and proposed cycling infrastructure for this route has also been provided by scheme promoters via the submitted scheme workbooks. Where this varies within each MSOA the majority type of infrastructure has been assumed. This has been inputted into the tool for each MSOA as above.

| Topic | Required information | Data Source |
|----------------|---|---|
| Cycling | Number of journeys without the proposed scheme | Propensity to Cycle Toolkit Census 2011 data. (Recorded no. in Census 2011, OD pair types 1-4.) |
| | Number of journeys with the proposed scheme | Propensity to Cycle Toolkit Government Scenario (Doubling of cycling nationally as per DfT CWIS target) |
| | The average proportion of a trip which uses the scheme infrastructure | Route length divided by average trip length. Route length proportion of route in each MSOA. |

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| | | |
|--------------------|--|---|
| | | Average trip length – average from LCR Countywide Household Survey 2013 and 2017. |
| | Current cycling infrastructure for this route | Scheme promotor/ site visits |
| | Proposed new cycling infrastructure for this route | Scheme promotor |
| Assumptions | Decay Rate | WebTAG A5.1 explains that the impact of a cycling scheme is likely to diminish year by year following investment. However, the AMAT toolkit sets the decay rate at 0% for an infrastructure investment this DfT standard has been used. |
| | Appraisal Period | TAG Unit A1.1 Cycling Infrastructure |
| | Average Speed | National Travel Survey Data 2016 |
| | Average length of journey | LCR Countywide Household Survey 2013 and 2017 |
| | Proportion using the scheme to commute to work | LCR Countywide Household Survey 2013 and 2017 |
| | Proportion otherwise using a car | Literature Review carried out by RAND Europe/Systra for DfT |
| | Proportion otherwise using a taxi | Literature Review carried out by RAND Europe/Systra for DfT |

Table 2.2: summary of the data sources inputted into the AMAT toolkit

Cost Information

Cost for each work package has been appraised as per the total scheme costs in the financial case. These have then been apportioned to each part of the intervention along the route within each MSOA.

Appraising each Work Package

To calculate an overall BCR for each Work Package the Present Value Benefits (PVB) for each section have been added together, and divided by the total Present Value of Costs (PVC) for each section. This is in line with guidance from DfT and allows the Programme wide BCR to be calculated.

4. **Economic Appraisal**

Scheme Costs

Costs for each Work Package in the GSTC programme have been provided by the promoter. Using the AMAT (Active Mode Appraisal Toolkit) scheme costs have been processed in line with TAG Unit A1.2 – Scheme Costs. All scheme costs have been converted to 2010 prices and 15% Optimum Bias assumed following WebTAG A1.2 guidance.

Appraisal Period

A 20 year appraisal period has been used for each scheme type as per AMAT guidance.

The appraisal periods used reflect the nature of the schemes, which individually are not major transport infrastructure schemes. In addition, they also reflect the fact that no maintenance costs have been included, since general reactive maintenance of the infrastructure will be encompassed within local authorities' existing maintenance programmes. A longer appraisal period assumes that ongoing maintenance and renewal will take place when required; therefore because no maintenance costs have been considered as part of this appraisal process, a finite life for assets has been assumed, hence appraisal over a shorter period.

Approach and Extent of Appraisals

The AMAT toolkit has been used to calculate the below benefits of the GSTC investment:

- Physical activity benefits;
- Absenteeism benefits;
- Journey quality benefits;
- Environmental impacts;
- Indirect tax impacts, and;
- Congestion impacts.

Sensitivity Test

A sensitivity test of the BCR was carried out by reviewing the assumptions and data sources included within the AMAT toolkit. The compared data sources used are included in table 2.3.

| Data required | Original AMAT assumption | LCR local data used | Data Source |
|--|---------------------------------|----------------------------|---|
| Average length of journey | 5.60km | 3.49km | Countywide Household Survey 2013 and 2017 average (335 records) |
| Proportion using the scheme to commute to work | 56.40% | 43% | Countywide Household Survey 2013 and 2017 average (335 records) |
| BCR | 3.53 | 3.31 | |

Table 2.3: BCR Comparison of Data Sources Used

The Benefit to Cost Ratio only varies by 0.22 using both scenarios; however, to ensure a more robust appraisal relevant to the LCR, the locally available data has been used.

Update since OBC submission

Since the OBC submission the GSTC partnership have prioritised and agreed a suitable corridor for the phase 2 works which will have been fully appraised as per the methodology for the other six work packages. Further details of the works to be included in Section 4 of the Strategic Case.

5. Appraisal Results

Analysis of Monetised Costs and Benefits

Table 2.4 provides a summary of the Monetised Costs and Benefits for each of the 7 Work Packages.

Value for Money Statement

Value for Money (VfM) assessments have been undertaken for each Work Package and at a programme level. The AMCB table, together with the Appraisal Summary Table, forms the basis for the VfM statement as set out below.

At the programme level, the economic appraisal indicates that, according to Department for Transport guidance, the BCR for the core scenario is demonstrating high VfM (3.53). Following the local sensitivity test the GSTC programme demonstrates a high VfM (3.31). At the scheme level, all of the Work Packages range between Medium and Very High VfM.

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All values are in 2010 £ prices, discounted to 2010

| Work Package | 1 - Liverpool City Centre - Speke | 2 - Seaforth - Southport | 3 - Prescot - Runcorn | 4 - Liverpool Loopline | 5 - St Helens | 6 - Leasowe to Seacombe Ferry Terminal | 7 - Runcorn to Daresbury Links | Total GSTC Programme £ |
|--|--|--------------------------------|-----------------------------|------------------------------|------------------|--|---|---------------------------------|
| Congestion benefit | 226.61 | 259.72 | 255.73 | 535.77 | 231.00 | 180.53 | 33.85 | 1723.21 |
| Infrastructure | 0.72 | 0.83 | 0.82 | 1.74 | 0.74 | 0.58 | 0.32 | 5.74 |
| Accident | 21.69 | 24.86 | 24.47 | 52.16 | 22.11 | 17.28 | 9.58 | 172.13 |
| Local Air Quality | 0.13 | 0.15 | 0.15 | 0.33 | 0.13 | 0.10 | 0.04 | 1.04 |
| Noise | 1.45 | 1.66 | 1.63 | 3.48 | 1.47 | 1.15 | 0.64 | 11.48 |
| Greenhouse Gases | 4.57 | 5.24 | 5.16 | 11.04 | 4.66 | 3.64 | 1.70 | 36.00 |
| Reduced Risk of premature death | 3567.47 | 4088.77 | 4025.97 | 8555.21 | 3636.56 | 2424.37 | 1577.92 | 27876.27 |
| Absenteeism | 394.71 | 561.10 | 445.44 | 965.22 | 402.36 | 314.45 | 171.21 | 3254.50 |
| Journey Ambience | 151.63 | 675.72 | 445.44 | 0.00 | 428.53 | 331.82 | 1683.05 | 3716.19 |
| Indirect Taxation | -18.34 | -21.02 | -20.70 | -45.17 | -18.70 | -14.61 | -6.47 | -145.01 |
| Government costs | 1701.45 | 2304.38 | 2258.60 | 437.34 | 1271.08 | 978.39 | 2185.11 | 11136.36 |
| Private Contribution | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | 0.00 | | | |
| Present Value of Benefits (PVB) | 4349.92 | 5596.19 | 5423.59 | 10078.04 | 4708.11 | 3258.74 | 3471.52 | 36886.11 |
| Present Value of Costs (PVC) | 1700.73 | 2303.55 | 2257.78 | 435.61 | 1270.35 | 977.82 | 2184.80 | 11130.63 |
| | | | | | | | | |
| Benefit to Cost Ratio BCR) | 2.56 | 2.43 | 2.40 | 23.14 | 3.71 | 3.33 | 1.59 | 3.31 |

Table 2.4: Analysis of Monetised Costs and Benefits (£'000s) – Work Packages 1-7 and Programme Wide

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Table 2.5 shows the BCRs calculated for the Work Packages appraised and at the programme level.

| Work Package | Assessed BCRs | Value for Money Assessment |
|--|---------------|----------------------------|
| 1 - Liverpool City Centre - Speke | 2.56 | High |
| 2 - Seaforth - Southport | 2.43 | High |
| 3 - Prescot - Runcorn | 2.40 | High |
| 4 - Liverpool Loopline | 23.14 | Very High |
| 5 - St Helens | 3.71 | High |
| 6 - Leasowe to Seacombe Ferry Terminal | 3.33 | High |
| 7 – Runcorn to Daresbury Links | 1.61 | Medium |

Table 2.5: BCRs for each WP

Social Impact Appraisal

The social impact appraisal has assessed the eight social impact areas, and an initial discussion of the likely impacts has been provided in full in Annex D.

