Transport for Greater Manchester

Local Sustainable Transport Fund
Greater Manchester's Large Project Bid
Business Case

Greater Manchester Combined Authority
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GMCA
GREATER MANCHESTER
COMBINED AUTHORITY

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The Rt Hon Justine Greening MP
Secretary of State for Transport
Department for Transport
Great Minster House
76 Marsham Street
LONDON SW1P 4DR

20 December 2011

Dear Secretary of State

Greater Manchester Local Sustainable Transport Fund Large Project

Greater Manchester Combined Authority (GMCA) has a clear vision of how to drive the economic and social prosperity of our conurbation, and a proven history of achievement through collaboration across the public and private sector. This has now been further strengthened through the establishment of the Greater Manchester Local Enterprise Partnership (LEP).

In shaping our vision, we have considered the carbon implications of growth and this bid looks to positively seize the opportunities that a low carbon economy can offer.

The introduction of the Local Sustainable Transport Fund is a progressive recognition of the relationship between economic and environmental policy agendas. Moreover, it is a key demonstration of the critical role of effective transport connectivity in achieving sustainable growth, a tenet at the heart of Greater Manchester's growth strategy and the establishment of the GMCA.

The package of measures set out in this Large Project Bid has been designed to specifically build upon our strong record of investment in sustainable commuting over the past 20 years. This continues through the locally-led Greater Manchester

Transport Fund arrangement that will provide a significantly-expanded core commuter network by the middle of the decade.

Through a robustly prioritised programme of local sustainable access projects, alongside an innovative blend of smarter choices and technology measures, we can ensure that we lock sustainable commuting patterns into our future economy, whilst reducing our carbon emissions.

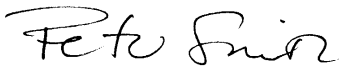
More immediately, our priorities - based on detailed economic analysis - will provide a direct and powerful contribution to economic recovery. We will link more of our most deprived residents with the opportunities that will lift them out of worklessness, and we will alleviate network inefficiencies that constrain local business competitiveness.

By remaining focussed on what matters most, we have attracted an enormous spectrum of support from business and transport industry interests to public sector partners and a wealth of community groups, as well as benefitting from the full support of the LEP.

We also have a wide range of delivery partners, from the Greater Manchester bus operators and Siemens to Jobcentre Plus and Sustrans, who have committed to work with us to maximise the impact of this programme.

On behalf of the Greater Manchester Combined Authority and Transport for Greater Manchester Committee, we wholeheartedly recommend this Large Project Bid for Greater Manchester and look forward to working with Government to deliver our shared objectives for prosperity through sustainability.

Yours sincerely



Lord Peter Smith
Chair, Greater Manchester Combined Authority

Councillor Andrew Fender
Chair, Transport for Greater Manchester Committee

Greater Manchester LSTF Large Project Bid

Contents

Department for Transport

LSTF Large Project Business Cases – Headline information

Project name: Greater Manchester's Large Project Bid

Local transport authority name(s)*:

Transport for Greater Manchester as lead body on behalf of the Greater Manchester Combined Authority, in partnership with Bury MBC, Bolton MBC, Manchester CC, Oldham MBC, Rochdale MBC, Salford CC, Stockport MBC, Tameside MBC, Trafford MBC and Wigan Council.

Senior Responsible Owner name and position:

David Leather – Chief Executive Officer

Bid Manager name and position:

Dave Newton – Transport Strategy Director

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Website address for published bid: www.tfgm.com

Headline description:

The GM LSTF Large Project supports our low carbon economy objectives by expanding employment markets within reach for employers, enhancing competitiveness and linking our local communities of need with areas of opportunity.

To achieve this, the package encompasses local sustainable access projects and services, which combine active travel activities, community transport developments and targeted travel promotion designed to address specific needs of target communities and businesses.

Alongside these local projects, the package includes targeted technology-led measures that will embed longer-term sustainable travel patterns.

Total package cost (£m): £55.2

Total DfT funding contribution sought (£m): £34.3

Spend profile:

£K	**2012-13**	**2013-14**	**2014-15**	**Total**
Revenue funding sought	4,494	7,950	5,483	17,927
Capital funding sought	4,548	8,007	3,808	16,363

Local contribution	7,683	7,272	5,997	20,952
Total	16,725	23,229	15,288	55,242

Section 151 Officer sign-off

"As Section 151 Officer for Transport for Greater Manchester, I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Transport for Greater Manchester has the intention and the means to deliver this scheme on the basis of its proposed funding contribution above, as well as meeting any ongoing revenue requirements on the understanding that no further increase in DfT funding will be considered beyond the contribution requested."

(Signature)

----------Steve Warrener, Finance Corporate Services Director

1 Introduction

1.1 Overview

On behalf of the Greater Manchester Combined Authority (GMCA), Transport for Greater Manchester (TfGM) has developed this full business case for a proposed Large Project package of measures to be funded through the Local Sustainable Transport Fund (LSTF). TfGM and the ten constituent district authorities of Greater Manchester have worked closely with partners to prioritise a package of measures that supports our low carbon economy objectives by expanding the skilled employment markets within reach for local employers, so as to enhance their competitiveness; and by effectively linking our local communities of need with areas of opportunity, so as to remove local transport constraints to employment.

1.1.1 The combined impact of the measures in this package will deliver both the objectives of the LSTF and local objectives for sustainable growth by delivering real shorter term economic activity and carbon reduction potential, whilst also locking-in these benefits to create a long-term sustainable legacy.

1.1.2 To achieve this, the package encompasses a programme of prioritised local sustainable access projects, which combine local active travel investment activities and targeted smarter choice travel promotion measures that have been designed together to address the specific needs of their target communities and businesses. In certain cases, the projects also include enhanced community transport solutions designed to address current employment market failings in local transport provision.

1.1.3 Alongside these elements of local investment, service development and travel promotion activities, the package presents a targeted set of technology-led measures that offer the opportunity to lock in longer-term sustainable travel patterns from this investment and our Greater Manchester Transport Fund (GMTF) commitments.

1.2 Document structure

1.2.1 This document is organised into the following chapters:

Section 2 – Strategic Case: this demonstrates the case for change including a clear rationale for making the investment by meeting the two core policy objectives of the LSTF Fund, namely to support economic growth and reduce carbon emissions. In making the case, the Section provides:

- evidence of the transport problems and barriers to economic growth and carbon reductions;
- clear objectives, derived from the transport problems identified;
- a description of, and rationale for, the proposed package measures (supported by a detailed Annex);
- an explanation of how the different measures are co-ordinated and how together they tackle the transport problem(s) identified; and
- clear evidence of stakeholder support.

Section 3 – Economic Case: this presents a persuasive case on the ability of the package proposals to offer high value for money in the use of taxpayers' money, supported by a robust evidence base. The Section provides:

- an appraisal of the economic impacts of the proposals, consistent with the principles of WebTAG, encompassing evidence against relevant secondary LSTF policy objectives (e.g. physical activity, social inclusion, air quality);
- the approach to modelling and appraisal, including key assumptions;
- the economic, environmental, social and distributional impacts, using qualitative, quantitative and monetised information;
- a range of sensitivity tests, including decremental testing; and
- the overall Value for Money Assessment for the Large Project.

Section 4 – Commercial Case: this provides evidence on the procurement strategy to deliver the proposals.

Section 5 – Financial Case: this demonstrates that TfGM has undertaken a robust estimation of the package costs; there is a firm strategy for providing the local contribution; and the proposal will be financially sustainable beyond the LSTF funding period (post 2014-15), identifying financial responsibility for the project going forward. In addition the Section provides:

- Key assumptions used in developing the cost model (incl. risk and inflation);
- A funding breakdown detailing the phasing needed to support the expenditure profile over the LSTF timeframe, and explanation;
- Details of local contributions and financial sustainability; and
- Section 151 Officer sign-off.

Section 6 – Management Case: this provides evidence on the delivery arrangements for the package including:

- Governance – who is responsible for delivering the scheme, the roles and responsibilities of those involved and how key decisions are made;
- Project plan – identifying the key output milestones, timescales, key dependencies;
- Risk management – key risks identified and costed;
- Benefit realisation – Plan to deliver benefits to scope;
- Evaluation – proposal to DfT for evaluation; and
- Communications and stakeholder management plan – engagement going forward.

Annexes

- Annex 1 – Detailed scheme descriptions, costs and benefits
- Annex 2 –Stakeholder support letters
- Annex 3 – Checklist of appraisal and modelling material (DfT Annex A)
- Annex 4 – Social and distribution impact analysis report
- Annex 5 – Appraisal and modeling supporting material
- Annex 6 – Programme plan

SECTION 2

STRATEGIC CASE

2 Strategic Case

The Greater Manchester LSTF Large Project has been designed to:

Connect people with jobs – supporting areas with specifically high levels of deprivation and unemployment, by removing problems of access to adjacent employment opportunities or into the wider public transport network, with a particular focus on local walk and cycle access to embed low carbon travel from the outset;

Support concentrations of business activity – supporting businesses in priority areas where genuine potential employment opportunities are or will be available for lower skilled workers in particular, with a focus on promoting low carbon commuting options; and

Target congestion for carbon and business efficiency – addressing areas where local traffic congestion undermines business productivity, network carbon performance and the effectiveness of local bus services as genuine commuter options.

By focussing on these objectives, our analysis shows that the proposals will deliver approximately £5 of benefit for every £1 invested, adding an estimated £28 million to GVA per annum (the equivalent of 900 jobs) and saving at least 1000 tonnes of carbon per year.

