

Version 3.4

Transport and infrastructure Service Plan 2018-2022 2019/20 update

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Introduction by Nigel Blackler Interim Service Director for Transport and Infrastructure

The Transport and Infrastructure Service brings together key elements of the Council and works together with partners to help improve the daily lives of the people who live, work and visit Cornwall.

This includes making sure communities are connected by reliable, public transport links, to ensure people can access work, health and leisure opportunities. We make sure the road network keeps moving and responds quickly and appropriately to emergency events which threaten this, such as flooding. We work closely with partners in the Rail industry and Highways England to ensure the national rail and road network is fit for purpose for Cornwall's communities. We also look for opportunities for innovative and efficient improvements to our transport in Cornwall while maintaining links with the rest of the UK.

Our service plays an essential role in delivering Cornwall Council's business plan objectives of:

Healthy Cornwall – Encouraging healthy active lifestyles through the provision of walking, cycling and public transport infrastructure is a key focus of the service. The delivery of improved infrastructure connecting key destinations alongside promotion of the health benefits of active travel look to contribute to local and national health targets, improve air quality and the quality of life for Cornwall's residents and visitors.

Homes for Cornwall – Facilitating sustainable housing growth through the delivery of town based Transport Strategies which are underpinned by the principals of Connecting Cornwall: 2030. We look to ensure development is supported through sustainable infrastructure and affordable transport options while mitigating the impacts of growth on Cornwall's key transport corridors.

Green and prosperous Cornwall – Minimising the impact that transport and travel can have on the environment, Cornwall's greatest asset, to ensure its continued resilience, quality and the ability for people to access it in a sustainable way. We aim to ensure that transport services are more than just functional and actually provide the basis for improved public realm and vibrant town centres.

Connecting Cornwall – Improving both local and strategic transport links through improved public transport services such as the One Public Transport System for Cornwall, upgrade of the Cornish Rail Mainline and public transport ticketing and integration by delivering a single public transport system for bus and rail. Working with key partners to deliver major upgrades such as improvements to the A30 between Carland Cross and Chiverton Cross and ensuring the highway network continues to run effectively and efficiently.

Democratic Cornwall – working with other local councils, partners, communities and stakeholders to identify and support the transport and infrastructure needs of community led growth and self-management.

What we do

Transport Planning and Strategy

This team is responsible for transport planning and strategy across Cornwall and covering all transport modes including:

- The Local Transport Plan (LTP) and minor highway scheme delivery;
- Identification of transport schemes required to support regeneration and growth
- The South West Peninsula Transport Board
- Transport Business Cases and Funding Bids
- Major Transport Schemes
- Road Safety
- Active Travel Promotion and Travel Awareness

Integrated Public Transport, Parking and Technology

This team is responsible for all elements of the development and improvement of our integrated public transport system. This system it is envisaged will respond to specific needs in communities but will work together to create a whole system for Cornwall. We deliver a range of services including:

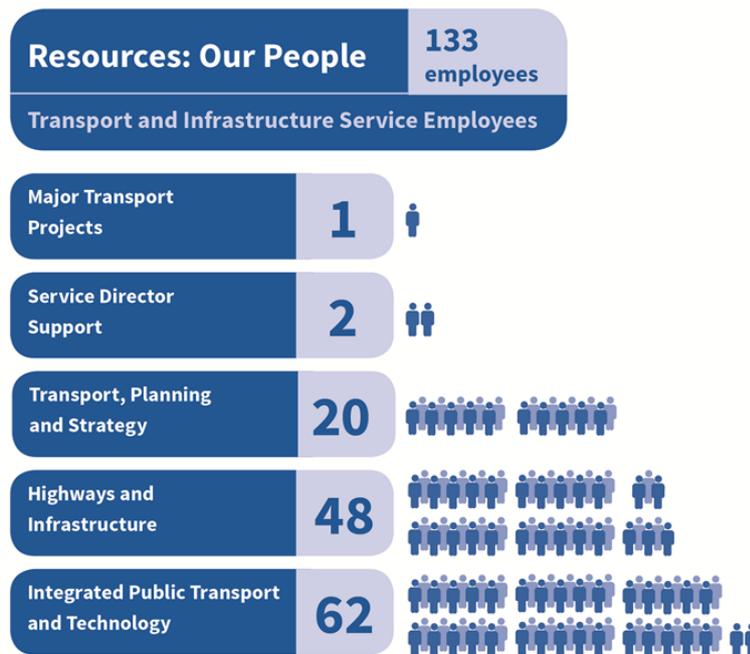
- Supported Bus Services
- School Transport
- Social Care and Children's Social Care Transport
- Community Bus Services
- Concessionary Fares Scheme
- Truro Park and Ride System
- Rail Franchising
- Real Time Journey Planning
- Passenger Transport Unit
- One Public Transport System for Cornwall (which is a Devolution Deal Project)
- Public Transport Policy and Strategy (which includes the Bus Services Bill)
- Parking Services
- Highways Technologies (including Street Lights, Traffic Signal, Enforcement, Cameras)

Highways and Infrastructure

This is the team that manages Cornwall's Highways and Networks, which includes the following areas:

- Planning for and managing incidents and emergencies
- Highway Network Safety and Traffic Management
- Highway and Environment Asset and Contract Management Systems
- Highway and Structural Maintenance Programmes
- Flood and Drainage Management Programmes (including Coastal Protection)
- Street works and Infrastructure Adoptions.

Resources



Our Services

Transport and Infrastructure Service

Budgets - Reported gross including income and reserves



* Includes Newquay Airport PSOA Subsidy

** Includes Investment Programme Transport Schemes to 2022

*** Includes £12m income returned to the Council from parking income

Workforce Plan 2019-2020

The Workforce Plan sets out the actions that will be taken during the 2019/20 financial year by the Service, with support from Human Resources, to improve the deployment, management and development of our workforce within this Service. These actions build on work undertaken in previous years.

The plan has been informed by recent workforce planning activities and business and financial pressures. The document also reflects the Council's strategy and business plan, the Service business plan and the organisation's People Strategy. It reflects the critical workforce issues affecting the Service and includes the impact of budget plans and savings on the workforce. Where relevant, it recognises areas within the Service that are integrated with other partners. Whilst focussed primarily on Cornwall Council employees, wherever possible, opportunities to recruit, retain, and provide learning and development opportunities for employees will be considered with relevant partners.

In the year ahead the Service will be focussing on the following key areas:

- Engaging with our Communities
- Working with Partners
- Driving the Economy
- Being Efficient, Effective and Innovative

As a Service we will also support the achievement of the organisation's People Strategy priorities

- To attract, develop and retain a highly skilled and talented public services workforce
- To maintain a high focus on the Health, Safety and Wellbeing of the workforce
- To ensure the Councils Vision, Values and Behaviours are reflected in the way we do business
- To improve Organisational Performance and Workforce Effectiveness

Where are we now?