Our appraisal suggests that the GSTC programme will have the greatest impact on physical activity, severance and accessibility. GSTC includes the delivery of a package of pedestrian/cycling schemes, and therefore promoting and facilitating physical activity will be a key impact. The provision of crossings facilities, particularly over roads with large vehicle flows which currently deter the movement of pedestrians, will have a positive impact on severance. GSTC also includes a number of schemes that are likely to deliver a positive impact to housing and employment sites through active travel modes.

The SI appraisal has found that the GSTC programme will deliver broadly positive benefits. At present, no adverse impacts are expected to result from the programme. The overall summary of assessment scores for the SI can be seen in Table 5.

| Impact Area | Impact | Score |
|----------------------------|--------|----------------------|
| Accidents | √√ | Moderate beneficial |
| Physical activity | √√√ | Large beneficial |
| Security | √ | Slight beneficial |
| Severance | √√√ | Large beneficial |
| Journey quality | √√ | Moderate beneficial |
| Options and non-use values | 0 | Neutral (scoped out) |
| Accessibility | 0 | Neutral (scoped out) |
| Personal affordability | 0 | Neutral (scoped out) |

Table 2.5: Social Impacts – summary assessment scores

Programme Benefits

We expect the GSTC Programme to encourage greater physical activity through enabling increased cycling and walking journeys for City Region residents, this is closely aligned to Theme 3 of the Transforming Cities Funding: *Intervening for Health and Wellbeing*. As a result, the project will generate health and wellbeing benefits for local communities – **£31.13m** of physical activity benefits (including absenteeism) have been quantified, along with benefits totalling **£11,480** for reduced noise pollution, **£36,000** for reduced greenhouse gases, **£3.71m** for improved journey ambience and **£172,130** for reduced accidents. All of these would contribute towards health and well-being by facilitating more active lifestyles and improved quality of life.

Investment in improving air quality will also align with the Government’s National Air Quality Strategy, as well as bringing improvements to the 11 Local Air Quality Management Areas (AQMAs.)

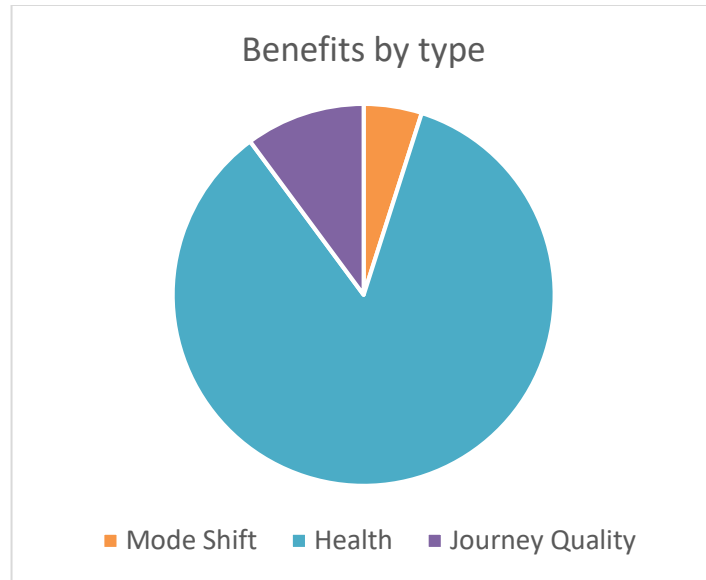
These benefits have been quantified using the Active Mode Appraisal Toolkit (AMAT). DfT WebTAG approaches and guidance was used, along with values taken from the DfT WebTAG Databook.

The programme is expected to generate a total benefit of £36.8m. 84.9% of these are health benefits as shown below in table 2.6.

| Type of Benefit | Analysis of Monetised Costs and Benefits (in £'000s) | % of benefits |
|-----------------|--|---------------|
| Mode Shift | 1804.59 | 4.9% |
| Health | 31130.77 | 84.9% |
| Journey Quality | 3716.19 | 10.1% |

Table 2.6: Monetised programme costs by type of benefit

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Chapter 3

The Financial Case

1. Methodology and Assumptions

This Financial Case provides a detailed breakdown of the costs and funding arrangements for GSTC. LCR partners have carried out estimates of the costs of their scheme to provide a robust basis for the Economic and Financial Cases, based on their experience of delivery and unit costs identified in framework contracts. The Financial Case has been developed in line with relevant WebTAG guidance, in particular Unit A1.2 (Scheme Costs).

The following key assumptions have been made with regard to deriving scheme costs:

- The construction period is January 2019 – March 2021. All schemes will be fully delivered and opened by December 2021;
- Base costs are estimated by the project sponsor for each work package, as they have the most detailed understanding of the scheme. This base cost is exclusive of any contingency uplifts;
- Contingency uplifts are calculated on a Region wide basis to make sure the assumptions used are consistent across the programme.
- The full scheme costs have been appraised rather than just the Transforming Cities ask which makes up an element of the total match funding.

2. Costs

Table 3.1 show the estimated capital base costs for the GSTC Work Packages. The base costs are considered proportionate and affordable in relation to the scale of problem identified and predicted benefits of the various schemes and have been provided by each work package sponsor based on experience of delivering similar schemes and framework rates.

The capital base costs are inclusive of land costs, expenses, preliminaries, contract works, utilities and additional construction related fees. The capital base costs are exclusive of any generic uplifts for risk and inflation.

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Capital Base Costs

| Work Package | 2018/ 19 | 2019/20 | | | | 2020/21 | | | | Total |
|---|-----------------|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|-------------------|
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| WP 1 – Liverpool City Centre – Speke (SUD Priority Areas 1 & 4) | £47,963 | 47,963 | 181,883 | 186,709 | 358,159 | 358,159 | 358,159 | 358,159 | 34,818 | 1,931,972 |
| WP 2 – Seaforth – Southport (SUD Priority Areas 3 & 7) | £22,727 | 45,455 | 748,490 | 749,398 | 354,551 | 354,551 | 354,551 | 354,555 | 295,455 | 3,279,733 |
| WP3 – Prescott – Runcorn (SUD Priority Areas 4 & 6) | £0 | 0 | 413,026 | 413,026 | 208,403 | 387,825 | 387,825 | 387,825 | 387,825 | 2,585,755 |
| WP4 – Liverpool Loop Line (SUD Priority Area 1) | £32,045 | 78,110 | 86,831 | 257,492 | 0 | 0 | 0 | 0 | 0 | 454,478 |
| WP 5 – St Helens (SUD Priority Area 6) | £27,572 | 39,617 | 39,618 | 210,511 | 370,841 | 225,159 | 225,159 | 225,159 | 0 | 1,363,636 |
| WP6 – Leasowe – Seacombe Ferry Terminal (SUD Priority Area 2) | £60,163 | 0 | 0 | 96,364 | 914,075 | 41,096 | 0 | 0 | 0 | 1,111,698 |
| WP 7 – SUD Phase 2 | £0 | 0 | 131,524 | 604,748 | 363,245 | 496,882 | 496,883 | 537,194 | 0 | 2,630,475 |
| TOTAL | £190,470 | £211,145 | £1,601,372 | £2,518,248 | £2,569,275 | £1,863,673 | £1,822,577 | £1,862,892 | £718,097 | 13,357,749 |