Each year, we will take 26 million km of commuter car journeys off the road and convert them into 10 million extra public transport journeys and 2 million extra cycling trips. We will save businesses 1500 absentee days and 1 million person hours of travel time each year.

Greater Manchester has a strong history of delivering sustainable local economic growth by focussing on the importance of effective connectivity to expand the skilled employment markets within reach for our employers and linking our local communities of need with areas of opportunity.

Moreover, through the establishment of the Greater Manchester Combined Authority leadership arrangements and the ground-breaking Greater Manchester Transport Fund, Greater Manchester has provided a strong policy and investment platform to lead the North of England's recovery through a low carbon economy model. This is the basis for Greater Manchester's LSTF Large Project bid.

Where the greatest levels of unemployment persist, we have prioritised effective access to new employment opportunities, with a particular focus on the needs of young and lower-skilled jobseekers and in support of employers that report problems in accessing local labour. In other key locations, we have targeted local initiatives that will support reduced traffic congestion in the interests of the wider economy.

Our approaches have been developed on the basis of local market analysis, to ensure that our target groups take up the opportunities that we will create.

More widely, we will use targeted travel advice programmes and new approaches to travel marketing, including the development of travel information and smart payment technologies, to maximise the employment market reach of the wider network in place and under construction. We have also identified the further application of these approaches and supporting technologies, to support the efficiency of traffic control to enhance both the economic and carbon impact of our primary road network.

2.1 Greater Manchester

2.1.1 Outside London, Greater Manchester is region that offers the greatest potential to deliver the Government's vision of a successful low carbon economy that can compete on the world stage.

2.1.2 The conurbation is a large and complex 500 square mile urban area with over 2.5 million residents, comprising a mix of high density urban areas and suburbs, with semi-rural and rural locations at its periphery. It brings together ten ambitious local authorities and a fully engaged business community with a strong track record of success through collaboration, and with a new model of working that is ready to deliver growth through localism.

2.1.3 Greater Manchester revolves around a strong regional centre – covering Manchester city centre and its surrounds, which offers the largest office market outside London – in addition to adjoining parts of Salford and Trafford. The economic landscape also includes a series of established town centres, alongside significant existing and new business parks that have increasingly replaced former industrial out-of-town heartlands.

Greater Manchester

2.2 People and employment: Critical connections

2.2.1 Greater Manchester has the largest travel-to-work area of any city in the UK outside London, with traffic flows second only to those in the capital[1]. Every day, the conurbation draws in commuters from the neighbouring counties of Cheshire and Lancashire plus the Peak District and parts of Yorkshire, particularly at higher skills levels. As such, Greater Manchester has an economic influence that extends far beyond its administrative boundaries; it is the main driver for economic growth in the North of England[2].

2.2.2 Greater Manchester benefits from a range of competitive assets that have helped to bolster its economic position over the past 20 years. These place it in a stronger position than other places to recover from the current economic downturn and to contribute further to UK output through this decade. However, despite its relatively strong performance, Greater Manchester continues to face significant problems of worklessness and marked economic disparities, with the economic output per person and resident skills levels being of particular concern.

2.2.3 Effective transport solutions, both large and small, have a major role to play in supporting sustainable short and longer-term economic growth in Greater Manchester, as part of the holistic and integrated strategy that is set out in the next section of this Strategic Case.

2.3 Our shared objective: Delivering growth in a low carbon economy

"Greater Manchester is the largest functional economy outside London. It is therefore vital that the conurbation has the right transport infrastructure in place to connect people to jobs and provide good quality public transport links for the wider population. This requirement must be achieved as part of the wider aim of supporting the move towards a low carbon economy and work is already underway on projects such as the Metrolink extensions to help to achieve this. The LSTF objectives complement initiatives like this and will go a long way to ensuring that Greater Manchester has the connectivity required to support the delivery of long-term sustainable economic growth." **Mike Emmerich, Chief Executive, New Economy**

"The Greater Manchester Environment Commission consider that the opportunities offered by this programme provide the strong prospects available to help Greater Manchester keep its economy moving in a cost effective and clean way while enhancing its and the UK's prospects for growth." **Councillor Dave Goddard, Chair, Greater Manchester Environment Commission**

2.3.1 The programme of capital investment and revenue activities set out in this business case have been shaped by both national and local policy objectives, which are clearly aligned around improvements in short-term economic activity rates as part of a longer-term low carbon growth path.

[1] *Manchester Independent Economic Review*, 2009, www.manchester-review.org.uk
[2] Ibid

2.3.2 Greater Manchester has developed a strong policy platform in recent years to develop this shared agenda with government. The establishment of the Greater Manchester Combined Authority (GMCA) on 1 April 2011 has cemented the strong strategic leadership across economic growth, environmental and transport policy agendas that had been operating for many years through voluntary cooperation across the Greater Manchester partners. The GMCA is complemented by the Greater Manchester Local Enterprise Partnership (LEP) in providing effective direct business leadership and ensuring that our low carbon economy is developed in a manner that maximises business growth potential.

2.3.3 The GMCA and LEP are supported by a series of strategic policy Commissions, which have been operating for several years, and by Transport for Greater Manchester (TfGM), the new body responsible for delivering and co-ordinating local transport across Greater Manchester. TfGM benefits from a series of unique operating protocols with the ten Greater Manchester highway authorities, the Highways Agency, DfT and Network Rail that provide a strong basis for partnership working to deliver local transport priorities.

2.3.4 The Greater Manchester Strategy (GMS), published in 2009, articulated an integrated economic policy framework for effective co-operation across public and private sectors to deliver "a new model for sustainable economic growth based around a more connected, talented and greener place where the prosperity secured is enjoyed by the many and not the few."[3]

2.3.5 The priorities for the GMS, which complement the ten Greater Manchester community strategies, were heavily informed by the 2008/9 *Manchester Independent Economic Review* (MIER)[4]. MIER concluded that Greater Manchester is the strongest economic area in the North of England, accounting for more than 50% of the North West's total GVA, and the economic area with the greatest potential for growth outside London. In addition, the 2008 *Mini Stern for Manchester* review[5], undertaken by Deloitte, provided the context for how Greater Manchester could capitalise on its coherent and strong leadership arrangements to achieve first-mover benefits from the low carbon agenda.

2.3.6 The combined inputs of MIER and the 'Mini Stern' have enabled the GMS to present a truly integrated approach to growth and sustainability across all policy dimensions from early years, skills development and better life chances to housing growth, business support and infrastructure delivery.

[3] Prosperity for all: The Greater Manchester Strategy, AGMA, August 2009

[4] Manchester Independent Economic Review

[5] Ref for GM mini-Stern

Greater Manchester Strategy: Objectives for transport

- prioritising investment in cost-effective major transport interventions that will create maximum economic benefit for Greater Manchester, whilst also ensuring that this improves the social and environmental benefits of the system as a whole;
- improving access from residential areas, particularly those prioritised for housing growth, to key education and employment areas: particularly the regional centre, town centres, Trafford Park and other strategic employment sites;
- improving surface access to Manchester Airport;
- improving the efficiency and reliability of transport networks;
- improving road safety and also enhancing the personal safety and security of travellers on the system; and
- developing an integrated approach to the transport network and travel demand management that helps to support lower carbon travel across Greater Manchester.

2.3.7 The direction set by the GMS and the creation of the GMCA fit strongly with the localism and sustainable growth agendas that lie at the heart of the LSTF and wider national policy.

2.3.8 The vision of the 2011 Local Transport White Paper[6] is for a transport system that is an engine for economic growth; is greener and safer; and improves quality of life in our communities. This clearly complements the Local Growth White Paper of 2010[7], which set out a programme for locally-led growth initiatives. It also underlines the importance of infrastructure measures for driving growth. This is further reflected by the 2011 National Infrastructure Plan[8], which directly supported major transport investment schemes in Greater Manchester, the impact of which will be significantly enhanced by measures set out in this bid.

2.3.9 TfGM and its partners recognise and welcome the fact that the LSTF is a major part of the toolkit to delivering the Government's vision of sustainable growth through localism. The proposals set out in this business case – which are targeted to meet the greatest specific needs of Greater Manchester, as identified by communities and businesses in dialogue with their local authorities – reflect the true spirit of this policy approach. They will have a greater immediate and lasting impact on local economic prospects because of this.

"The ethos of the MediaCityUK development strongly parallels the Government's core objectives behind the Local Sustainable Transport Fund (LSTF) of strong sustainable transport links to support economic growth whilst addressing the issues of greenhouse gas emissions. Given these shared ambitions and the mutually beneficial relationship we have with TfGM we feel it is crucial to support TfGM in its application for the LSTF. The potential benefits and growth that could be generated for our local community and the wider Greater Manchester community are something we wish to fully support and take an active part in."
Stephen Wild, Managing Director, MediaCityUK

[6] Creating Growth, Cutting Carbon, DfT, January 2011

[7] Local Growth: Realising Every Place's Potential, HM Government, November 2010

[8] National Infrastructure Plan 2011, HM Treasury and Infrastructure UK, November 2011

2.3.10 The development of local solutions to encourage sustainable local transport choices forms the basis of the objectives and priorities set out in the third Greater Manchester Local Transport Plan (GMLTP3)[9], which is the prime local policy background for this LSTF submission.