Strategic Connectivity

Cornwall Airport Newquay (CAN) – The maintenance and growth of CAN is a vital part of Cornwall’s transport strategy, providing regional and international connectivity which makes a significant economic contribution to the Cornish economy. It is also a key employment site providing skilled jobs. CAN also supports the associated Enterprise Zone, a significant aerospace cluster development area with a number of global businesses operating from the Airport. Passenger throughput in 2018 exceeded 460,000, its busiest year since 2007. This has demonstrated the capacity for the Airport to expand its operations and route network, supporting growth of the economy of Cornwall. Currently Cornwall Airport Newquay supports GVA by £48.6m, taking account of direct jobs and indirect GVA. The aim is for continued growth which will improve the economic benefits and continued reduction in the Council subsidy

Following on from the successful Cornwall Council submitted proposal for an air service Public Service Obligation (PSO) to the DfT in 2018 and the successful procurement of the Route to London Gatwick; The council have been successful in securing a route to London Heathrow for the appointment of an air operator to provide a minimum of 312 departing seats per day to London Heathrow from/to Cornwall Airport Newquay. The purpose of the PSO is to ensure continued access to London at a time when the majority of London Airports as defined by the DfT are nearing or at capacity in peak times. DfT has approved the new amended proposal to Heathrow in December 2018 for service from April 1st 2019.

One Public Transport System for Cornwall – As part of the Cornwall Devolution Deal, One Public Transport System for Cornwall (OPTSC) puts the development of a customer-focused public transport network at the heart of plans to deliver improved public transport in Cornwall. Partnerships with local operators will bring about integration of routes, ticketing and timetabling for bus with local rail services and deliver this system under one brand. Showcase routes have been delivered between Penzance/St Ives – Truro via Camborne and Redruth, Falmouth to Truro and Redruth upgrading roadside infrastructure and real time passenger information signs to be rolled out across Cornwall by 2020. Contactless payments have been rolled out on all local bus services in Cornwall and a Travel Companion App is due to go to beta testing and will be fully rolled out in October 2019, following a proof of concept phase and user testing. These project elements are currently programmed for a completion date of April 2020.

We are creating a Transport Coordination Service following the transfer of the School eligibility function. Tendering of the new bus operational service contracts for Local Bus, School Bus and Truro Park and Ride, to coincide with the introduction of the new full rail timetable in 2020.

A significant element of the project is the delivery of the **St Erth Multi Modal Hub** which will provide additional car parking and improvements to the highway infrastructure in the vicinity of the St Erth Railway Station. The station is served

by both mainline (Penzance to Paddington) and branchline (St Erth to St Ives) train services and the proposed hub will provide an opportunity for drivers to switch to a more sustainable transport solution for travel within west Cornwall and beyond.

The hub will open on 1 June 2019 with the construction completion anticipated to 28 June 2019.

St Austell A391 – A30 Link Road - The Council received an offer in November 2017 from the Department for Transport (DfT) for Programme Entry for £78.5m funding of the St Austell A30 Link Road scheme. £6m has been identified in the Council's Capital Programme as match-funding. The preferred route is 6.2 kilometres in length and will comprise a 10m wide single carriageway designed to a 60 mph design speed with climbing lanes on steeper gradient sections. Planning permission granted April 2019, the scheme will tender for Design and Build contract for detail design with a view to submission of final Business Case to DfT late summer 2019 subject to approval and completion of negotiated land acquisition. Construction should commence in early 2020.

Newquay Strategic Route: The Newquay Strategic Route connects A392 to A3058 and A3059. The objective is to create an alternative route between these roads, alleviating congestion and the use of Tren creek Road, which is narrow and include a level crossing that Network Rail(NR)are keen to close. Planning consent has been granted and £24.3m budget secured.

The Council agreed to close the funding gap, adding the scheme to the capital programme in May 2018. A project team has been appointed and has been working with the Duchy, Hautot Development Ltd and Network Rail to draw up all land agreements for the construction and dedication of land as public highway on completion of the works.

NR is being appointed to undertake a preliminary design of the rail bridge from which a more realistic cost for the bridge can be achieved. It is expected the cost will fall in line with the Council's estimate.

Following the approval of the procurement strategy the process to appoint contractors for design and build will commence. An exemption/waiver has been confirmed for a single tender action. The process for commissioning design and build is through an Internal Direct award with Cormac. It is expected that the scheme will be open by autumn 2021.

Northern Access Road: The Council submitted a bid to Homes England for £47.5m of HIF funding (due to be announced May 2019) to deliver the Northern Access Road in Truro to support the major development at Langarth.

Once the bid is approved it is anticipated that an Interim Junction of +600m is constructed from Sept 2019-May 2020, to help facilitate first housing delivery (phases 1 and 2), after obtaining detailed planning permission in June 2019 Detailed Planning application will be submitted for the high capacity West Langarth junction, anticipated Sep-Dec 2019 this will be constructed to connect to housing phases 1 and 2. The final stage of NAR from stadium to Royal Cornwall hospital will then be constructed to be complete NAR construction by 31 Mar 2023.

A30 Carland to Chiverton - The scheme proposal will upgrade 14km of the A30, north of Truro, from single to dual carriageway. The preferred route announcement was made July 2017, following this Highways England have been developing the design of the scheme in conjunction with Cornwall Council. The scheme is progressing well and the Development Consent Order was submitted in December 2018 with determination expected in August 2019. During the spring and summer of 2019 the Public examination is taking place and progressing well. A final decision is expected by the Secretary of State in late 2019. The detrunking plan for the old A30 is being developed during 2019 and will be submitted to HE at the end of the year. Approval for the detrunking plan is expected just before the start of the anticipated construction in spring 2020.

The scheme includes;

- An 8.7 mile, high quality 70mph dual carriageway, connecting to the existing A30 dual carriageway at either end.
- Replacement of Chiverton Cross roundabout with a new, 2 level motorway style roundabout.
- A new, 2 level partial junction at Chybucca, with west-facing slip roads connecting to the new dual carriageway.
- Replacement of the existing roundabout at Carland Cross with a 2 level motorway style junction.
- New bridges and accesses across the new road and the old road.
- Retention of the existing A30 including the construction of further local roads to maintain connectivity.
- The scheme is estimated at £290m. Construction is currently programmed to start in spring 2020, with scheme complete in 2022.

Cross Cornwall Rail Development - Newquay is experiencing some of the largest development growth in Cornwall which is not matched by current levels of rail service to the town. Newquay has been identified as a major rail priority for Cornwall.

Current development related proposals include:

- Station quarter regeneration;
- A second platform at Newquay;
- A new station to serve the Nansledan growth area;
- New road bridge and closure of two level crossings;
- Rail service enhancements

Matching existing growth in Newquay due to the growth in Cornwall Airport Newquay and further potential housing / workspace opportunities in Mid Cornwall, along with the preparation of the new Great Western Rail Franchise Agreement, there is a significant business case opportunity to extend the Newquay-Par rail service to St Austell, and to further review the business case for reopening Parkandillack to Burngullow freight line for passenger use.

Camelford A39 Bypass -The A39 Atlantic Highway is the main route from north Cornwall to west Devon and the A39 through Camelford is constrained by a priority shuttle junction, traffic signals and, increasing traffic volumes,

particularly over the summer months when traffic typically increases by 30%. At peak times significant congestion occurs on this section resulting in delays, community severance and associated environmental impacts, resulting in Camelford becoming an Air Quality Management Area (AQMA) in January 2017. Also poor connectivity impacts on the economy of Camelford and surrounding area, with the current route identified in the Local Plan as a key constraint to growth.