Table 3.1: Green Sustainable Travel Corridors Capital Base Costs

Revenue Base Costs

There is no revenue ask from TCF, but this table has been included for completeness.

| Work Packages | 2018 /19 | 2019/20 | | | | 2020/21 | | | | Total |
|---|----------------|----------------|----------------|-----------------|----------------|----------------|----------------|----------------|---------------|----------------|
| | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | |
| WP 1 – Liverpool City Centre – Speke | 2,602 | 2,602 | 2,603 | 2,603 | 2,602 | 2,602 | 2,603 | 2,608 | 605 | 21,430 |
| WP 2 – Seaforth – Southport | 4,244 | 78,234 | 17,301 | 91,292 | 4,244 | 4,244 | 4,244 | 4,248 | 4,244 | 208,047 |
| WP3 – Prescot – Runcorn | 1,445 | 14,364 | 14,364 | 14,364 | 14,364 | 3,439 | 3,439 | 3,439 | 3,435 | 72,653 |
| WP4 – Liverpool Loop Line | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| WP 5 – St Helens | 1,875 | 1,875 | 1,875 | 1,875 | 1,875 | 1,875 | 1,875 | 1,875 | 0 | 15,000 |
| WP6 – Leasowe – Seacombe Ferry Terminal | 1,544 | 1,544 | 1,544 | 1,544 | 1,544 | 1,544 | 1,544 | 1,544 | 0 | 12,352 |
| WP 7 – Runcorn – Daresbury Links | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | £11,710 | £98,619 | £37,687 | £111,678 | £24,629 | £13,704 | £13,705 | £13,714 | £8,284 | 329,482 |

Tables 3.2: Green Sustainable Travel Corridors Revenue Base Costs

3. **Contingencies**

Following estimation of the base costs, contingency uplifts were applied to arrive at the total capital scheme costs for GSTC. These are detailed in the sections below.

Inflation Allowance

Inflation allowance has been added to the base cost and risk allowance, using the same assumptions for all schemes:

- Schemes will start to incur spend from Q4 (2018/19), and finishing at the latest Q4 (2020/21). Cost were compiled by scheme promoters in early 2018, and as costs will be incurred one year after the start of the programme an inflation allowance for one year is required.
- It is assumed that inflation related to the construction of the GSTC schemes will follow ONS Construction Output Price Indices (OPI) for All Construction. The index shows an increase from Jan 2018 to Dec 2018 of 2.5 points. An inflation allowance of 2.5% has therefore been applied to scheme costs.

Risk Allowance

A series of risk meetings with partners were held in August 2017, to identify the risks and mitigation measures associated with each of the proposed schemes and assess their likely impact in terms of both time and cost. An additional risk assessment for programme wide governance, commercial and financial risks was undertaken by Merseytravel. This was then followed by a risk workshop to discuss the impact of governance, commercial and financial risks. The risk register will be monitored and updated as the programme progresses and if it is felt necessary further risk workshops will be held with scheme promoters.

Table 3.3 summarises the five programme wide risks that were ranked highest as part of the risk assessment. All five risks have a very low to medium probability of occurring following mitigation; however if the risk were to occur the impact on the programme would still be at least medium or high. A full breakdown of identified risks and mitigation measures can be found in Annex I.

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| Key Risk Component | Pre mitigation | | | MITIGATION MEASURES | Post Mitigation | | |
|---|----------------|-----------|------------------------------|---|-----------------|--------|------------------------------|
| | Probability | Impact | Risk Matrix Priority Ranking | | Probability | Impact | Risk Matrix Priority Ranking |
| The construction of the physical assets is not completed on time and to specification by contractors. | 40 | Very High | 13 | Regular progress meetings with contractors and project management team at a local level to identify and mitigate against any potential delays or risk to delivery. Use of long-term delivery models – Combined Authority to develop commissioning model for design and procurement. | 10 | High | 4 |
| Lack of available resource and competition in local market. | 65 | High | 12 | Use of Combined Authority contractor framework and package schemes. | 35 | High | 9 |
| Failure to secure planned funding contributions from partners and key stakeholders. | 60 | High | 12 | Section 151 Officer sign-off has been received from all partners to commit to underwriting scheme costs over and above those being sought from Growth Deal budgets. | 30 | Low | 4 |
| Changes in the team responsible for programme management and delivery; delays in appointment of new team members. | 50 | High | 10 | Shared responsibility across a Core Programme Management Team with regular communication meetings with partners and information sharing as appropriate and use Mersey Travel framework for professional services. | 25 | High | 6 |

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| | | | | | | | |
|---|----|--------|----|--|----|------|---|
| The procurement process is delayed. | 40 | High | 10 | Existing contractors arrangements to be utilised wherever possible and alternatives to be explored. | 15 | High | 5 |
| Conflict with delivery arrangements between different GSTC schemes | 25 | Medium | 5 | Early consultation and network planning. Programme the delivery of interfacing schemes to minimise conflicts where possible. | 10 | Low | 2 |
| Conflict with delivery arrangements for other schemes in the Region e.g. STEP | 25 | Medium | 5 | Conduct consultations with Highways Authority, District Councils and Combined Authority at an early stage. Programme the delivery of interfacing schemes to minimise conflicts where possible. | 10 | Low | 2 |

Table 3.3: Key Programme Wide Risks

Following the risk assessment for GSTC, a risk allowance of 8.5% was added to the base costs of the programme, this was based upon the following assumptions:

- Past experience from the delivery of similar schemes including STEP and other LCR wide programmes;
- Results from the QRA; and
- Guidance from the LCR Partners.

Given that the GSTC is a programme that consists of a large number of small value schemes, it is expected that most potential risks can be managed relatively easily and that the potential for overall cost increases to the programme is low. The risk allowance is therefore considered to be robust and sufficient to cover the risks that might occur based on the likelihood and impact scores identified in the risk assessment.

Optimism Bias

In line with WebTAG guidance, an optimism bias of 15% has been added to the scheme costs for the purposes of the economic appraisal, as detailed in Section 4 of the Economic Case (Chapter 2). However, the optimism bias is not part of the funding 'ask' and is therefore not included in the Financial Case. Optimism bias was

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considered by all partners when developing schemes costs and has been included in each project cost at a varying rate.

4. Total Scheme Costs

Table 3.4 provides an overview of the total costs for each of the cycling work packages, broken down by capital base costs, contingencies and revenue costs.

| Scheme Description | Base Capital Cost | Risk Allowance (+8.5%) | Inflation Allowance (+2.5%) | TOTAL REVENUE COST | TOTAL COST |
|---|-------------------|------------------------|-----------------------------|--------------------|------------|
| WP 1 – Liverpool City Centre – Speke | 1,910,908 | 162,427 | 51,833 | 21,430 | 2,146,599 |
| WP 2 – Seaforth – Southport | 3,243,974 | 275,738 | 87,993 | 212,295 | 3,820,000 |
| WP3 – Prescott – Runcorn (SUD Priority Areas 4 & 6) | 2,557,565 | 217,393 | 69,374 | 72,653 | 2,916,985 |
| WP4 – Liverpool Loop Line (SUD Priority Area 1) | 449,523 | 38,209 | 12,193 | 0 | 499,926 |
| WP 5 – St Helens (SUD Priority Area 6) | 1,348,769 | 114,645 | 36,585 | 15,000 | 1,515,000 |
| WP6 – Leasowe – Seacombe Ferry Terminal (SUD Priority Area 2) | 1,099,578 | 93,464 | 29,826 | 12,352 | 1,235,220 |
| WP 7 – SUD Phase 2 | 2,601,797 | 221,153 | 70,574 | 0 | 2,893,523 |