GMLTP3 Objectives

- to ensure that the transport network supports the Greater Manchester economy to improve the life chances of residents and the success of business;
- to ensure that carbon emissions from transport are reduced in line with UK Government targets in order to minimise the impact of climate change;
- to ensure that the transport system facilitates active, healthy lifestyles and a reduction in the number of casualties; and that other adverse health impacts are minimised;
- to ensure that the design and maintenance of the transport network and provision of services supports sustainable neighbourhoods and public spaces and provides equality of transport opportunities; and
- to maximise value for money in the provision and maintenance of transport infrastructure and services.

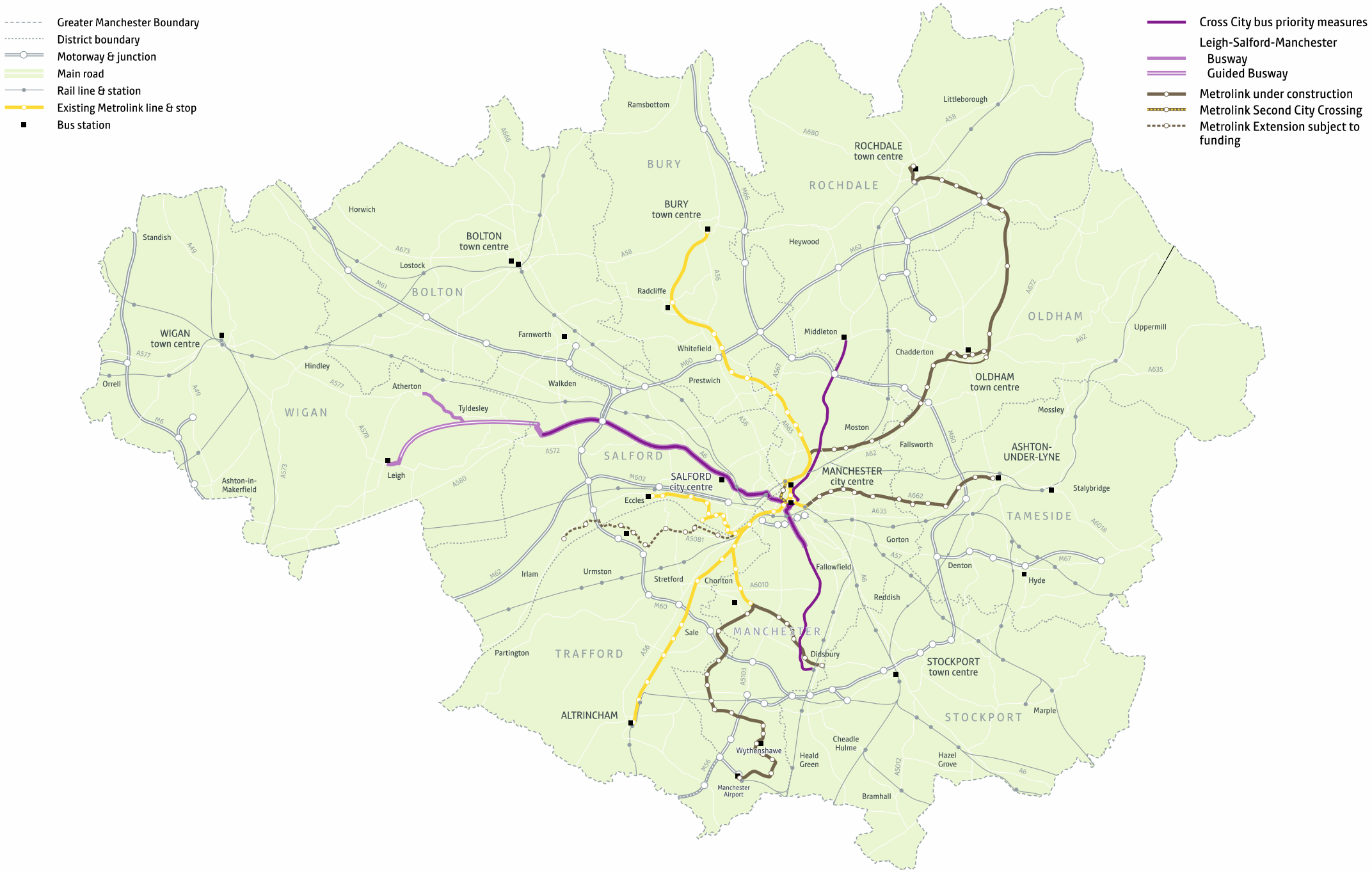
2.3.11 GMLTP3 identifies the critical importance of developing sustainable transport solutions that provide capacity for growth and social inclusion as an economic priority. In particular, transport policy in Greater Manchester has focussed for a number of years on enhancing levels of sustainable connectivity to key employment growth points. This achieves the triple benefit of widening and deepening the skills pool available to local employers in support of their competitiveness; expanding the travel-to-work horizons of our own residents in support of reducing persistent worklessness; and supporting neighbourhood renewal and housing growth within the conurbation.

2.3.12 At the heart of the GMLTP3 strategy is the Greater Manchester Transport Fund (GMTF), which is securing the delivery of key infrastructure that will help to unlock the future economic potential of Greater Manchester. The £1.5 billion Fund combines local and national funding, including a landmark commitment to borrow up to £775 million, to support investment in a series of Metrolink extensions; transport interchanges; innovative busways; highway developments; rail station improvements; and expanded park and ride facilities, as shown below.

2.3.13 The GMTF programme was prioritised by the Greater Manchester partners on the basis of its ability to support Greater Manchester's economic growth, whilst also offering real carbon and social inclusion benefits.

[9] *Third Greater Manchester Local Transport Plan (2011/12-2015/16)*, Transport for Greater Manchester, March 2011, www.tfgm.com/ltp3

Greater Manchester Transport Fund schemes



2.3.14 The immediate priorities for transport in Greater Manchester are to support economic growth in a way that facilitates the move towards a low carbon economy.

"We have worked closely with Transport for Greater Manchester over a number of years as we recognise that transport is an enabler of economic growth. In these difficult economic conditions, we want to see improvements to transport to support businesses and job creation through tackling congestion and allowing greater accessibility." **Chris Fletcher, Deputy Chief Executive and Director of Policy, Greater Manchester Chamber of Commerce**

2.3.15 The pre-recession output levels (GVA) for Greater Manchester compared favourably with areas outside the South East. Moreover, Greater Manchester saw strong economic growth over the decade up to 2008. Since 2008, however, net employment has fallen at the rate of about 1% per annum (Figure 2.1 below), and output suffered a short-term real reduction before starting to recover (see Figure 2.2 below). Growth in Greater Manchester is an important catalyst to lead the North West's recovery.

2.3.16 GVA growth within Greater Manchester for the next few years is expected to be above the North West average, and is forecast to match the UK rate of growth over the medium term[10]. However, employment in public service expanded significantly over the last decade (a net increase of almost 50,000 jobs) and was a key source of employment growth for many local areas particularly in the north of the conurbation. Recent data suggests that public sector contraction is beginning to filter through, with almost 4,000 job losses reported in Greater Manchester in the past year. The contraction within the sector will slow the recovery, with forecasts suggesting the loss of over 10,000 jobs by the middle of the decade. Therefore job growth is expected to lag behind growth in output, with actual net increase in jobs expected to return by 2013, and the peak levels of employment in the pre-recession years not forecast to return until 2015.

[10] GM Forecasting Model, Oxford Economics, Nov 2011.