A bypass route for the former trunk road was developed by the Highways Agency in 2005 but put on hold following withdrawal of funding by Central Government in 2006. Recently an opportunity has arisen to apply for DfT funding for improvements to the Major Road Network (MRN). Our intention is to submit a new application based upon an updated design of the original route. The scheme has been costed at circa £40m and if the Cornwall bid was to be successful 85% of the cost would be funded by the DfT. A Strategic Outline Business Case (SOBC) is being prepared for submission in summer 2019 to the Peninsula Sub National Transport Body (STB) who are responsible for prioritising MRN schemes at a regional level. If accepted the Council team will complete the preliminary design and submit an Outline Business Case to the DfT by March 2020. Planning and statutory processes to be completed by early 2021, and following the tender process and submission of the Full Business Case to DfT, construction could start by autumn 2021 and the scheme opened in spring 2023.

Local Resilience and Regeneration

One Highway Network – The overall functionality, resilience and safety of the highway network is a key part of an effective overall transport network. Connectivity for communities in Cornwall is, for the majority, dependent on a reliable highway network. Cornwall's highways are maintained by a regular programme of routine maintenance which covers: drainage; road markings; signs; verge and hedge cutting; minor localised repairs such as potholes and other safety related defects; and during cold winter weather, the gritting of a core strategic network of roads. This every-day routine maintenance is then supplemented by a programme of targeted capital investment of carriageway repairs, resurfacing, bridge and retaining wall maintenance and repairs to ensure the overall safety, resilience and availability of the highway network.

The annual costs (2019/20) of this investment programme are £12.4m (revenue) and £36m (capital).

Highway Technology Asset Management – The delivery of Highway & Environment services in Cornwall is underpinned by Cornwall Council's asset management systems. The systems provide a wide range of bespoke functions that are aligned to Council and service provider needs. These systems manage and provide the electronic platform for inspections, enquiries, defect repair, works management, data analysis, performance and compliance management and underpin the Authority's contract and asset management. Cornwall's highway technology assets are maintained by a regular programme of routine maintenance which covers: street lighting, illuminated signs & bollards, traffic signals, electronic signs, rising bollards, highway pumps, weather stations and involvement in other electrical equipment on the highway managed by the

Parking and Waste Teams. This every-day routine maintenance is then supplemented by a programme of targeted capital investment of replacements and repairs to ensure the overall safety, resilience and availability of the highway technology network.

Local Highway Schemes – We delivered over 25 local schemes in 18/19 as part of our progress in delivering the schemes outlined within our Implementation Plan 2 (2015 to 2019). This plan largely supported schemes within the Growth Deal programme by providing match funding and a significant number of these have been successfully delivered. Our extended Local Transport Plan Implementation plan 2019 – 21 is an ambitious plan across all transport modes with £8.2m of investment over the two years.

In addition to the schemes programmed, we have also delivered a number of local schemes using S106 funding secured. Work will continue to deliver the remaining schemes and additional new schemes as the funds are released through planning

Positive Parking – In June 2018 Cabinet approved the Positive Parking Framework for Cornwall it is hoped that this will result in an ambitious and effective parking service delivering for residents, visitors and businesses in Cornwall over the next 12 years. The deliverables for the Positive Parking Framework delivery plan for 2019/20 are being developed in the first quarter of 2019/20.

The following elements are planned for delivery in 2019/2020:

- **Assets** - Condition surveys of all our car parks is now complete. Next steps will be to review the surveys and complete the required business cases to bring car parks up to minimum standards. Asset review – identification of assets for early review is complete. There will be a review network signage to support access to car parks which commences this financial year.
- **Enforcement** Introduction of Camera cars to aid enforcement – currently in progress and planning to be live for schools initially in June/July this year 2019. Review of enforcement routes was completed in 18/19. Review of scope of duties for enforcement officers (through Neighbourhoods OSC) has been completed and there is a plan for a Trial of civil enforcement duties to be carried out by CEOs in 2019). Introduce on-line reporting system for the public is now live and there has been a review and development of an effective system to support carers in the community (live from April 1st 2019). A Blue Badge review plan will commence in April 2019 to clarify Blue badge usage and improve enforcement.
- **Tariffs** - Consultation on applying tariff bands for 19-20: there has been an adverse reaction from the public and significant media coverage in the county. Consultation and implementation has been postponed for 1 year by EGD-OSC in October 2018. This will be picked up again for 2020/2021

parking tariffs development.

- **Technology** - Pay on Foot systems to be introduced in key car parks to improve enforcement and customer experience. Construction at 11 sites is complete. Penzance Wharf Road car park is already live (April 2019). The remaining 11 will be live by July 2019.

Public Health and Safety

Climate Change – A Climate Change Emergency was declared by the Council on 22 January 2019. Transport is one of the major contributors to greenhouse gas emission and therefore the Cornish transport network faces a significant challenge to become fully sustainable and meet the ambitious aim of carbon neutrality in a few decades.

The service is currently participating, in co-operation with other Council services, in drafting an action plan of short and long term measures to make Cornwall more sustainable. Several strategic policies are being reviewed against the Climate Emergency including the future Local Transport Plan to determine future strategic investment priorities.

Air Quality - The impacts of poor air quality upon health and wellbeing are well documented. There is a clear relationship between poor air quality and emissions related to vehicles. Air Quality Management Areas (AQMA's) have been declared for nine areas in Cornwall. The Strategic Transport Team continues to work closely with colleagues in Public Protection to develop and deliver Air Quality Action Plans in areas of poor air quality.

Recent AQMA's have been declared for Camelford, Grampound and Launceston, in response the Strategic transportation team has undertaken study work to identify and propose solutions including the potential of an alternative HGV route in Camelford and improved pedestrian realm works in Grampound.

Cornwall Council has committed funding to design, and deliver, two new pedestrian bridges in Launceston connecting the north of the town to key employment sites in and around the Newport Industrial Estate area. The bridges will provide critical pedestrian infrastructure to support more local trips by foot in a bid to improve sustainable connectivity within the town. Importantly, the delivery of the St Thomas foot bridge will help to unlock a pinch point on the network to improve traffic flows to help support an improvement in local air quality as traffic queues are reduced in the recently declared AQMA. Ridgeway Bridge will provide a sustainable link between Ridgeway Estate to the north of the river, to Newport Industrial Estate on the south with a shared use walking and cycling route. Furthermore, there are great opportunities to deliver enhanced green infrastructure as part of the Ridgeway Bridge scheme through the Green Infrastructure for Growth initiative.

Road safety - Successful engineering, education and enforcement practices have seen improvements to road safety in Cornwall, however further collective

work is required to bring about reductions in seriously injured casualties which are on the rise. Officers within the Transport and Infrastructure service has been working closely with those in the Resilient Cornwall Service and Devon and Cornwall Police to review and rewrite the Cornwall Road Casualty Reduction Strategy and its four year action plan to adopt a 'Safe systems approach' and to reflect the changing road safety environment and trends. This involved a review of the road safety performance indicators. It has given greater opportunities for more joined up working, effective performance indicators and a greater governance steer which will help deliver resources where the biggest outcomes can be achieved.

The review has been completed and will be approved by partners by end of June 2019, for implementation July 2019.