Table 3.4: Total Scheme Costs (£)

5. Funding Arrangements

Table 3.5 presents the proposed funding arrangements for GSTC. In addition to the funding being sought from Transforming Cities Funding (TCF), there are significant other contributions towards the cost of the programme.

| Work Package | TCF Ask | ERDF | Other match | TOTAL COST |
|--|------------|------------|-------------|------------|
| WP 1 Liverpool City Centre – Speke | £971,735 | £1,073,299 | £101,565 | £2,146,599 |
| WP 2 Seaforth – Southport | £0 | £1,910,000 | £1,910,000 | £3,820,000 |
| WP 3 Prescott – Runcorn | £797,667 | £1,458,492 | £660,826 | £2,916,985 |
| WP 4 Liverpool Loop Line | £249,963 | £249,963 | 0 | £499,926 |
| WP 5 St Helens | £750,000 | £757,500 | £7,500 | £1,515,000 |
| WP 6 Leasowe – Seacombe Ferry Terminal | £611,434 | £617,610 | £6176 | £1,235,220 |
| WP 7 SUD Phase 2 | £1,446,762 | £1,446,761 | 0 | £2,893,523 |

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| | | | | |
|--------------------------------------|-------------------|-------------------|-------------------|--------------------|
| | | | | |
| WP 8 LJMU | 0 | £679,616 | £679,616 | £1,359,232 |
| WP 9 SUD Programme Management | 0 | £155,250 | £155,250 | £310,500 |
| Total | £4,827,561 | £8,348,491 | £3,520,933 | £16,696,985 |

Table 3.5: Total Scheme Costs

| Year | Total Scheme Cost | TCF Ask | Other Contributions (including ERDF) |
|----------------|--------------------|-------------------|--------------------------------------|
| 2018/19 | £257,365 | £82,165 | £175,200 |
| 2019/20 | £8,507,717 | £2,421,683 | £6,086,034 |
| 2020/21 | £7,790,089 | £2,323,714 | £5,466,375 |
| 2021/22 | £141,814 | £0 | £141,814 |
| TOTAL | £16,696,985 | £4,827,561 | £11,869,423 |

Table 3.6: Total Costs by Year

Transforming Cities Funding and ERDF SUD Funding

The funding package proposed in Table 3.6 is in line with the funding available from the £172.5m LCR Transforming Cities Funding, as agreed by the Combined Authority with Government in December 2018 and the ERDF SUD call for funding in July 2017.

Local Contributions

In addition to the funding being sought through Transforming Cities Fund and funding secured by ERDF, £3.5m of contributions have been secured from the LCR partners. Table 3.7 provides an overview of the local contributions by partner. Section 151 letters from each partner listed in Table 3.7 area available in Annex F.

| GSTC Partner | Contribution |
|---------------------------|-------------------|
| Halton Borough Council | £660,826 |
| Liverpool City Council | £101,565 |
| Merseytravel | £155,250 |
| Sefton Borough Council | £1,910,000 |
| St Helens Borough Council | £7,500 |
| Wirral Borough Council | £6,176 |
| LJMU | £679,616 |
| TOTAL | £3,520,933 |

Table 3.7: Local Contributions by Partner

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The local contributions shown above are made up of a combination of sources including Section 106 monies and Integrated Transport Block Funding (ITB). For contributions sourced through Section 106 agreements, partners have unconditionally committed to providing these contributions to GSTC. Should partners fail to secure these Section 106 monies, they will still be committed to providing the same contribution to GSTC, and will be liable to fund these contributions from internal sources.

Section 73 Sign-Off

The Full Business Case includes a letter (Annex F) from the Combined Authority's Treasurer confirming that:

- The cost estimates are accurate and represent the best estimates based on currently available information;
- The LCR Combined Authority has the means to accept liability for the schemes going ahead; and
- All partners are committed to the local contributions discussed above.

Alternative Funding Arrangements

No alternative funding arrangements have been identified. If this TCF funding is not secured, the majority of the wider ERDF SUD project will not be able to continue, given that 50% match funding is a requirement of ERDF funding. This would impact of the LCR reputation with MHCLG and Central government and could impact on the ability of the region to secure funding in the future.

6. Accounting Implications

In January 2019, the LCR Combined Authority has agreed an Assurance Framework for the financial management of government funding. This Quality Assurance Framework will form the basis of the financial management of the City Region's GSTC funding. Merseytravel, as the Executive arm of the CA, will hold and manage these funds on behalf of the LCR.

Each of the Partners will be required to legally contract with the Combined Authority, to the terms and conditions of the SIF Assurance Framework, and have provided evidence of match funding.

Merseytravel, on behalf of the Combined Authority, will put in place appropriate arrangements for the proper use and administration of the GSTC funding. Building on local government financial systems, Merseytravel will require quarterly grant claims, signed and authorised by each of the Partner's Chief Financial Officer and

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Head of Internal Audit, whilst reserving the right to randomly audit Partner expenditure.

Project partners receiving TCF funding will draw down on this funding when making a quarterly claim for expenditure incurred. They will have to submit a claim form signed by their Head of Audit and Section 151 Officer.

Chapter 4

The Commercial Case

1. Introduction

The Commercial Case provides evidence on the following topics:

- Output Based Specification;
- Procurement Strategy;
- Contract Management;
- Alternative Options;
- Programme Implications and Risk; and
- Conclusion.

2. Output Based Specification

Green Sustainable Travel Corridors is a LCR wide programme which seeks to deliver improvements to cycling and walking which will support the economic growth of the City Region. It is a programme of schemes across each of the six local authority areas that make up the City Region. GSTC therefore presents a range of work across a relatively large geographical area which will be delivered via a methodology which in the first instance looks to minimise both risk and potential disruption to the programme.

The design and construction of this initial programme will be based on the pre-existing and well established contractual arrangements within each of the local authorities concerned, Liverpool John Moores University and Merseytravel.

The principal outputs for each of the GSTC Work Packages are as follows:

WP 1 – Liverpool City Centre – Speke

- 6.8km of upgraded cycle way
- 6 ha of grassland improvements

WP 2 – Seaforth – Southport

- 15km of new and upgraded cycleway
- 10ha of habitat improvements and tree planting in Southport

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- 5ha of habitat improvements at Hightown Dunes

WP3 – Prescot – Runcorn

- 7.4km of new and upgraded off-road cycleway
- 117 trees planted
- 7ha of woodland management and upgrades
- 2ha of nature reserve will be improved for bird breeding

WP4 – Liverpool Loop Line

- 6km of upgraded cycleway
- Access improvements at 21 locations
- 5ha of grassland and woodland management

WP 5 – St Helens

- 6.3km of new and upgraded cycleway
- 8ha of woodland/habitat management undertaken

WP6 – Leasowe – Seacombe Ferry Terminal

- 3.7km of new cycleway
- 1 ha of overflow wetlands and ponds upgraded

3. Procurement Strategy

The procurement methodology acknowledges that the different elements of the GSTC schemes identified above are to be implemented using different routes depending on the type of scheme and the lead authority within the LCR. However all schemes will be under the management and coordination of the Combined Authority. The Core Programme Team and Programme Manager will have the responsibility of the overall programme to monitor performance and overall evaluation of the programme and to report to Senior Officers groups and the Combined Authority.

All schemes will be procured using Early Contractor Involvement. The key stage using this method will be the initial discussion. This may include a select list of contractors or a term contractor depending on the value of each scheme. For example, St Helens Metropolitan Borough Council has existing contractual arrangements with Dowhigh Limited which covers 'major and minor works'. This contract has been procured through full OJEU procedures, has provided commercial

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viability and has been operating successfully since 2017. Similar term contracts are in place in all other areas of the LCR across a range of market providers and Table 4.1 provides further details on the various contracts.