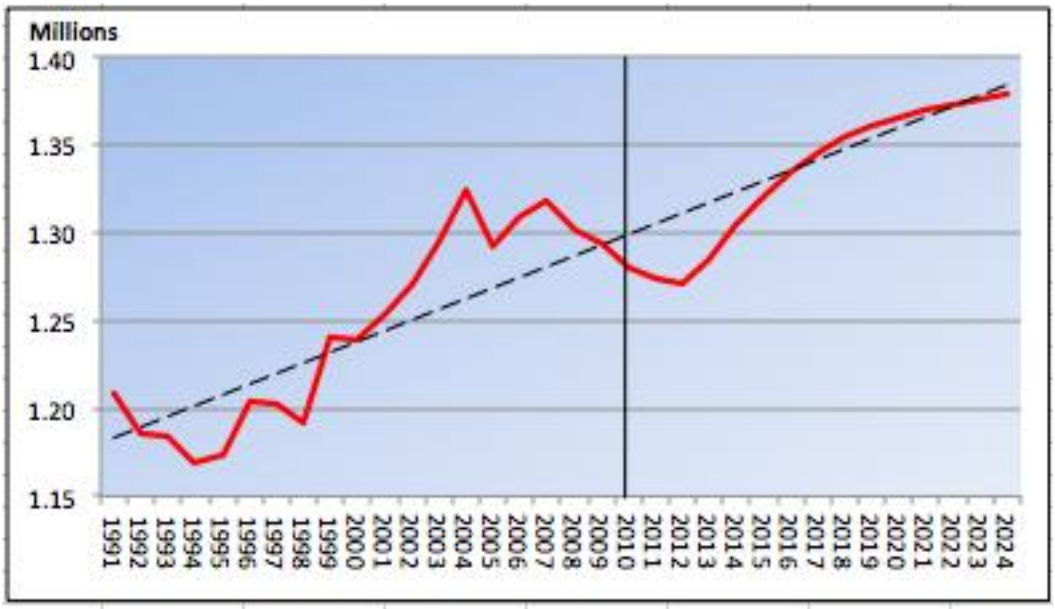


Figure2.1: GMFM employment history and projection for Greater Manchester

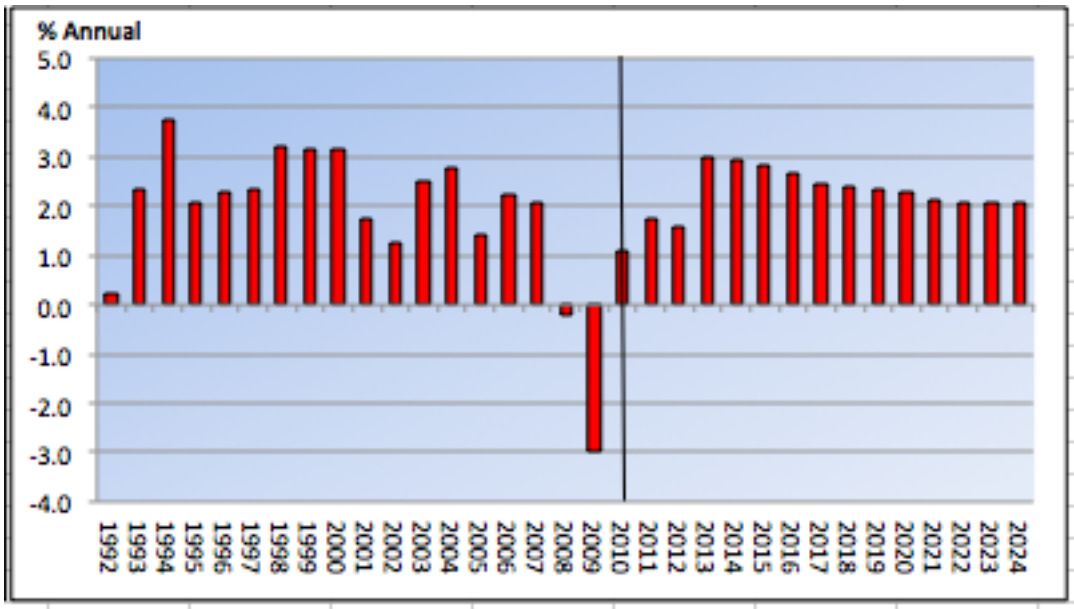


Figure2.2 GMFM GVA history and projections for Greater Manchester

2.3.17 Greater Manchester's high concentration of professional services, supported by its access to a highly skilled workforce, is the key factor in driving the forecasts. It is these sectors that are expected to lead the recovery and, due to their higher concentration of service sector export activity, the areas of Manchester, Salford and Trafford in and around the regional centre are expected to see the biggest increase in employment over the decade ahead. Significant employment growth is also projected at Airport City (one of the country's first

new Local Enterprise Zones), Etihad Campus, Salford Quays/Trafford Wharfside, MediaCityUK and the Kingsway business park development in Rochdale.

2.3.18 Despite its economic strengths, Greater Manchester is home to some of the most deprived areas in the country. The most significant concentrations of deprivation and persistent worklessness lie in inner urban areas around the heart of the conurbation, a number of key suburbs across the north of the conurbation and in post-war housing development areas, all of which have suffered from the decline of previous adjacent industries that once shaped their development clusters.

*"The business, financial and professional services sector is one of the largest employers in the Greater Manchester Economy employing 250,000 people. According to recent research undertaken for Manchester City Council, a pro.manchester report suggests this could increase by a further 60,000 over the next ten years. Recruitment of staff especially in the managerial and professional sectors is a key component in the forward plans of our members. Throughout this year 2011, over 50% of member organisations have been seeking to increase employment. Travel to work times, travel to work experience and quality of life feature significantly in the employment experience. They are important issues in retention and recruitment of staff for our members….. The TfGM LTSF programme is a key component in ensuring the progress of these vital sectors can be maintained in the years ahead."***Dr John Ashcroft, CEO pro.manchester (representing the 240,000 employed in the financial and professional service community in and around Greater Manchester)**

2.3.19 Against this background, there is significant concern that many local unemployed residents will struggle to return to the labour market, due to a mismatch of skills with the needs of the labour market, and the greater need to travel to jobs. This is a reflection of the longer-term legacy of the recession and the sectoral nature of the recovery and is demonstrated in the chart (Figure 3)[11] below. As this chart shows, Greater Manchester has seen an increase in job-seeker numbers by more than 60% over pre-recession levels and a trebling of long-term (six-month-plus) JSA claimants.

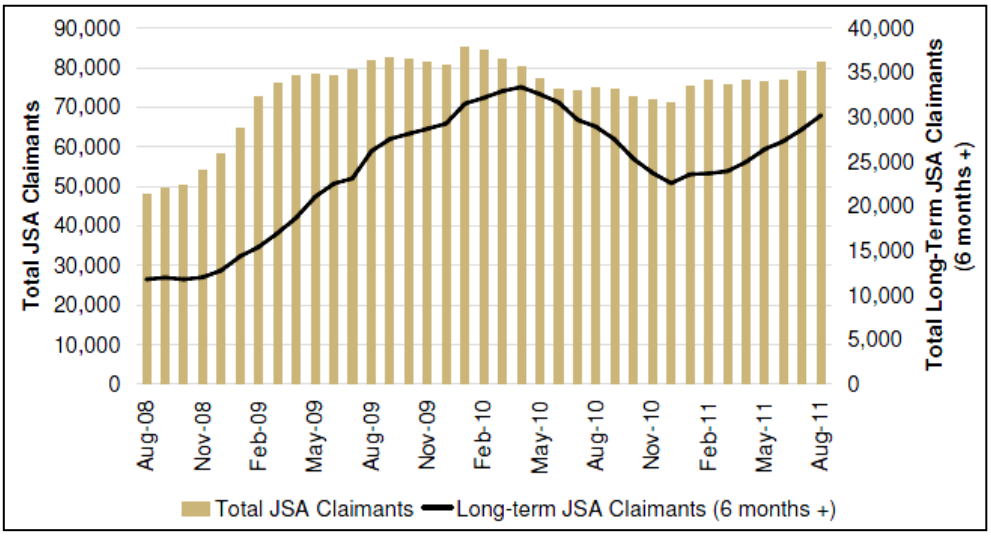


Fig 2.3: Job Seeker Allowance Claimants, Greater Manchester 2008 -2011

[11] Source: Commission for New Economy, 2011

2.3.20 Poor public health levels are a further outcome of this persistent deprivation and there is a need to increase general levels of physical activity, with seven out of ten Greater Manchester districts recording heart disease levels higher than the national average[12]; and one in four residents currently classed as obese. This is a strategic concern in both health and economic terms; with ill health being a major cause of worklessness in Greater Manchester.

2.3.21 GMCA is also keenly focussed on Greater Manchester's carbon footprint, which was recorded as standing at 18.2 million tonnes of CO_2 in 2005, with over 25% of emissions coming from road transport as shown below.

"The strong focus in the bid on linking people to jobs is critical. We are particularly pleased to note the focus afforded to addressing work access for those in areas of greatest socio economic need. A key determinant of population health is the availability and access to good quality work, and the GM Directors of Public Health group strongly endorse the LSTF proposals, rooted as they are in the outcomes of the authoritative Manchester Independent Economic Review." **Jan Hutchinson, Chair of the Greater Manchester Directors of Public Health Group**

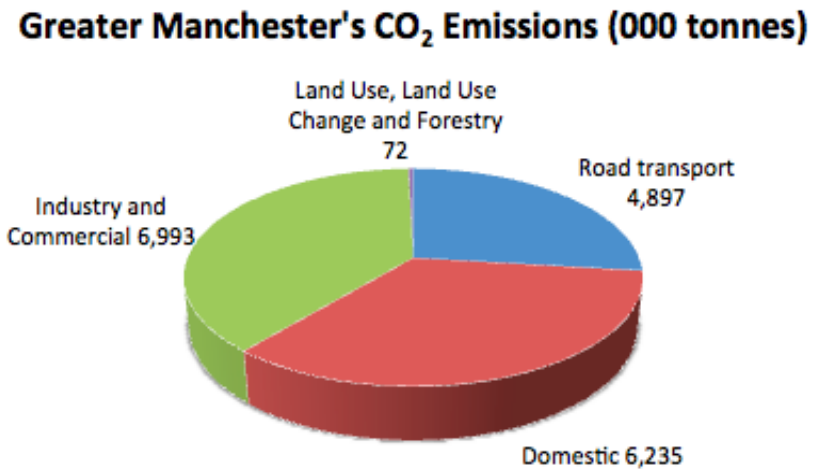


Fig 2.4: Greater Manchester's CO2 emissions (000's tonnes)[13]

2.3.22 Indicative figures for 2008 suggest that our emissions have fallen to approximately 17.5 million tonnes per annum. Whilst this represents a lower per-capita footprint than the national average, the carbon total needs to be reduced to below 10 million tonnes by 2020, and to below four million tonnes by 2050 to meet government targets.

2.3.23 Hence, the carbon and economic costs of congestion on key routes into major centres of activity and accessibility from deprived and isolated neighbourhoods remain as strategic concerns, alongside the need to increase levels of active travel to address major public

[12] Source: Greater Manchester Public Health Network

[13] Source: Full Local CO2 Estimates, DECC

health issues. In addition, many areas within the conurbation exceed EU thresholds for nitrogen dioxide (NO_2) concentrations, particularly those areas adjacent to key commuting routes, and are forecast to exceed the limit values by 2015. Congestion in Greater Manchester has been identified as the greatest urban contributor to this problem outside London.[14]

2.3.24 The Greater Manchester Air Quality Strategy[15] identifies transfer from travelling by car to cycling as a key priority in addressing these trends. The recently approved Greater Manchester Climate Change Strategy[16] (GMCCS) has been developed to clearly articulate the low carbon challenge with the explicit objectives of:

- making a rapid transition to a low carbon economy;
- reducing our collective carbon emissions in 2020 by 48% from 1990 levels;
- preparing for and actively adapting to a rapidly changing climate; and
- embedding 'carbon literacy' into the culture of our organisations, lifestyles and behaviours.