Transformational Cycle Networks – New, high quality cycle routes to better connect parts of the Duchy are now in development in Central and South East Cornwall. These transformational schemes will support new travel choices for functional and leisure trips on the north coast and into Truro and support growth while contributing towards the regeneration of South East Cornwall as a tourism destination. The investment is largely funded through the Highways England designated funds grant of £17m in addition to £3.5m capital funding that the Cabinet approved to progress Looe Valley Trails in March 2019.

Use of Technology across services – This the use of technologies for service operation and delivery. Using a dynamic control systems and the latest solid state technology, the Council has been reducing its energy costs in street lighting and traffic signal control, reducing its annual consumption by 50% and its CO₂ emission dependency by the same. Through dynamic diming this has translated in to a saving of £25m in maintenance and energy costs and c37,000 tCO₂.

Service delivery has also made a step shift from paper to a digital format over the last 5 years. Highways and Technology services and contractors now use laptops & tablets platforms to work on the go, these mobile solutions connect directly to back office solutions, and works schedules, thereby reducing the need for waste mileage and providing real time updates to customers.

Transport and Infrastructure: Service Priorities 2019-20

The table below sets out the objectives and deliverables that we will look to achieve at a service level in order to support the Council priorities.

Cornwall Council Priority	Our Priorities	Our Objectives	What we aim to deliver as a service 2018 - 2022	Responsible Head of Service and Key milestones	How we will know when we get there
Healthy Cornwall	To support Public Health and Protection	Work with Colleagues in Public Protection and key stakeholders to address air quality exceedances in Cornwall's Air Quality Management Areas.	<p>Work with colleagues external stakeholders to raise awareness around the issues associated with and solutions to address poor air quality.</p> <p>Work with key stakeholders to identify and deliver solutions to address air quality in Launceston, Tideford, Gunnislake and Camelford.</p> <p>Contribute to the development and delivery of new and existing Air Quality Action Plans.</p> <p>Ensure the impacts on air quality are taken into account in the development of new schemes and strategies.</p> <p>On the 22nd January 2019, a motion was passed by Cornwall Councillors to declare a climate emergency. We will support the aims of the declaration through encouraging and facilitating an increase in trips by walking, cycling and public transport.</p>	<p>Responsible HoS - Vicky Fraser</p> <p>Launceston – Data collection and analysis to be complete by April 2018. Programme to be developed following.</p> <p>Gunnislake – Data collection and analysis to be undertaken and complete by September 2019. Options development to be informed by data.</p> <p>Tideford – Discussions with HE underway, options development to be complete by the end of 2018.</p> <p>Camelford - Preparation of Strategic outline business case for A39 Camelford by pass</p>	<ul style="list-style-type: none"> Reduction in the number of air quality exceedances in Cornwall's Air Quality Management Areas. Cornwall is Carbon neutral by 2030

	To develop and deliver Transformational cycling networks benefits of healthy active lifestyles.	Bay to Bay Penzance Promenade Designated Funds Cycle Trails Looe Valley Cycling trails	Responsible HoS - Vicky Fraser Officers: Rick Clayton, Rebecca Lyle and Simon Murray	<ul style="list-style-type: none"> Projects are delivered and open for public use
		In partnership with Sustrans deliver a programme of targeted active travel support in a number of Cornwall's schools.	<ul style="list-style-type: none"> Delivery of Penzance Promenade by summer 2020 Designated funds cycle trails delivery over next two years Looe Valley land acquisition and business case by April 2020 	<ul style="list-style-type: none"> Completed a programme of targeted active travel support has been delivered in schools over each year of the service plan
		To support the delivery of Cornwall's Physical Activity Strategy (PAS)	Ongoing liaison with Public Health Cornwall and Cornwall Sports Partnership to deliver Cornwall's Physical Activity Strategy.	<ul style="list-style-type: none"> Bikeability discussions with CSP and Bikeability Trust scheduled for Dec 2019 Meeting with British Cycling and CSP scheduled for Dec 2019
	Work with all other Cornwall Council services to deliver a strategy and actions to address the causes and consequences of Climate Change in Cornwall	To participate in drafting an action plan of short and long term measures to make Cornwall more sustainable. To review our strategic policies against the Climate Emergency including the Local Transport Plan. To implement	Climate change transport network lead – Vicky Fraser Officer: Mael Garrec Ongoing liaison with Environment and the Climate Change emergency team to draft Cornwall's Climate Change Strategy and Action Plan.	<ul style="list-style-type: none"> Cornwall is Carbon neutral by 2030 Modal share for public transport and active travel has increased significantly
	To Improve Road Safety for all users	Lead on the delivery of a joint stakeholder and multiagency approach to improving road safety	Review and rewrite the Cornwall Road Casualty Reduction Strategy and its four year action plan to adopt a 'Safe systems approach' and to reflect the changing road safety environment and trends	Responsible HoS - Vicky Fraser Approve Cornwall Road Casualty Reduction Strategy Review and Action Plan by end of June 2019.
		Work with Cornwall's speed camera partnership to address accident hotspots throughout the county.		<ul style="list-style-type: none"> Reported decrease in accidents at accident hotspots throughout the county

Green and Prosperous Cornwall	To embed sustainability into Highway Maintenance practices	To utilise sustainable materials in highway maintenance wherever possible. Apply best practice and use of innovative materials such as recycled plastics in highway construction.	Wherever possible we make use of locally sourced materials which reduces the need for the importation of large quantities of aggregate by road. We use cost effective targeted treatments such as surface dressing to reduce demand on primary aggregate sources. We endeavour to use recycled aggregate in all our projects and as a component part of all hot mix asphalt materials.	Responsible HoS - Kevin Bryant The key principles of sustainable materials and application of best practice underpins the overall programme on an ongoing basis.	• Increase in use of locally sourced and recycled materials in highway maintenance
			We make use of recycled plastic products such drainage pipe and kerbs wherever appropriate and also use recycled paper products in construction materials where available.		• Increase use of recycled materials in highway construction
	To ensure a well maintained and resilient transport network.	To ensure the highway network is resilient to the impacts of a changing climate.	Ensure Sustainable Urban Drainage Systems are designed into transportation schemes where appropriate.	Responsible HoS - Kevin Bryant The key principles of network resilience underpin the overall programme on an ongoing basis	• Increased number of transportation schemes have SUDs Systems designed in them