Several contracts will be especially procured to ensure that they are suitable for use during the Green and Sustainable Travel Corridors project. Full details are provided in Table 4.2.

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| LCR Partner | Services Included in the Contract | Current Contractor | Contract End Date |
|---------------------|--|--|---|
| Halton | Green Infrastructure | Internal Team | April 2023 |
| Halton | Construction works | Lambros | End date not before April 2021 |
| Halton | Highway design transportation, public realm and asset management | Internal Team | N/A |
| Knowsley | Individual schemes tendered through The Chest, either by KMBC officers or via highway design and professional service consultant. Works can also be procured via the Highways Maintenance TMC. | Competitive tender process | Open or TMC |
| Knowsley | Highway design and professional services | Various | End date not 2021 |
| Liverpool | Green Infrastructure | LSSL | N/A |
| Liverpool | Construction works – Design & Build | LSSL | N/A |
| Merseytravel | Civils works | Atkins, Capita Symonds, Jacobs Engineering UK Ltd | March 2019, however new term contract will commence on 1 April 2019 |
| Merseytravel | Professional services - includes design | Framework | March 2019, however new term contract will commence on 1 April 2019 |
| Sefton | Civil Engineering works for construction | Internal team | N/A |
| Sefton | Highway design | Internal team | N/A |
| St Helens | Major and minor highway and footway improvement schemes New footpaths and cyclepaths across public open space Works associated with flood management and drainage improvements | Dowhigh Limited King Construction Ltd J Hopkins Ltd | 1 April 2022 |
| St Helens | Highway design | Can call-off Mott MIS contract | End date not before April 2021 |
| Wirral | Highway works > £250k and other civil engineering construction works | Selection follows restrictive tender from random short-list generated via Constructionline | End date not before April 2021 |
| Wirral | Highway design | The contract will be awarded from the new framework to 3 suppliers | End date not before April 2021 |

Table 4.1: Existing Contractual Arrangements

A review of end dates for these existing contracts has been undertaken. The Combined Authority will investigate the option of a LCR-wide term contract framework for such works to potentially run in parallel with the local existing arrangements, enabling a transition facility in circumstances where this is appropriate. This will potentially also be utilised for future phases of the strategic cycle network delivery.

Contractual arrangements are such that payments are made at interim stages throughout the delivery of a scheme. It is the responsibility of each Work Package Project Manager to oversee the delivery of individual schemes including sign-off for payments. Final payments are made following scheme completion.

4. **Contract Management**

As indicated above the term contracts are managed within each district and Merseytravel via the appropriate existing and well established management structures. Monthly project control meetings will be scheduled throughout the delivery programme between the Core Programme Team/Programme Manager and the partner’s Project Manager to monitor progress against the programme, assess risk and monitor spend against budget. These meetings will be supplemented at a local level by meetings between the Project Managers and the relevant contractors.

Moving forward, discussions are already underway as to how the LCR partners can develop and implement appropriate LCR-wide contractual arrangements to deliver greater efficiency and consistency of approach and management. Initially this will be the responsibility of the Transport Advisory Group (TAG) to develop proposals for recommendation.

5. **Alternative Options**

Alternative procurement options have been considered and discounted as set out in table 4.3 below.

| Procurement Option | Advantages | Why Discounted |
|---|--|---|
| Development of a new LCR wide framework of contractors enabling works to be tendered to those contractors either individually or as a package | <ul style="list-style-type: none"> Provides opportunity to spread works across a number of contractors and resources. | <ul style="list-style-type: none"> Timescales to develop contract will result in delays in implementation/delivery; LCR partners are developing a LCR wide framework of contractors (this will be in addition to existing contractual term contracts). This option could be utilised for future phases of cycle delivery. |
| Use of single contractor | <ul style="list-style-type: none"> Single point of contact for coordination of schemes along with | <ul style="list-style-type: none"> Timescales to develop contract will result in delays in implementation/delivery; The extent of the package of works |

| Procurement Option | Advantages | Why Discounted |
|--------------------|--|---|
| | traffic management issues; • Could provide cost efficiencies. | means that it is unlikely that one contractor could resource the programme. This could result in delays in the overall programme; • Low flexibility. |

Table 4.3: Discounted Procurement Options

6. Programme Implications and Risk

Programme Timeline

The overall indicative timeline for the GSTC programme is shown in the delivery plan in Annex H. Individual scheme programmes will be held by the Programme Management Team to enable monitoring on progress.

Contract Risk Management

A programme delivery risk workshop has been undertaken with officers from all LCR partners to identify risks and mitigation measures associated with scheme delivery, and assess the likely levels of impact in terms of both cost and time. The outputs of the workshop can be found in Annex I.

The use of existing term contracts for GSTC (along with the existing relationships) provides for a robust risk management process which ensures that risks are raised at the earliest opportunity and dealt with expeditiously, thus optimising key project targets.

A risk register has been developed both at a programme wide level and at a scheme delivery level, which transfers the ownership of each risk to either the scheme promoter or contractor on the basis of which party is best placed to deal with the risk identified. Each scheme promoter will be required to maintain an ongoing risk register for each scheme that is monitored and reported on at monthly project control meetings.

7. Conclusion

Procurement for the GSTC programme will take place via the existing term contracts already in place in each area. This enables the LCR partners to ensure early contractor involvement following business case approval. This will ensure that progress can be made in terms of implementation as soon as possible within the 2018/19 financial year.

The contracts will be managed on a day-to-day basis by the responsible Project Manager in each district. LJMU will procure all of their required contracts, however due to the low value of these contracts no major risks have been identified.

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Contract risks were identified and discussed as part of the risk assessment for GSTC and formed the basis of the QRA. A risk register has been produced at both a programme level and at a scheme level which will allocate ownership of the risk to the relevant party.

Chapter 5

The Management Case

1. Introduction

The Management Case assesses whether a proposal is deliverable. It provides evidence on the following topics:

- Governance;
- Evidence of Delivery of Similar Projects in the LCR;
- Assurance;
- Delivery Programme;
- Risk Management;
- Communication and Stakeholder Management;
- Monitoring & Evaluation;
- Conclusion.

2. Governance

Governance of the GSTC programme will follow the LCR Strategic Transport Structure which has a strong track record of successful delivery.

LCR Strategic Transport Governance

City Region partners have agreed an implementation structure designed to oversee delivery of the transport, skills and other elements of the Strategic Investment Fund. Merseytravel is the established lead for the transport element. Sitting above the individual strands, the LCR has established an Officer Group comprising the theme leads of each strand of the Growth Plan, the Section 73 officer and the Head of Paid Services for the CA (for financial accountability reasons). The Officer Group will co-ordinate and report on the overall programme for each element and the SIF as a whole.

Programme Management Office

The Programme Management Office (PMO) has set out a defined, consistent project management framework for Merseytravel and LCR projects. The PMO have developed

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a common approach to project controls including schedule management, cost and spend profile and risk management, these will be utilised by the GSTC Programme Manager. For example in the STEP programme a four weekly dashboard with project progress is reported to a programme board, TAG and to colleagues from the Department of Business, Energy and Industrial Strategy. GSTC will be managed in alignment with the established PMO processes, with each work package required to implement the necessary project controls and to submit a dashboard. Using the project control data collected on a four weekly cycle, the PMO will utilise established methods of measuring individual project progress and performance by comparison to baselines.

GSTC Governance

The programme will be managed through the governance and assurance framework approved by the Combined Authority. The co-ordination and management of the overall programme and its varied elements sits with the designated LCR Core Programme Team and Project Manager based within the LTP Development Team within Merseytravel. The Project Manager will liaise on a regular basis via monthly meetings and project diary updates with the Lead Officer / Project Manager from each of the Work Packages. The need for an effective governance structure is vital given the level of investment planned over the relatively short time frame, any delays, risks or dependencies will need to be identified at an early stage and fed back to the SUD Programme Board.