2.3.25 The GMCCS sees early activity in the period to 2015 as critical in achieving its 2020 objectives. The delivery of the GMTF investment programme and this LSTF Large Project proposal are regarded by the Environment Commission as critical elements in establishing this basis, alongside a range of measures set out in GMLTP3, from low energy street lighting to electric vehicle development.

2.4 Objectives for our proposals

2.4.1 The Large Project Proposal set out in Section 2.5 below has three core objectives:

- **Connecting people with jobs** – supporting areas with specifically high levels of deprivation and unemployment, by removing problems of access to adjacent employment opportunities or into the wider public transport network, with a particular focus on local walk and cycle access to embed low-carbon travel from the outset;
- **Supporting concentrations of business activity** – supporting businesses in priority areas where genuine potential employment opportunities are or will be available for lower skilled workers in particular, with a focus on promoting low carbon commuting options; and
- **Targeting congestion for carbon and business efficiency** – addressing areas where local traffic congestion undermines business productivity, network carbon performance and the effectiveness of local bus services as genuine commuter options.

2.5 Prioritising to meet our objectives

2.5.1 TfGM and its partners have developed a robustly prioritised LSTF Large Project package proposal to secure a step-change in sustainable commuting in the country's second largest economy, whilst also addressing some of the most pressing needs that face the Greater

[14] Manchester Independent Economic Review, 2009

[15] www.tfgm.com/ltp3/documents/Air-Quality-Strategy-and-Action-Plan.pdf

[16] www.agma.gov.uk/cms_media/files/gm_climate_change_strategy_2011_2020.pdf

Manchester. The priorities set out in the submission have been determined through a two stage approach, encompassing:

- an exhaustive bottom-up development of a wide range of options that could contribute to our stated objectives; and
- a rigorous, disciplined and collective approach to sifting and prioritisation, informed by a wide knowledge base across local public and private sector partners and national analyses, to identify the locations and travel markets that offer the greatest scope for impact on our objectives.

2.5.2 Our proposals also benefit from the unique GMCA and LEP governance arrangements that bind all partners to shared objectives. It is also informed by years of ongoing consultation and engagement – through the development of three LTPs and the 2008 Transport Innovation Fund (TIF) consultation exercise – with local communities businesses, transport providers and voluntary organisations. We consulted widely to gain a deep understanding of Greater Manchester's challenges and opportunities, as indicated in Table 2.1.

Table 2.1: Stakeholder consultation groupings

Type of stakeholder	Examples	Objectives
Coordinating and influencing business groups	Local Enterprise Partnership Chamber(s) of Commerce Business Leadership Council Green Travel Employers Forum	Get a sense of shared priorities for improvement
Individual businesses	Asda Fujitsu Co-operative Group JD Sports Manchester Airport Siemens	Understand current transport issues and how they limit growth
Major destinations and attractions	MediaCityUK Universities Business and retail parks	Determine if current transport provision could be improved to increase their attractiveness
Large employers	Hospitals, BBC, Universities	Analyse if access to labour markets could be improved
Delivery Partners	Job Centre Plus and Work Programme agencies Technology suppliers Voluntary sector groupings Health Commission Passenger Focus Bus, Rail and Tram Operators	Explore options and identify solutions and benefits

2.5.3 The consultation confirmed there were opportunities to address real business issues being faced across the county. For example:

- A major employer in South Manchester has a large pool of labour on its doorstep, but faces difficulties filling entry-level catering and hospitality 24-hour shift work, as the local labour force could not get to work.
- A global renewable energy research centre in Manchester, supported by the Regional Growth Fund, will significantly reduce onsite parking whilst boosting employee numbers by almost 50% – those new, highly skilled workers need sustainable transport alternatives to the car.
- At the University Hospital of South Manchester there are ambitious plans for a 'MediPark' development that will attract global biomedical companies, but this will involve developing on the site's car park – sustainable transport alternatives will be critical if this development is to go ahead.
- We know of at least one major retail park that currently has to specify 'own transport necessary' even for entry-level jobs, severely impacting recruitment and retention.
- Job Centre Plus and the Work Programme agencies confirm a lack of current transport provision (both perceived and real) is a real block to jobseekers escaping worklessness.

2.5.4 In identifying the spatial priorities for this package, TfGM led a rigorous review of the locations and travel markets that hold the greatest potential to support sustainable economic renewal in Greater Manchester, and to deliver real benefits in the short term. In addition, TfGM reviewed and identified those supporting measures that will best enable us to lock-in the longer-term benefits for sustainable travel in Greater Manchester from both this investment package and the GMTF.

2.5.5 In each case, we have based our proposals on market analysis to identify the most appropriate solutions to meet the varying needs across the different target communities. We have also deployed this analysis to identify the optimal travel marketing solutions that can be applied across all our local commuting markets. This will enable us to secure improved levels of sustainable travel and to extend the reach of the Greater Manchester transport network and thereby widen the pool of talent available to current and future local employers.

2.6 Objective 1: Connecting people with jobs

2.6.1 On average, levels of unemployment across Greater Manchester are 2% higher than the English average.[17] Over 80,000 Greater Manchester residents are currently in receipt of the Job Seekers Allowance (JSA). As Map 3[18] below shows, the greatest proportions of these claimants are located in inner-urban areas around the regional centre and the major towns, particularly in the north and east of the conurbation.

2.6.2 There are also a number of significant concentrations in and around housing developments – from the Wythenshawe area in south Manchester with a population of 70,000, to smaller but similarly deprived areas such as Hattersley in Tameside, Partington in Trafford and Leigh

[17] Annual Population Survey, ONS Crown Copyright Reserved [from Nomis 20th October 2011]

[18] Source: Department of Work and Pensions, February 2011

in Wigan – which have all suffered from the decline of the traditional adjacent industries that influenced their original location.

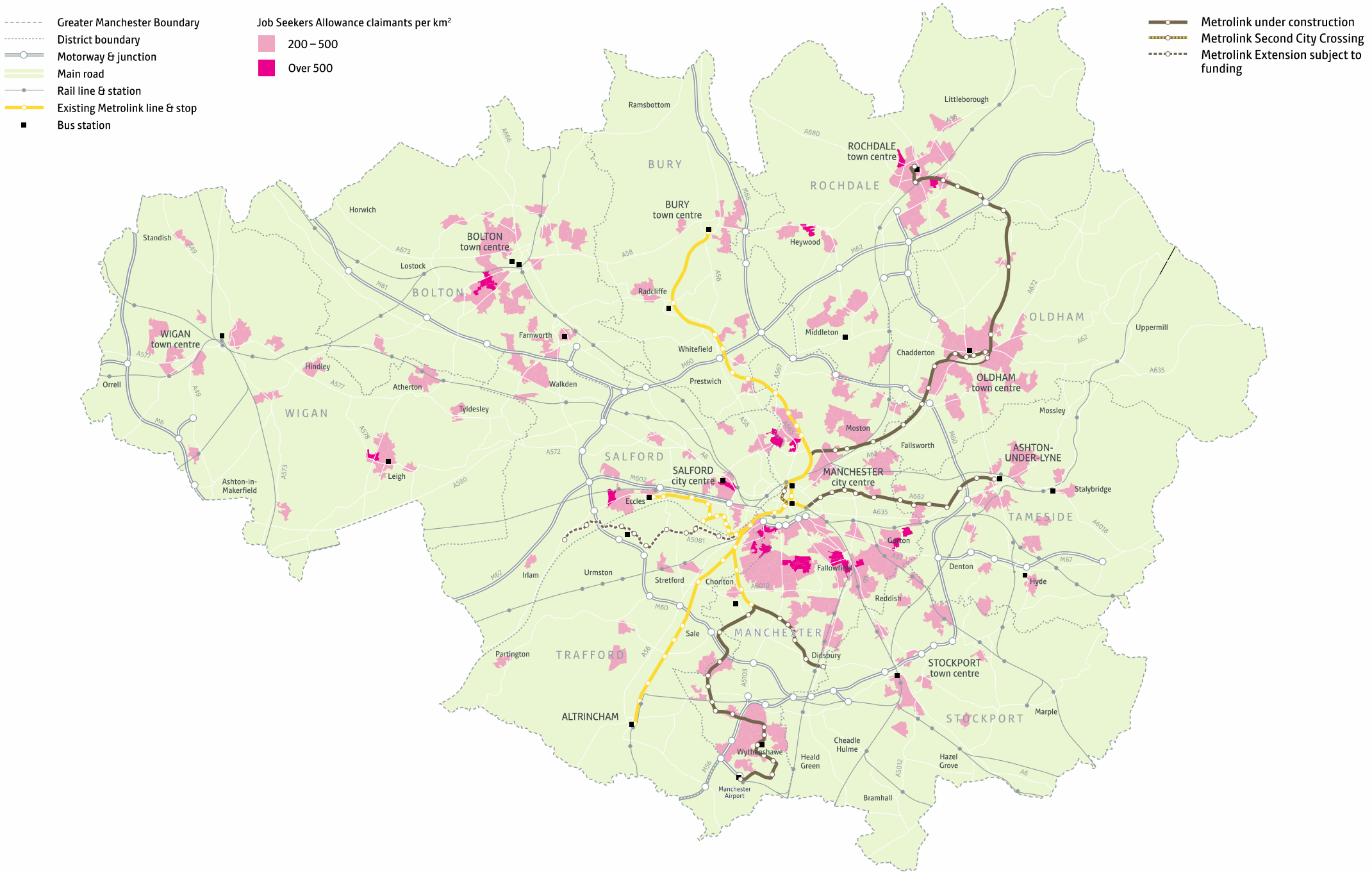
2.6.3 Recognising the importance of directing resources where they can most effectively address pressing economic requirements, the Greater Manchester partners have identified that these areas form the spatial priorities of need for this bid.