Green and Prosperous Cornwall	To deliver the Positive Parking Framework for Cornwall	<p>We want car parking to meet the following objectives:</p> <ol style="list-style-type: none"> 1. To facilitate efficient traffic management 2. To support local businesses 3. To support growth in housing and employment 4. To support environmental growth 5. To encourage a modal shift where alternatives are available 6. To contribute to the management of air quality in our towns 7. To provide an opportunity for place shaping and improved public realm 8. To support quality of life for communities <p>To operate as an efficient service of Cornwall Council</p>	<p>The following deliverables form part of the Positive Parking Delivery Plan, spanning 2019 - 2022:</p> <ul style="list-style-type: none"> • Car parking charges will be easy to understand • Pay on Foot machines at Large car parks • Car parks will be easier to find as signs are improved • Carers will be able to park on yellow lines, when carrying out their duties • Car park user group will be set up to listen to people's views on proposals • Camera cars will be seen on the streets - meaning less illegal parking • As more technology is used in car parks, you will see more enforcement officers on the streets and in rural areas making sure traffic is kept moving • You will easily understand all the parking offers available to you • You will be able to use your parking ticket to get discounts in local shops • Traffic will flow better and air quality will be improved in our town centres <p>Electronic blue badges will make it easier to park in our car parks</p>	<p>Glyn Williams / Craig Taylor / Pat Aston</p> <p>The delivery plan, forming part of the Positive Parking Framework for Cornwall, outlines the defined timescales in terms of implementation of the deliverables.</p> <p>Highlight reports are provided to CDT on a monthly basis, providing updates on the delivery to plan.</p>	<p>Deliverables will be implemented, and communicated to CDT via the highlight report</p>
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Homes for Cornwall	To develop and deliver infrastructure to bring forward Cornwall's Investment Plan	Delivery of schemes to unlock land to deliver future housing and employment growth in Cornwall.	Development business cases to secure funding to develop and deliver: <ul style="list-style-type: none"> - Halgover/Respryn Bodmin - Treleden - Southern Loop Road Launceston - Wadebridge Link Road 	Responsible HoS - Vicky Fraser	<ul style="list-style-type: none"> • Development of remaining business cases for projects within the Cornwall Investment Programme
		Camelford A39 by pass	Submission of Strategic Outline Business Case (SOBC) to Sub National Transport Body (STB) seeking support for scheme based on regional prioritisation in summer 2019	Submission of outline business case by July 2019	<ul style="list-style-type: none"> • Secured STB support, scheme development and preparation of Outline Business Case
		A30 Loggans Moor, Hayle	Submit a Housing Infrastructure Fund (HIF) bid to Homes England to secure £12.2m of grant funding to deliver capacity and safety upgrades of the Loggans Moor (A30) junction to support the delivery of 1250 new homes in the Trevassack area of Hayle as outlined in the Cornwall Local Plan.	HIF funding announcement Autumn 2019 Construction 2020-2022	<ul style="list-style-type: none"> • Secured HIF funding by Autumn 2019
	Launceston Bridges	One new bridge and a cantilever foot/cycle bridge to improve sustainable walking and cycling connectivity and help address Air quality issues in the town centre	Capital funding to be secured April 2019 Development of detailed design Purchasing land	Construction scheduled to start 2020/21	

		Truro Northern Access Road (NAR)	<ul style="list-style-type: none"> • Seek ICB and Cabinet support for business case. Submit HIF bid, December 2018 [complete] • Council approval to accept HIF bid once received. • Construct Interim Junction +600m Sept 2019-May 2020. Facilitate first housing delivery (phases 1 and 2). • Construct West Langarth junction to connect to housing phases 1 and 2. Construct final stage of NAR from stadium to Royal Cornwall hospital; complete by Mar 2023. 	<p>HoS – Vicky Fraser</p> <ul style="list-style-type: none"> • Establish CC Project Director and design team. • Submit planning application for Interim Junction and first 600m of NAR, Jun 2019. • Submit detailed Planning application for high capacity West Langarth junction, anticipated Sep-Dec 2019 • Complete NAR construction by 31 Mar 2023, HIF deadline. 	<ul style="list-style-type: none"> •
Connecting Cornwall	Delivery of One Public Transport System for Cornwall	To deliver One Public Transport System for Cornwall using new devolved powers through the Bu ¹ s Bill.	To implement the Bus Service Bill when it is introduced, exploring the Franchising model as part of the Devolution Deal objects.	<p>HoS - Glyn Williams</p> <p>Development of customer based service improvements and user experience with operators through 2019 tenders and CoCABOA –Dec 19</p> <p>Delivery of infrastructure and real time displays across Cornwall - Apr 2020</p> <p>Travel Companion App released – Beta Dec 19, full product Apr 2020</p> <p>Multi-modal ticketing - pilot on Cornish branchlines – Dec 19, funding dependent</p>	Implement appropriate Bus Services Act 2017 elements including development of franchise opportunities – progress update
			To review the current public transport Bus & Rail network, shaping an integrated operation to delivery passenger growth.		Rail timetable improvements delivered in May 2019 & Dec 2019. Bus tender awards for Jan 2020 will implement.

			Introduce integrated SMART & contactless ticketing. Review and shape ticketing price structure.		Introduction of SMART & contactless ticketing Shift of passengers onto Public Transport
			Improve the transport digital information and transport planning experience to facilitate easy access to services and encourage growth through choice.		Improved access to services. Also progress through improved Bus Passenger Satisfaction scores and KPIs reported through Sparnet.
			Investment in both modern fleet and alternative fuels infrastructure to reduce the air quality impact of public transport.		Reduction in the air quality impact of public transport - (need to be assessed with general air quality monitors) – dependent on wider transport strategies, i.e Parking Strategy, Congestion Charging Ultra Low Emission Zones (ULEZ), Cornwall Council's "Climate Emergency" Challenge Strategy.
			Develop wider public transport use to support Cornwall Council's "Climate Emergency" Challenge		Development of a Business Case and approved by DfT & members

	Airport PSOA	Contract management to secure flight frequencies, capacity and agreed quality conditions.	<p>Secure continued operations and growth in patronage/connectivity</p> <p>Attract, grow and secure long term investment.</p> <p>Support development of aerospace business space and wider economic activity</p>	<p>Responsible HoS - Nigel Blackler Tony Roche to report</p> <p>New planned routes for Copenhagen, Jersey/Guernsey, Heathrow, Southend.</p> <p>Management of Air service Public Services Obligation (PSO) Agreement, commencing services to/from Heathrow</p>	<ul style="list-style-type: none"> • Commercially self sustaining operations • Investment and employment at Cornwall Airport Newquay Delivery of Airport Masterplan objectives
			Continued working with the Council's Airport Operator CAL for the expansion of new routes and increased frequencies.	Negotiate and conclude DfT funding support for a four year PSO London Service Agreement from October 2018.	<ul style="list-style-type: none"> • Expansion of new routes and increased frequencies
			Provide daily passenger services between London Airport and Newquay Cornwall Airport, a service which is critical to commercial sustainability and realising the wider economic benefits of Cornwall Airport Newquay.		<ul style="list-style-type: none"> • Provision of daily passenger services between a London Airport and Newquay Cornwall Airport and agreed PSO subsidy with DfT