GSTC Programme Management

GSTC will be managed through the governance and assurance framework approved by the Combined Authority.

The LCR Governance Structure for the delivery of GSTC which will be delivered under Work Package 9 is illustrated in Figure 5.1 and the roles and responsibilities of each group are outlined in Table 5.1.

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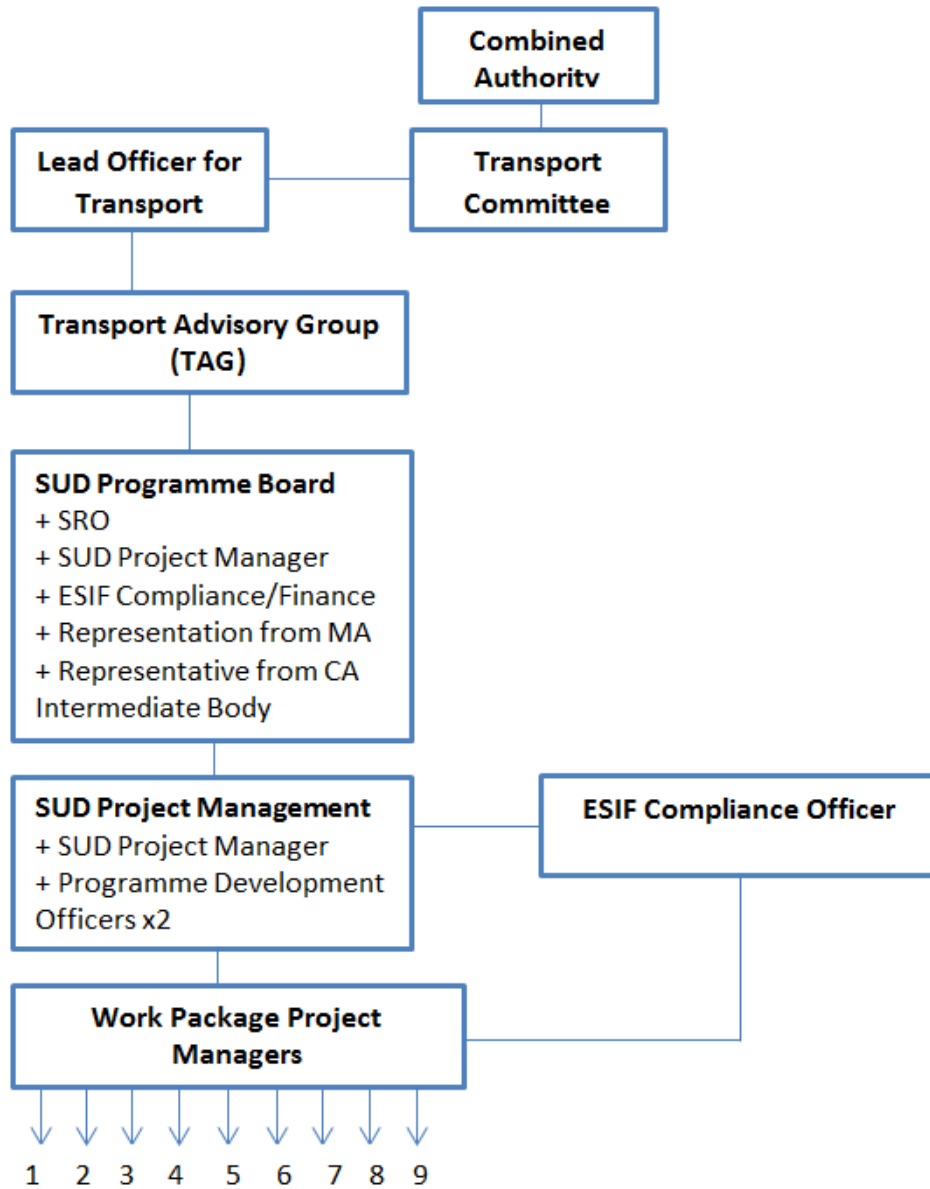


Figure 5.1: GSTC Programme Management Governance

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| Group | Role | Responsibilities |
|--------------------------------|--|---|
| Combined Authority | Metro Mayor and leaders of the LCR who meet Monthly | Responsible for taking key decisions on the executive functions for the LCR |
| Transport Committee | Overall responsibility for both CA and District Operations | Overall responsibility for implementing key decisions on the executive functions of the CA |
| Lead Officer for Transport | Lead Officer on Transport within the LCR reporting to the Chief Executives Group | Responsibility for Transport in the LCR. To provide guidance to TAG. |
| Transport Advisory Group (TAG) | TAG will monitor the programme at a strategic level to ensure that it is being delivered on time and to budget. | To lead on Transport in the LCR and to advise the LCR, as appropriate. To act on behalf of the Lead Officer for Transport. |
| SUD/GSTC Programme Board | Programme Board will manage coordination of the programme across the LCR partners ensuring progress and reporting to TAG as appropriate. | Directs delivery of GSTC schemes. Assists in decision making, risk management, issue resolution and on-going progress of the scheme. Provides specialist advice. |
| SUD/GSTC Project Management | Includes the SUD Programme Manager leading scheme delivery. | Responsible for overseeing day-to-day delivery and risk management of the scheme. Reports to and raises any issues to the Programme Board. Manages contractor. |
| ESIF Compliance Officer | ESIF Compliance Team will provide monitoring, compliance, and grant payment support to the partnership. | ERDF Claims processing. Adherence to and understanding of their grant agreement State Aid requirements are understood and adhered to ERDF Procurement policies are understood and adhered to |
| Work Package Project Managers | The WP managers will liaise with Chief Executives, the SUD Project Manager and contractors to ensure implementation of measures. | Provides feedback and advice as appropriate. |

Table 5.1: GSTC Programme Management Governance Roles and Responsibilities

Initial Meetings

As part of the development of the programme, a number of initial meetings have been held between the LCR Core Programme Team and the LCR partners to structure the programme and identify the key objectives. Discussions were also held to understand the current status of the different elements of the programme and the potential options available. Following these discussions, a delivery programme has been established for the GSTC programme.

Management

The co-ordination and management of the overall programme and its varied elements sits with the designated SUD/GSTC Programme Manager for the scheme. The Programme Manager will liaise on a regular basis via monthly meetings and project diary updates with the Lead Officer / Project Manager for each of the Work Packages.

Each Work Package will have a Lead Officer with responsibility for programme delivery of all aspects of the WP with agreed budget and timescales. They will feed into Thematic Groups for delivering sustainable travel schemes. The Transport Advisory Group (TAG) will oversee the process.

Transport Advisory Group

The Transport Advisory Group (TAG) will support the process and liaise with the LCR CA to work with other sectors such as Employment and Skills, Regeneration and Housing.

TAG will be represented by Directors of Transportation services across the LCR. The Group will meet on a regular basis. Regular reports will be provided on GSTC updates, financial management, risks and key issues.

3. Evidence of Delivery of Similar Projects in the LCR

Working together, partners from across the private, public and voluntary sectors in the Liverpool City Region have a long history of success in implementing sustainable transport and regeneration programmes.

In recent years, City Region partners have delivered several large scale programmes, as detailed in Table 5.2. Each of the programmes has had robust programme management arrangements put in place from the outset, with a Programme Board being created with senior representation from partner organisations giving a strategic steer to each of the programmes. The Programme Board was then supported by a Steering Group made up of key stakeholders who met regularly to track the progress of scheme implementation and discuss and resolve any issues that arose. The Steering Groups reported to their relevant Programme Boards with details on progress. Similar management arrangements will be used for GSTC, learning from our successes elsewhere.