"Transport plays a key role in meeting [each of these] barriers. The cost of transport is a key cost that those starting a new job must bear and is many cases is a significant determinant of location of work, and ability to remain in the position during the month of employment. Nationally, we are aware of other projects, such as WorkWise in Solihull, as well as Manchester City Council's own programme, which have supported the unemployed financially, during the initial stages of employment. In the longer term, and for those for whom direct financial support is not required, ensuring that information on the best value ticketing options is available is also important. Transport is intrinsically linked the accessibility of employment opportunities." **Jane Prior, Employer and Partnerships Manager, G4S Welfare to Work (Work Programme Prime Contractor)**

2.6.4 In general terms, many of the inner-urban areas of deprivation highlighted above have reasonable access to arterial public transport services. However, they often suffer from poorer levels of orbital accessibility that undermines, for example, the ability of residents in deprived parts of Salford, such as Langworthy, from being able to access employment opportunities in Salford Quays or Trafford Park that are only two or three miles away.

2.6.5 In addition, the relatively sparse levels of bus service provision in the evenings and on Sundays in many of these areas can constrain residents' ability to access shift-based, service sector and retail work. This is exacerbated by the low levels of car ownership in these areas, with less than 50% of households having access to a car in some of our target neighbourhoods. The deprived post-war housing areas highlighted above often suffer from a generally poorer level of public transport provision given their relative dislocation from mainstream activity, which further magnifies these issues. Therefore, one challenge for this bid has been to identify locations where flexible and sustainable travel links can be developed to improve these links where access to real opportunities can be shown.

Areas of unemployment



2.6.6 Through the GMTF, a number of these communities will benefit from major investment to significantly enhance access to opportunities in and around the regional centre in particular. This includes a range of deprived areas in north Manchester, east Manchester, Tameside, Oldham, Rochdale and Wythenshawe, which will benefit directly from new Metrolink extensions, some of which will be open for operation as early as 2012; and Leigh, which will benefit from the Leigh-Salford-Manchester Busway development. Hence, a further challenge for this bid has been to ensure that the benefits of this investment will be fully realised across these communities, parts of which may lie a mile or more from the nearest point of access into the relative tram line or Busway.

"Investing in this sustainable energy centre will mean that we will require an influx of highly skilled professionals. The lack of car parking space is a significant issue for current and future employees…. The Greater Manchester Transport Fund has already helped," explains Maier. "The introduction of Metrolink to South Manchester, especially when the East Didsbury line is completed in 2013, will give us a high quality public transport service – the Withington stop will be only a short walk away. Building on this, the LSTF funding will make this a viable and usable alternative. We are very supportive of the bid's components as the benefits to our business alone are clear. **"Juergen Maier, Managing Director of Siemens UK Industry Sector and Site Director at Manchester**

2.7 Objective 2: Supporting concentrations of business activity

2.7.1 As Map 4[19] shows, employment activity is concentrated in the regional centre, the town centres, and a number of out-of-town business locations. Recent work undertaken by the Commission for New Economy confirms that the priority areas for growth through the decade will include:

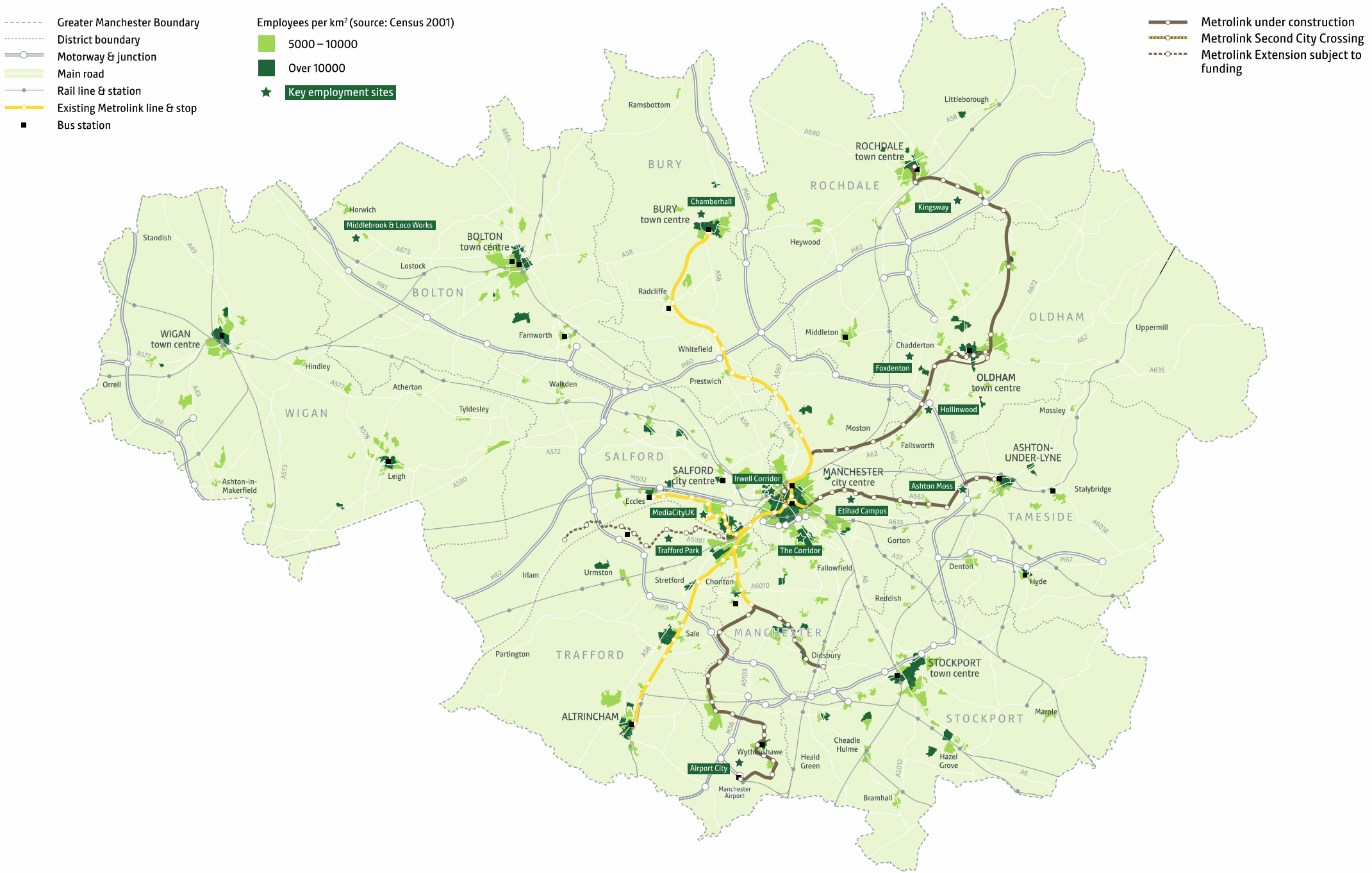
- **Regional centre,** including the Etihad Campus, The Corridor (featuring the University of Manchester and Manchester Metropolitan University, the University Hospital and Manchester Science Park), Salford Quays, MediaCityUK and Trafford Wharfside. This is the heart of the Greater Manchester and North West economy, with 160,000 jobs and the greatest concentration of high value activities that will drive the wider economic performance of Greater Manchester.
- **Town centres**, which act as the retail, social and cultural centres of their communities, as well as employment opportunities, particularly those that retain strong retail or commercial identities of their own, including Ashton, Bolton, Bury and Stockport town centres.
- **Trafford Park**, the largest industrial park in Europe; a key location for manufacturing and logistics industries, and bordered by the Trafford Centre retail, business and leisure facility. Trafford Park is currently home to over 30,000 jobs and has significant new potential as a location for jobs in a range of sectors as MediaCityUK expands over the Manchester Ship Canal and as strategic locations for mixed-use developments come forward at Trafford Wharfside and the Trafford Centre Rectangle.

[19] Source: Census 2001

- **Manchester Airport and Airport City**, where 19,000 staff are employed directly by the Airport, with a further working population of 22,000 jobs in affiliated air service businesses. Through the aspirations for the Airport City Local Enterprise Zone (LEZ), it is projected that a further 7,000 jobs will be created through the first phase of £650 million private sector investment in new business activities clustered around the Airport, as part of a wider LEZ proposition to deliver up to 21,000 jobs over the longer term.
- **Other strategic sites**, including Kingsway business park in Rochdale and key existing business parks such as Ashton Moss in Tameside, which are collectively projected to account for over 10,000 jobs over the coming years.

2.7.2 These are the areas that are beginning to offer new employment opportunities and will continue to do so over the immediate period to 2015. Therefore, they are the spatial priorities for much of this bid.

Areas of employment



2.7.3 These areas are generally well served by the available road and public transport networks, with access being enhanced through the GMTF investment to the regional centre, Kingsway, Ashton/Ashton Moss, Airport City and, in due course, Trafford Park and the Trafford Centre. However, in some priority areas challenges remain in ensuring sufficiently high levels of service to those business destinations that typically require 24-hour shift patterns and a wide variety of skill-sets to meet the needs of diverse businesses at locations, such as Manchester Airport. In other cases, the issues faced are more spatial in nature, given the scale of major business areas such as Trafford Park.