	<p>Demand Management on the Tamar Crossings</p>	<p>Work with Plymouth City Council to assess demand management options for travel between locations in South East Cornwall and Plymouth.</p>	<p>Plymouth City Council has been successfully shortlisted following a bid for Government funding as part of the Transforming Cities Fund (TCF).</p> <p>Build on completed work such as the Tamar Demand Management Study to develop a package of measures for delivery through the Transforming Cities Fund opportunity.</p> <p>Work with Plymouth CC to continue to develop measures to address congestion and capacity issues in South East Cornwall.</p>	<p>Responsible HoS - Vicky Fraser</p> <p>Delivery of Tranche 1 Schemes by the end of financial year 19/20</p> <p>Submission of package of measures as part of Tranche 2 by November 2019</p>	<ul style="list-style-type: none"> • Completion of options assessment study and next steps options • Increased use of sustainable transport modes for journeys into Plymouth
	<p>To deliver Rail Improvements on the Cornish Mainline to improve connectivity</p>	<p>To deliver rail improvements to support Cornwall's connectivity and sustained economic growth.</p> <p>To work with partners in the Peninsula Rail Taskforce to address the significant underinvestment in the area's railways,</p>	<p>Lostwithiel station improvements</p>	<ul style="list-style-type: none"> - Bridge feasibility complete summer 2019 - Funding package confirmed Dec 2019 - Bridge construction Spring 2020 	

		particularly seeking to improve the resilience and reliability of the rail network.	Development and delivery of a partnership business case, Strategy and Programme of works connecting the Newquay Growth Area with the mid Cornwall area, St Austell and Clay Villages growth areas	Responsible HoS - Nigel Blackler. Develop partnership programme and business case. Engage stakeholders and funders to secure funding.	<ul style="list-style-type: none"> Agreed partnership programme and funding secured
			Work with Peninsula Rail Taskforce and key rail stakeholders to agree new rail franchise.		<ul style="list-style-type: none"> New rail franchise postponed. DfT has announced that the new franchises will be delayed and a direct award will be offered to GWR and Cross Country to enable them to run their trains in the meantime.
	Deliver the St Austell A391 link to A30	Delivery of a new road link from St Austell to the A30 to improve connectivity and stimulate economic growth in mid Cornwall.	Work with stakeholders to develop the preliminary design for Public Consultation, prepare and submit the scheme planning application and prepare for a Public Inquiry. Full market engagement to be undertaken to attract D&B bidders so Council receives competitive offers. Submit Full Business Case for DfT approval to unlock £79m of funding. Supervise construction to ensure scheme built on time, to programme and to the required quality.	Responsible HoS - Vicky Fraser – PM Steve Gudge Appoint contractor – Spring 2019 Construction start – Spring 2020 Road opening – Summer 2022	<ul style="list-style-type: none"> 19/20 contractors appointed 2020 – 2022 Construction and road open Progress update required annually

	Delivery of Carland Cross to Chiverton Cross upgrade	Delivery of a new the duelled carriageway section of the A30 between Carland Cross and Chiverton Cross.	Work with Stakeholders to deliver the duelled carriageway section of the A30 between Carland Cross and Chiverton Cross to improve journey times and stimulate economic growth.	<p>Responsible HoS -Vicky Fraser - PM Rick Clayton</p> <p>Development Consent Order (DCO) will be determined August 2019 (expected). -</p> <p>Public examination in progress in late to august 2019.</p> <p>Development of detrunking plan by December 2019 and approval from HE by spring 2020</p> <p>Construction is currently programmed to start in spring 2020, with scheme complete in 2022.</p>	<ul style="list-style-type: none"> • A30 upgrade between Carland Cross and Chiverton Cross delivered – annual progress review required
	To work with stakeholders to improve the Strategic Trunk Road Network	Identification and development of options to address connectivity issues and promote economic growth on Cornwall’s key strategic road links.	Working with closely with Highways England, Plymouth City Council and the Cornwall and Isles of Scilly Local Enterprise Partnership to establish a case for investment On Cornwall’s strategic trunk roads	Responsible HoS - Vicky Fraser	<ul style="list-style-type: none"> • Fully worked up Case developed and established and agreed by all partners
	To enable Community Network Highways Scheme Delivery	Enable delivery of local transport priorities	<p>Work with Community Network Area Managers to identify and prioritise local highway schemes.</p> <p>Delivery of a programme of local transport schemes to a total value of £1m per annum.</p>	<p>Responsible HoS - Vicky Fraser</p> <p>Funding and method of prioritisation to be decided in spring 2019 for being of delivery from summer 2019.</p>	<ul style="list-style-type: none"> • Local highway schemes identified in CNAs, prioritised and agreed for delivery – update report each year

	To manage an efficient highway utilising technology solutions	Using technology to manage an efficient and safe highway network	Improved traffic management and network safety through the use of highway technology.	Responsible HoS - Glyn Williams Ensure Cornwall's highway technology assets are maintained by a regular programme of routine maintenance and targeted capital investment.	<ul style="list-style-type: none"> • Use of highway technology maintained and developed - reported annually
Democratic Cornwall	Review and refresh existing Connecting Cornwall:2030 Local Transport Plan and continue to develop supporting Implementation Plan Programmes for delivery	Working with Local members and stakeholders including town and parish councils to develop a programme of local transport schemes.	Work with members and local councils to identify and prioritise walking, cycling, public transport and road safety schemes.	Responsible HoS - Vicky Fraser Existing Implementation Plan covering 2015-2019 has been extended to 2021 in line with confirmed budgets. The programme covering the two year extended period is now approved and will deliver a range of local transport improvement schemes. A review of the existing 20 year overarching strategy to be refreshed in line with Local Plan updates.	<ul style="list-style-type: none"> • Delivery of the two year extended programme of minor transport schemes to support healthy, safe communities. Initiatives include: • Continuation of community grants to match fund travel to work initiatives • Continuation of bus shelter grant funding, Real Time Passenger Information Displays • Delivery of improvements at key rail stations working with Great Western Railway and Network Rail • Delivery of walking and cycling enhancements in Bude, Helston, CPIR and Saltash • Other minor improvements to include low speed environments measures, crossing improvement to improve traffic flow • Delivery of Bay to Bay scheme with funding support through Interreg

What might stop us – Risks and Mitigation?

Risk identified	Description of potential risk	Mitigation
Dependence on external funding	Schemes subject to external funding decisions and processes which are outside the control of Cornwall Council	<ul style="list-style-type: none"> • Transport funding priorities clearly aligned to other funding programmes through the emerging Local Plan, • Economic growth and comprehensive town strategies. • Up front agreements sought from funding partners
Political situation	A radical change in Government policy or change in national transport objectives.	<ul style="list-style-type: none"> • Remain fully informed of, and engaged with developments in national policy. • National infrastructure consultations to be an opportunity to make the case for Cornwall • Working closely with members to outline the strategic importance of Connecting Cornwall: 2030 to Cornwall outlining where schemes contribute to wider outcomes.
Public sector borrowing requirement and match funding	Limited resources available to prepare the required business case to unlock match funding sources.	<ul style="list-style-type: none"> • Council investment to be supported by business case assessments considering long term return, • Cost risks and maintenance liabilities.
Alignment with local strategy	Connecting Cornwall: 2030 and the Cornwall Local Plan have been developed on different timescales so there is a risk of conflicting policies.	<ul style="list-style-type: none"> • Joint working with planning and Economic Development colleagues throughout the implementation of the Local Plan, ensuring measures contribute across all sectors.