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Table 5.2 outlines a selection of projects that the LCR has delivered successfully in recent years or is in the process of delivering.

| Programme Name | Value | Time frame | Key outputs delivered | Delivered to time? | Delivered to budget? |
|---|--------------------------|-------------|--|--|----------------------|
| Sustainable Transport Enhancements Package (STEP) | £41.4m capital | 2015-2021 | <ul style="list-style-type: none"> Over 26km of new or improved cycle routes delivered in years 1 and 2 Journey time savings on Liverpool City Corridor Improved public realm for 30 business | Year 1 -4 delivered Year 5 ON TRACK | YES ON TRACK |
| Merseyside LSTF | £25m capital and revenue | 2011-2015 | <ul style="list-style-type: none"> Over 350 cycle parking spaces introduced/upgraded Over 40km of new or improved cycle routes delivered Over 100 cycle hire stations introduced | YES | YES |
| Better Bus Area | £3.9m Capital | 2014 - 2018 | <ul style="list-style-type: none"> Junction improvements to relieve pinch points and improve bus reliability New real time info screens introduced at bus stops Upgrading bus infrastructure along key corridor | YES | YES |
| Integrated Transport Block | £17.2m capital | 2018/19 | <ul style="list-style-type: none"> LCR minor works scheme delivery including public transport schemes Delivery of road safety improvement schemes | YES | YES |

Table 5.2: Programme Management Experience

4. Delivery Programme

A detailed scheme delivery programme is included in Annex H showing the key milestones and delivery time for each scheme element. The GSTC schemes will be delivered over the 36 month period between the programme commencement date of January 2019 and December 2021.

5. **Risk Management**

Risk Management Strategy

The production of a risk register is an integral component of the standard project management procedures that are conducted by all partners involved in GSTC. The risk register will be reviewed regularly throughout the detailed design, procurement, delivery and indeed post-delivery phases as a standing item in progress meetings.

The full Risk Register is included in Annex I which includes a detailed risk registers for Programme Governance Risks.

Risk Assessment

A scheme delivery risk workshop was undertaken with partners in autumn 2017 to identify risks and mitigation measures associated with delivery of the various GSTC schemes, and assess their likely impact in terms of both time and cost. An additional risk assessment for programme wide governance, commercial and financial risks was undertaken by Merseytravel in autumn 2017. The Risk Assessment and Management Strategy and are included in Annex I.

Details on Risk Allowances can be found in the Financial Case.

6. **Constraints, Dependencies and Interfaces**

The delivery of the GSTC interventions will require a number of scheme tasks to take place in order for them to be delivered successfully. These may include Traffic Regulation Orders, traffic management plans, planning approvals and land ownership agreements. All LCR partners have established procedures in place to deal with these delivery constraints and dependencies.

In addition, the GSTC schemes align closely with the Liverpool City Region Growth Strategy through contributing to developing an integrated multi-modal transport system for the City Region which will deliver economic growth whilst reducing the City Region's carbon footprint.

Table 5.3 set out the main constraints, dependencies and interfaces for our GSTC investments, broken down by Work Package and scheme type.

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| SCHEME TYPE | CONSTRAINTS | DEPENDENCIES | INTERFACES |
|--------------------------------------|--|---|--|
| <p>Cycling infrastructure</p> | <p>Development of pedestrian management plans to ensure safe movement of people during the construction period.</p> <p>Traffic Regulation Orders (TROs) to be produced, statutory advertisement period and political sign off.</p> <p>Designing within the public realm requirements to complement the existing network in the Liverpool City Region.</p> <p>Complete legal process to provide a notice of intention for the change of use from footways to shared surfaces for multi-use.</p> | <p>The successful delivery of the STEP programme of investments.</p> <p>A successful delivery of North Liverpool Key Corridor improvements.</p> <p>A successful delivery of Mersey Gateway SJB improvements.</p> <p>Ensure political support for the proposals.</p> | <p>The development of the retail area Central Station and Bold Street to enhance the retail offer and encourage more visitors to this area of the city.</p> <p>Undertake regular cycle forum consultations to ensure effective scheme delivery.</p> <p>Develop a way finding proposal to ensure effective movement of cyclists.</p> <p>Current and future proposals at Liverpool Waters will add value to the development of GSTC schemes.</p> <p>GSTC schemes will complement major housing developments across the City Region.</p> <p>Completion of the Mersey Gateway Crossing.</p> <p>Expansion of Liverpool John Lennon Airport.</p> |
| <p>Green Interventions</p> | <p>Seek planning permission for the proposed works. The proposed works will be required to fit with the existing aesthetics of the zone.</p> <p>Development of pedestrian management plans to ensure safe movement of people during the construction period. Access to the retail area must be available at all times.</p> | <p>Ensure political support for the proposals.</p> <p>Ensure residents support for the proposals.</p> | <p>Complete Public consultation on the proposals to ensure the scheme ideas are reflective of meeting local need.</p> <p>Undertake a consultation with retail businesses to ensure they have an input into maximising their business potential and to minimise disruption during the GSTC construction period.</p> <p>Support from the Liverpool and Sefton Chamber of Commerce to engage businesses.</p> |

Table 5.3: Constraints, Dependencies and Interfaces in GSTC Programme

7. **Communication and Stakeholder Management**

Stakeholder Management Strategy

The full Communications Plan and Stakeholder Management Strategy will be included as part of the Full Business Case submission and maps the key stakeholders for the programme against their level of interest and influence. This has allowed us to determine the most effective way to engage with them throughout the programme.

The stakeholder mapping exercise has allowed us to identify key stakeholders who provide valuable comments and input to GSTC schemes. Through effective engagement, we hope to obtain early buy-in to the GSTC schemes. There is also the possibility of greater joint working with key partners in economic development, planning and road safety in order to maximise the delivery potential of GSTC schemes. Through early and frequent communication with stakeholders, where appropriate, we can ensure the aims, objectives and benefits of the GSTC schemes are shared and fully understood by all stakeholders. This will allow scheme promoters to actively put measures in place to mitigate anticipated future objections.

Communication

Given the range of stakeholders involved with the GSTC programme, a variety of communication methods are required to actively engage them, both during and after scheme delivery. Table 5.4 provides a summary of the key stakeholders and methods that will be used to engage them.

| Method | Stakeholder |
|---|--|
| Partnership Newsletter | LCR Mayors, Leaders & Local Cllrs, CX's, MP's, local businesses, Chambers of Commerce, DfT, LEP, the Port of Liverpool, Welsh Govt., transport operators, local Business's, local Media etc. |
| Area Committees | Local area directors local councillors Residents forums Cycle groups |
| Customer Forums (local councillors, Merseytravel, and transport operators etc.) | LCR residents |
| Workshops/ Forums | LCR residents/interest groups |
| Websites – CA / LAs and Merseytravel | LCR Residents, statutory consultation mechanism |
| Strategic and Operational Transport Operator Meetings | Transport Operators |
| Local Politicians Briefings | Local Councillors |
| LEP – link with SEP sites | LEP Officers LEP Networks Large employers e.g. Peel Ports, Unilever |

| | |
|--------------------------|------------------|
| LCR Chambers of Commerce | Chamber members |
| Employers Network | Local businesses |

Table 5.4: Key Communication Methods

The activities above will be complemented by the governance and reporting mechanisms in place for the GSTC programme.

The full Communications Plan and Stakeholder Management Strategy will be included as part of the Full Business Case submission.

8. **Monitoring & Evaluation**

Benefits Realisation Plan

A Benefits Realisation Plan has been developed which identifies the key beneficiaries of the programme, as well as the outcomes, indicators, responsible body and timeframes for each of the strategic outcomes.

It will be the responsibility of the Core Programme Team and Programme Manager working with relevant Project Managers to ensure that the tasks in the Benefits Realisation Plan are undertaken in a timely fashion. Appropriate feedback procedures will also be put in place with Project Managers to ensure that measurement and monitoring become dynamic tools to assist and enhance delivery as part of a regular project control meeting.

The Core Programme Team will report updates to the Combined Authority on a Quarterly basis; these reports will include updates on the key measures of the Benefits Realisation Plan.