2.7.4 This is backed up by evidence provided by Job Centre Plus[20] on the most prevalent job opportunities available in the Greater Manchester area, which include sales representatives; sales and retail assistants; cleaners and domestics; and goods handling and storage workers. These jobs often require shift working or are located in our major business parks. In these cases access to these jobs can prove challenging, either due to real or perceived barriers, particularly given the very low levels of car ownership amongst lower skilled job seekers.

2.7.5 Against this background, we propose to deliver the package of measures as outlined in Section 2.9 below to effectively link neighbourhoods of greatest need to areas of greatest potential to deliver new employment by 2015.

"[for Retail Vacancies] Back of house positions – cleaning stock room and merchandising roles – require an early start, often as early as 6am, so retailers will often stipulate 'own transport necessary due to early start and location' because they are aware of the restrictions created by lack of bus services to the centre during the early hours. Hospitality positions in the centre require a finish time of 1am at weekends, so job applications fail the first sift where candidates have no transport of their own… Since there are only a limited number of bus routes serving The Trafford Centre early morning and late at night, the job opportunities in the centre are inaccessible to those who need them most." **Andrew Douglas, The Trafford Centre Ltd**

2.8 Objective 3: Targeting congestion for carbon and business efficiency

2.8.1 The 2011 Local Transport White Paper highlights the fact that the cost to the national economy of urban congestion has been estimated at £11 billion per year in reduced productivity. Analysis for the 2008 Greater Manchester TIF bid suggested that congestion in Greater Manchester accounts for approximately £800 million of this national problem.[21] Map 5 highlights the extent of this problem in Greater Manchester by showing in red those parts of the primary route network experiencing the greatest levels of peak time delay.

[20] North West Labour Market Bulletin September 2011

[21] Why the Transport Innovation Fund?, AGMA/G

Areas of congestion

2.8.2 This presents additional travel costs for local businesses caused by delay and constrains the reach to skilled labour markets across the wider potential journey-to-work area for Greater Manchester. Hence, our focus here is on both job seekers and higher-skilled workers, and their collective ability to contribute to Greater Manchester's productivity.

2.8.3 With the creation of the GMCA in April 2011, TfGM took on duties to help manage the strategic highway network. Central to TfGM's new role is the coordination of countywide strategic traffic management, across the Highways Agency's management of the nationally defined Strategic Road Network and each local authority's control of its local roads. To achieve this, TfGM and its partners have defined a countywide Key Route Network, which comprises over 100 strategically critical sections of the Greater Manchester road network and for which a robust network management strategy has been established.

2.8.4 Against this background, the LSTF project has developed a twin track solution to tackling the combined carbon and economic costs of congestion on target sections of the network, comprising:

- active traffic management on the Key Route Network to manage day-to-day journey times and to reduce the impact of incidents (through dynamic signal control and driver information via Variable Messages Signs); and
- the most effective travel marketing systems that will continue to promote modal shift over the longer term, so as to lock-in the full benefits that the proposed investment in this bid and the ongoing GMTF investment offer for Greater Manchester's economic and carbon performance.

"We recognise that transport is a key economic driver of strategic importance to the conurbation and to the country as a whole. Forecasts show that traffic levels are likely to increase in the Greater Manchester area with corresponding increased journey times on both the strategic and employment opportunities, this will undoubtedly increase stress on all transport modes. Our roads must operate reliably to support the national economic recovery and as traffic volumes increase, the road network needs to be effectively managed. Your bid, should it be successful, would complement the Agency's role in providing such a network, one that aids the economic recovery." **Shaun Reynolds, Asset Manager, Highways Agency**

"Looking to the future, Trafford Park forecasts an increase of up to 13000 new jobs by 2026, which could impact on congestion in the area, so investment in Smartcard Ticketing; Real-time traveller information-providing 'in-journey' information would improve the reliability of journey times and support our business through reducing congestion." **Sally Easterbrook, Cargill**

2.9 Greater Manchester LSTF Large Project Package Summary

2.9.1 The Greater Manchester LSTF Large Project bid presents a prioritised package of measures that support our low carbon economy objectives by focussing on the three objectives discussed above.

2.9.2 This Large Project has been specifically designed as a cohesive and integrated package of 'nudge' and 'choice architecture' measures, as highlighted in the 2011 White Paper and building on best practice in local access, supported by innovative travel behaviour change techniques.

2.9.3 The package set out below encompasses a programme of **prioritised local sustainable access projects**, which combine local active travel investment schemes and targeted smarter choice travel promotion measures that have been designed together to address the specific needs of their target communities and businesses. In certain cases, the projects also include enhanced community transport solutions designed to address current employment market failings in local transport provision.

2.9.4 In all cases, the local sustainable access projects have also been designed with **supporting smarter choices travel promotion packages** of activity to optimise the uptake of the investment, encompassing:

- access to employment travel planning services, delivered in partnership with Job Centre Plus and employment training delivery agencies;
- personal travel planning and cycle support services; and
- travel support services for businesses

2.9.5 In support of these local developments and travel promotion activities, the package presents three **prioritised technology measures designed to lock-in the benefits of our investment** – comprising smart-travel information, smart-ticketing and active traffic management – that will secure long-term behavioural change and sustainable travel patterns from this investment and our GMTF commitments.

2.9.6 The marketing mix proposed reflects the nature of the work led by the Cabinet Office Behavioural Insights Team, which has identified the power of open-data applications ('apps') and targeted community-based marketing as particularly effective in consumer markets[22]. Through our proposed package, we aim to enhance the wider network in place and under construction in Greater Manchester by expanding its overall employment market reach through the use of targeted travel advice programmes and new approaches to travel marketing, including the development of travel information and payment technologies that fit with the needs and expectations of modern commuters.

2.9.7 We have also identified the further application of these technologies to support the efficiency of traffic control on our primary economic arteries, which will help to ensure that Greater Manchester employers can continue to access the skills base that has been critical to establishing the economic status that Greater Manchester had begun to enjoy in the last decade. Network efficiency is also part of our strategic toolkit for reducing the carbon impact of road travel and in supporting economic growth. These activities will complement initiatives underway to promote the adoption of low carbon vehicles and more efficient vehicle driving, which are already underway in Greater Manchester.

2.9.8 As Figure 2.5 below illustrates, this package proposal offers the scope to incrementally expand the reach of Greater Manchester's current and future transport network, so as to address connectivity constraints across our local employment market in a manner that secures long-term lower carbon community patterns.

[22] Behavioural Insights Team, Annual Update 2010/11, Cabinet Office, September 2011

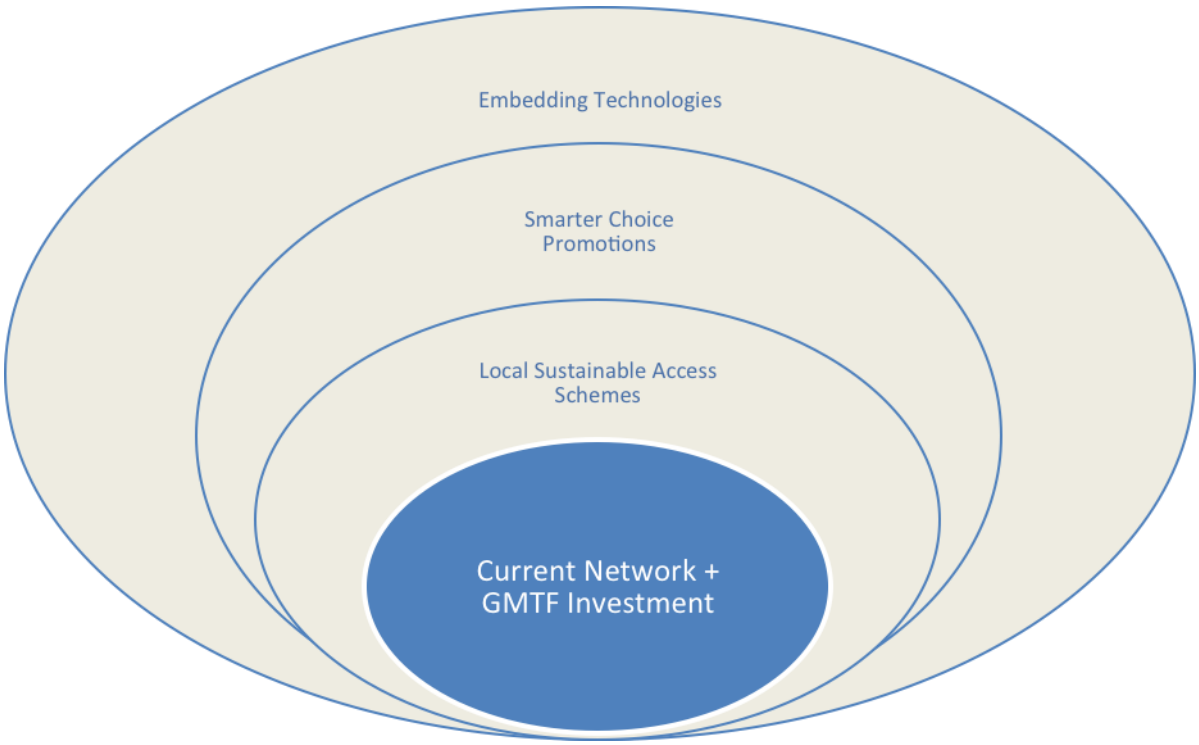


Figure 2.5: Incremental reach of current and future transport network

2.9.9 The combined impact of the measures in this package will deliver both local objectives for sustainable growth and the objectives of the LSTF, by delivering real shorter term economic activity and carbon reduction potential, whilst also embedding sustainable travel habits so as to lock-in these benefits for a long-term sustainable legacy.