Risk identified	Description of potential risk	Mitigation
Partnership working	A number of Cornwall's key transport infrastructure are outside of the Council's control e.g. the trunk road and main rail assets. Permissions need to be sought in order to make improvements.	<ul style="list-style-type: none"> Ensuring a business case approach which considers stakeholder funding and approvals requirements in Cornwall's Delivery programmes.
Economic and property market conditions	Economic uncertainty including the rise in inflation adding to the cost of materials and land purchase.	<ul style="list-style-type: none"> Remain vigilant of the economic forecast ensuring schemes are costed as accurately as possible and prioritised according to funding availability.
Managing local expectations	The schemes and proposals set out Connecting Cornwall: 2030 and this Implementation Plan could raise local expectations yet there may be a danger that the document is not fully endorsed unless communities do not see particular schemes within their area.	<ul style="list-style-type: none"> Implement a thorough scheme assessment. Outline the benefits to Cornwall wherever possible. Funding to provide for development of local schemes prioritised through Community Network Panels.
Insufficient scheme information/costing estimates	Insufficient scheme information and costing can affect scheme delivery timescales and budgets	<ul style="list-style-type: none"> New framework agreements in place ensuring stronger framework for reliable estimates and delivery of services and works
Single capital pot	Local Transport Plan funding is no longer ring fenced. Rather the funding is allocated to a pot where a number of services can bid to.	<ul style="list-style-type: none"> Investment Development Plan identifies priorities for investment in sustainable growth and development

Risk identified	Description of potential risk	Mitigation
Procurement	Procurement may be delayed due to time involved with in demonstrating best value for large projects.	<ul style="list-style-type: none"> Commercial Services Team have updated Investment and Commercial Board (ICB) processes and team support for procurement of all key services and
Confirming matching revenue/ developer and external contributions for schemes	Obtaining funding through developer contributions and the Community Infrastructure Levy will become crucial as traditional funding sources are reduced.	<ul style="list-style-type: none"> Need to ensure we have effective policies and procedures established to make best use of developer funded opportunities.
Inter-scheme reliance	Interaction between schemes resulting in delay to one scheme affecting another.	<ul style="list-style-type: none"> Delivery will have to be effectively managed to ensure that scheme programming does not adversely affect other schemes.

Achievements last year (2018/19)

Completed projects

Of the Growth Deal we have the following complete:

- Newquay Strategic Route Phase 1
- Bodmin Cycle Town
- Truro Western Corridor (Arch Hill to be progressed, date TBC)
- Redruth Strategic Employment (Barncoose to be progressed, date TBC)
- Carkeel
- Treluswell
- Train Care Centre (Long Rock)
- Truro Housing and Employment Link
- Night Riviera Service
- Mainline Signalling

Of the other Major schemes we have completed the following:

- Camborne Pool Redruth (E-W Link)
- Truro Eastern P&R
- St Marys and Penzance harbour
- A30 Higher Carblake to Temple

Projects that are near to completion

- St Erth Multi Modal Hub
- OPTSC Phase 1

New Major Schemes – funding secured and design/works commenced

- A30 Carland to Chiverton – Subject to DCO and final DFT funding decision (spring 2020)
- A30 to A391 St Austell Link road – (subject to final business case approval by dft (Summer 2020)
- CSI – Cycle Safety Integration (Mid Cornwall)
- Northern Access Route/A390 improvements – awaiting HIF bid decision
- Hayle Loggins Moor
- Launceston Bridges

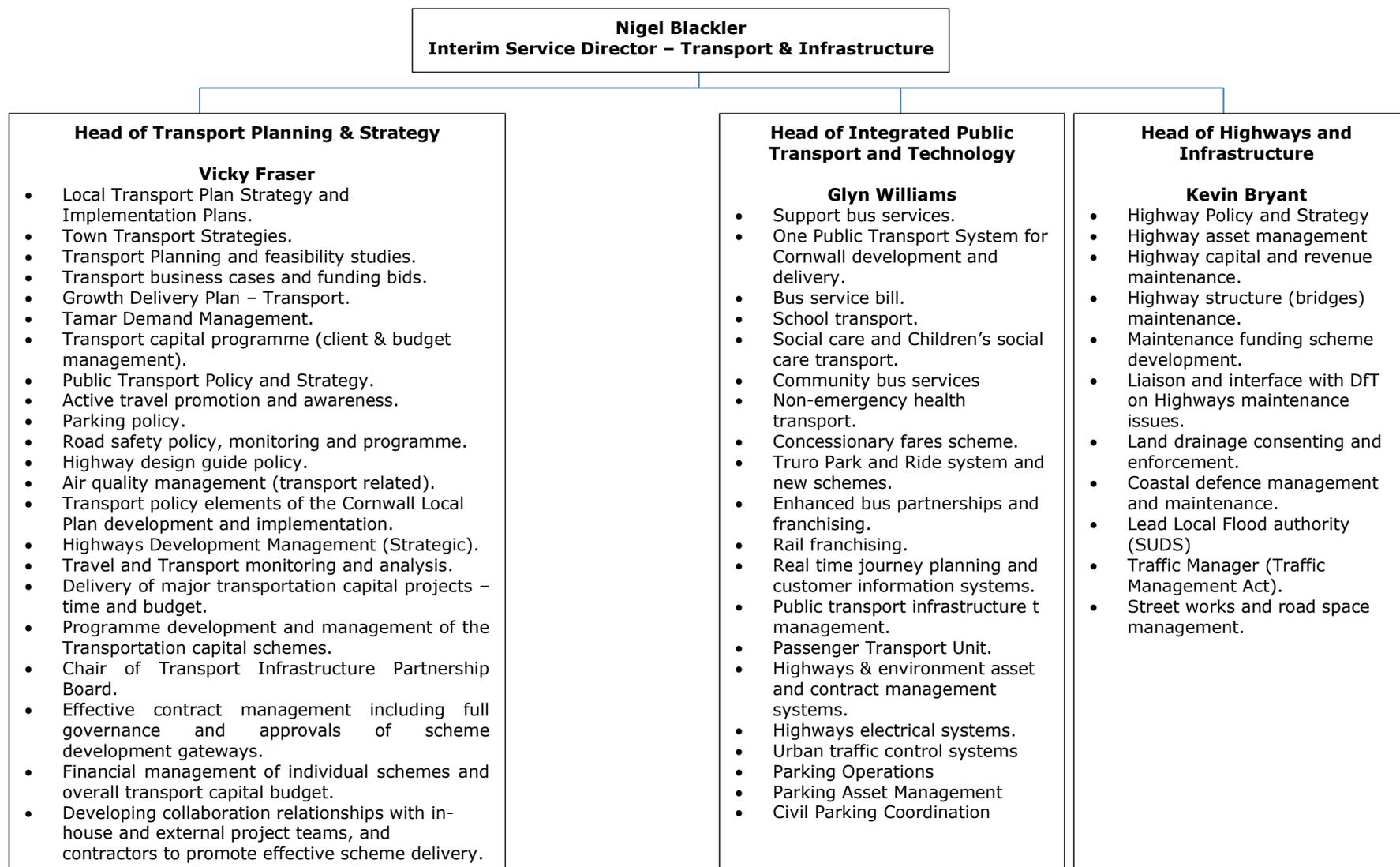
New Major Schemes - Feasibility and Bid preparation

- A39 Camelford bypass
- A38 Case for action
- A3075 Cubert Crossroads
- Truro Western Park and Ride extension – Part of the Langarth Master planning

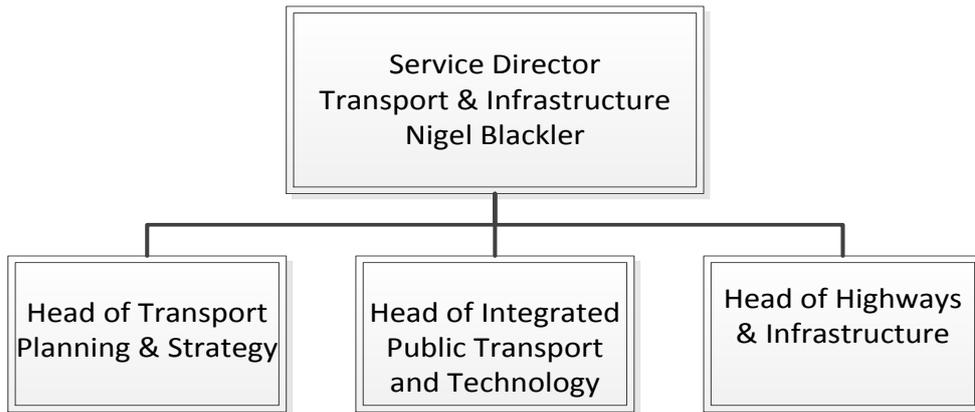
Our Service

The Transport and Infrastructure Service is made up of several teams and service areas that deliver a number of activities, which are illustrated below.