The Benefits Realisation Plan will sit alongside the Governance Reporting Structure, this will ensure that:

- The Benefits Realisation Plan is effective, maintained and implemented;
- Benefits Realisation becomes a focus of the overall programme development; and
- Benefit Realisation allows for a dynamic process within the programme to enable each project to adjust and refine actions to ensure delivery of objectives.

On this basis, Benefit Realisation will become an integral part of the GSTC programme. It will be the responsibility of the Core Programme Team and Programme Manager working with relevant Project Managers to ensure that the tasks in the Benefits Realisation Plan are undertaken in a timely fashion. Appropriate feedback procedures will also be put in place with Project Managers to ensure that measurement and

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monitoring become dynamic tools to assist and enhance delivery as part of a regular project control meeting.

Monitoring and Evaluation

Monitoring of the outputs will be undertaken quarterly throughout the delivery phase. The outputs of the scheme include:

- 52.8km of strategic cycling and walking network
- 49 Ha of natural habitat created or upgraded

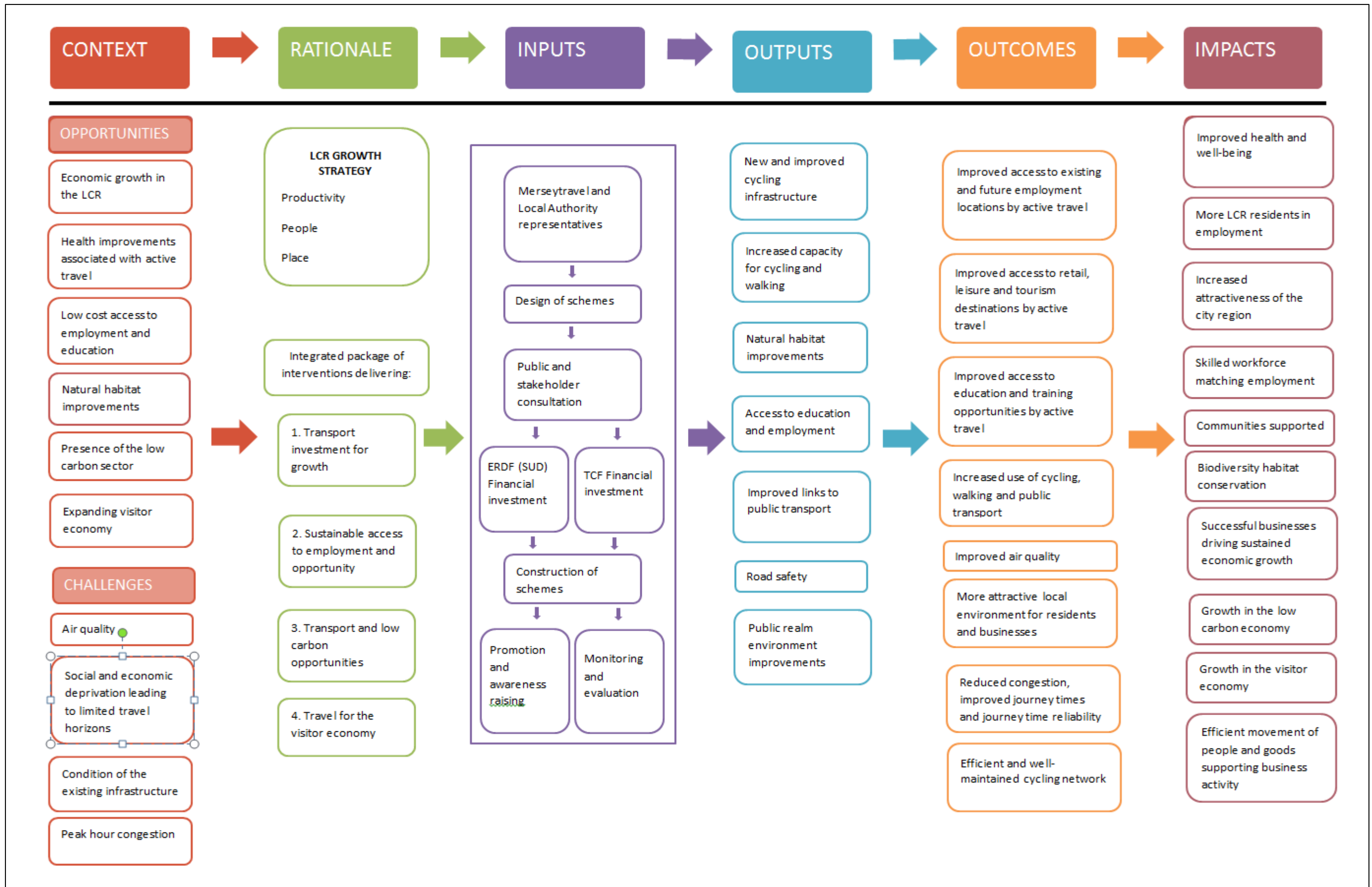
This will form a network of clearly defined off-road and segregated cycling and walking routes embedded with green infrastructure.

Monitoring of the scheme outcomes will utilise data generated by the Liverpool John Moores University (LJMU) element. Sensors are being developed that will be used to monitor the usage of the routes by cyclists and pedestrians and an app is being developed that will inform and incentivise users. The data harnessed from this technology element will feed into the evaluation of the scheme.

Benefits have been calculated using the Active Modes Appraisal Toolkit (AMAT) and evaluation will include benefits realisation following completion of the works on site.

In the logic map below we have linked the challenges that will be addressed by our investments, the inputs to be delivered through the GSTC programme, the outputs delivered and the ultimate outcomes that will be achieved.

A full Monitoring and Evaluation Plan, which includes further detail of the methodologies has been included at Annex K.



9. Complying with Regulations and Requirements

State Aid

Funding obtained under this application will be applied exclusively to general public infrastructure of benefit to the general public (on a without charge and non-discriminatory basis) only and so it does not constitute State aid at all. Accordingly, partner organisations are outside the scope of state aid. A letter confirming the state aid position for the cycling and walking element is also attached.

Liverpool John Moores University have received independent state aid advice which is appended to this submission.

Planning and Other Consents

All works proposed are on Local Authority Land, the exceptions to this are shown in the table below. In these instances the highway authority will apply for planning permission for the relevant section of the scheme.

| Work Package & Lead | Permissions Required | Status |
|---------------------------------|---|--|
| WP1 – Liverpool City Council | Notice of Intent for conversion of footpath | Apply mid 2019 |
| WP 2 – Sefton MBC | Crosby Coastal Path Planning Permission required | Apply mid 2019 |
| WP 3 – Knowsley MBC & Halton BC | Carr Lane Prescot Park Bridge underpass Foxs Bank Lane & Penny Lane | Planning Permission obtained Permission not yet obtained Planning incorporated in lease |
| WP 4 - Merseytravel | Gateway locations | 12 weeks for the planning process and 6 weeks for the pre-planning consultation and design work. |
| WP 5 – St Helens | N/A | N/A |
| WP 6 – Wirral MBC | Beaufort Road / Wallasey Bridge Road Planning Permission required | Apply May 2019 |
| WP 8 – LJMU | N/A | N/A |
| WP 9 - Merseytravel | N/A | N/A |

10. **Conclusion**

The Green Sustainable Travel Corridors work packages included in the programme will be completed over a 36 month period from January 2019 to December 2021.

Information provided in the Management Case evidences that:

- Robust governance, assurance and risk management processes are in place to deliver the schemes;
- Risks have been fully considered and mitigated;
- Stakeholder views have been taken into account in scheme development;
- A communications and stakeholder management strategy is in place to ensure effective engagement through scheme delivery;
- Monitoring and evaluation plans will provide data to assess the success of the programme in meeting its objectives; and
- The programme will comply with the necessary regulations and requirements including State Aid and planning and other consents.