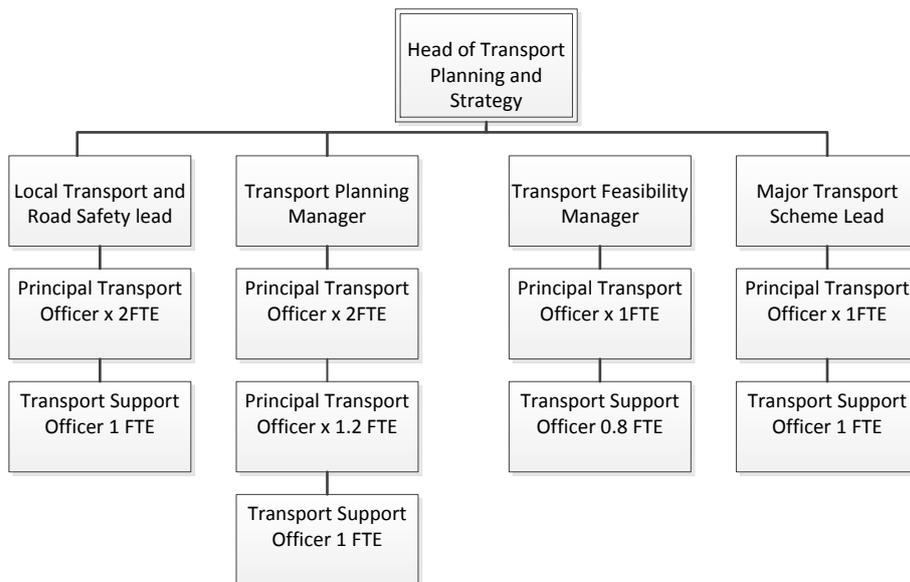
Together our teams provide an integrated transport offer across Cornwall. We want to deliver transport that is affordable for the public, sustainable and reduces the increasing demand for private transport journeys across Cornwall's roads. We are responsible for working with a range of partners to ensure that the infrastructure and maintenance for the existing strategic transport networks and provision are maintained and improved. We are also accountable for Cornwall Airport Newquay and are leading the development and delivery of the public transport initiative to integrate rail, bus and ferry services in Cornwall described in the Devolution Deal.



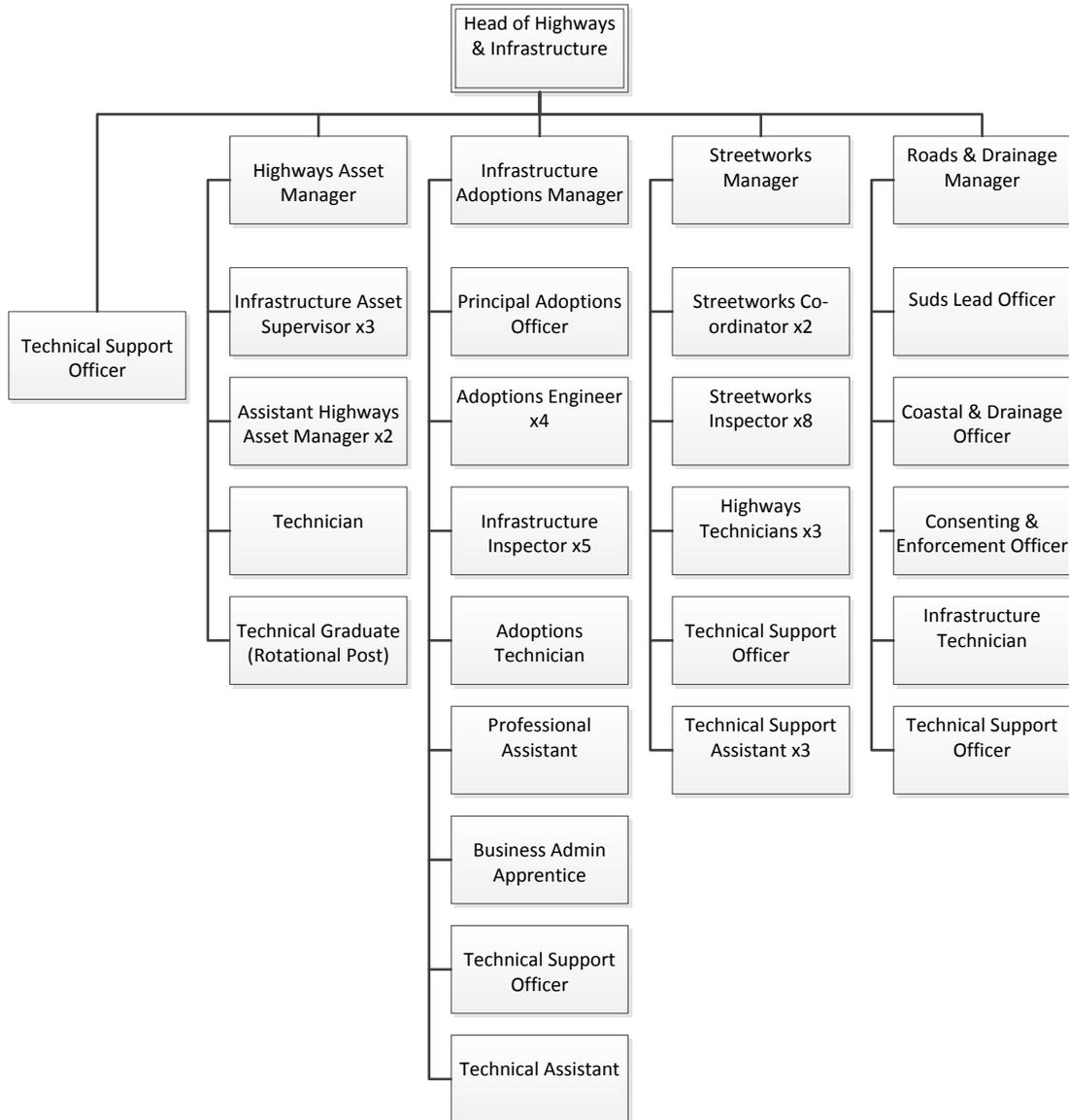
Service Structure



Transport Planning and Strategy



Highways and Infrastructure



Integrated Public Transport and Technology