2.9.10 The following pages provide a summary of the context and nature of the proposals for the targeted local projects and supporting technology programme that make up this Large Project proposition. A fuller description of the measures, including a presentation of their costs and benefits can be found in Annex 1.

"As Campaign for Better Transport has set out in its recent reports 'Smarter Spending' and 'Seamless Journeys', smarter choices programmes that include integrated ticketing and improved information are some of the best value transport investments, and work best when brought in alongside targeted infrastructure improvements. TfGM's proposal also includes significant investment in new walking and cycling infrastructure, and this can only enhance the effectiveness of the other elements of the scheme. I would therefore fully support this proposal being selected for funding in this round of the LSTF." **Sian Berry, Sustainable Transport Campaigner, Campaign for Better Transport**

2.10 Local Sustainable Access Projects

2.10.1 The eight local sustainable access projects set out below have been prioritised through the analysis of opportunity and need reviewed in the previous chapter of this Strategic Case. This programme of targeted local sustainable access projects encompasses measures to enhance sustainable commuting and access to employment, with a clear priority given to active travel links to key centres of activity and public transport gateways.

2.10.2 In particular, we have identified shorter distance trips as a key priority for Greater Manchester, with a focus on promoting increased use of cycling for journeys of up to 5km or as the first legs of longer journeys. This policy priority was the basis for the successful LSTF Key Component Greater Manchester Commuter Cycle Project, which will be significantly enhanced through the measures set out in this bid.

2.10.3 In the north of the conurbation and targeted communities of need elsewhere, where greater levels of unemployment persist, we have identified measures that will provide the most effective access to those locations that have the greatest potential to offer new employment opportunities. In particular we want to support retail, logistics/warehousing and industrial sectors that report frustration in accessing local labour. In parts of the south of the conurbation, which benefit from generally higher levels of prosperity, we have targeted local access schemes that will support reduced traffic congestion in the interests of the wider economy and reducing its carbon output.

2.10.4 The targeted cycle investment through the Key Component and the local access and travel support measures set out in this Large Project have been developed on the basis of market analysis, which is backed up by DfT market segmentation research into attitudes of travellers[23] to ensure that they impact on groups that can be expected to take up the opportunity to cycle with the right support, as set out in Annex 1.

"The £500 million investment at MediaCityUK and the relocation of the BBC departments will be underpinned by further enhancements to sustainable travel, and the establishment of a new Cycle Centre at MediaCityUK during 2012 funded by approximately £300,000 LSTF, is clearly complemented by these new proposals. The activities proposed form a co-ordinated programme of transport improvements designed to connect local residents, businesses and visitors to MediaCityUK and The Quays." **Stephen Wild, Managing Director MediaCityUK**

2.10.5 **Community transport** developments are also included in four of the local projects, to be delivered in partnership with community transport (CT) operators to provide flexible, longer distance transport links that reflect specific local employment market needs that are not served by traditional public transport solutions. This will build upon strong foundations as, with the support of TfGM, the community transport sector in Greater Manchester has developed to be at the forefront of the field, co-ordinated through the Greater Manchester Community Transport Forum (GMCTF). In 2010/11, 159 full-time jobs had been either created or maintained across CT operators in Greater Manchester, providing over 930,000 passenger trips.

[23] Climate Change and Transport Choices, DfT, December 2010

2.10.6 Through this partnership proposal, TfGM and GMCTF aim not only to use new CT developments to support access to training and employment, but also to provide a 'Train, Learn, Drive & Earn' scheme designed to provide a route into work. Here, unemployed individuals will be developed as drivers for a CT project through training and work experience on site at participating CT projects, as part of achieving accredited qualifications. Six CT operators have submitted expressions of interest to be involved in the programme, should LSTF funding be secured.

*"Community Transport (CT) operators value highly the excellent working relationship the Forum has developed on all levels with Transport for Greater Manchester (TfGM). We fully support the overarching principles and components of the LSTF bid, and in particular the …schemes within the Enabling Community Transport component… We believe that these important elements will produce a number of benefits for the CT sector across Greater Manchester, and by improving the capacity and sustaina*bility of the sector, enable it to better meet the needs of its network of local users." **John Perry, Chair, Greater Manchester Community Transport Operators' Forum**

2.10.7 In addition, we recognise the importance of complementing the capital investment proposed here with a range of **smarter choices travel information services** that optimise the uptake of this investment. This approach builds upon the best practice developed through the smarter choices demonstration towns and, more immediately, on the important nucleus of a service that TfGM has begun to develop through Greater Manchester's LSTF Key Component. Our aim is to provide a consistent and integrated travel behaviour change offer in conjunction with existing local authority travel planning services and TfGM promotion services. This will ensure strong business travel plans, which deliver a lasting legacy, and smarter choices offers that meet the real needs of target market segments that are ready to change the way they travel but need to find information or support.

2.10.8 **Access to employment travel planning** services have been designed to support job seekers in the initial stages of employment and when attending interviews, through:

- **Training for Job Centre Plus staff and Prime Work Programme contractors** to ensure they are fully aware of the new journey planning options and information available for public transport, as well as cycling and walking, that will be developed through this Large Project. Staff will also be trained in simple Personal Travel Planning methods, to ensure they are able to motivate people who are unwilling to attempt unfamiliar travel options.
- **Personal Travel Planning** information pack for Job Centre and Work Programme clients to provide information for those seeking employment. The pack will be tailored to the needs of the individual and potentially include relevant local maps/timetables; alongside information on how to use the recommended online journey planning software, ticketing options and the Bike Back to Work offer.
- **Discounted Tickets** for an estimated 1,600 individuals to attend job interviews (for up to four interviews), with up to 2,000 tickets to support travel to a first month's employment for those with the greatest need.

- **A Bike Back to Work initiative**, building on the Key Component, to provide approximately 320 unemployed individuals the opportunity to obtain a bicycle to assist them in accessing a confirmed employment opportunity within cycling distance of their home, supported by appropriate cycle training.

2.10.9 These services will help further to respond to the travel issues highlighted by both Job Centre Plus and prime contractors delivering the Work Programme training. They will also build the experience of programmes delivered elsewhere, as well as the local experience of Manchester City Council, whose Workwise programme has been running for two years across Wythenshawe, helping 868 people with travel to attend interviews, and 329 to cover the costs associated with travelling to a newly-secured job. Between May and August 2011, 80% of those clients assisted stated that they would not have been able to attend the interview/job without this support.

"We often find that transport can be a major component of the key challenges faced by Job Seekers. The cost of transport is a key cost that those starting a new job must bear. In many cases is a significant determinant of work location, and ability to remain in the position during the first month of employment. Nationally, we are aware of other projects, such as WorkWise in Solihull, as well as Manchester City Council's own programme n Wythenshawe, which have supported the unemployed financially, during the initial stages of employment. In the longer term, and for those for whom direct financial support is not required, ensuring that information on the best value ticketing options available is also important… Transport is intrinsically linked the accessibility of employment opportunities." **Phil Lothian, District Manager (GM Central) & Cheryll Watt District Manager (GM East & West), Job Centre Plus**

2.10.10 **Personal travel planning** services will target selected communities with the aim of encouraging local residents to make more sustainable travel choices and best use of new infrastructure delivered via LSTF and GMTF. In total, approximately 100,000 households will be targeted across Greater Manchester. Key elements will include:

- recruitment of teams of local people to deliver tailored travel advice to local residents, programmed with delivery of the capital schemes;
- development of a suite of supporting travel information to highlight specific infrastructure improvements alongside sustainable travel options; and
- cycle training provision allowing up to 1,000 individuals to receive adult cycle training.

2.10.11 These services have been developed on the basis of best practice from previous local personal travel planning activities in Greater Manchester and through the smarter choices demonstration towns.

2.10.12 Our proposed **travel support for business** services will ensure that a central and consistent offer is available to all business, so as to complement local authority travel planning activities. We will aim to mirror TfL's *'A New Way to Plan',* which has increased both the number and consistency of travel plans submitted as part of new developments. This approach would provide expert advice and support to help speed up the process by reducing the number of iterations that a travel plan goes through to reduce staff time and cost for both parties. In addition we will offer capital grants for minor works to complement the Key Component grants for cycle storage.

"Development of a travel plan will allow us to identify how best to support our staff in travelling to Kingsway. Advice and guidance from the Kingsway Travel Plan Coordinator is required to inform our decisions." **Garry Plumpton, Warehousing & Distribution Director, JD Sports**

2.11 Airport / Airport City: Sustainable access to support growth

Context

2.11.1 Manchester Airport is a key driver of economic growth across the north of the UK, directly and indirectly supporting over 41,000 jobs which are estimated to be worth £1 billion annually in regional income. It is the main international gateway in the North; is ranked the 18th largest Airport in Europe; connects to over 190 destinations worldwide; and plans to double passenger growth by 2030. Development will start shortly on the 32 hectare Airport City Local Enterprise Zone (LEZ). This will transform the Airport into an economic hub and destination in its own right. It will include the expansion of the World Freight Terminal alongside an Airport logistics businesses; high quality office accommodation, hotel development, ancillary leisure/retail uses and residential development. In addition the MediPark within the LEZ will promote advanced manufacturing; R&D and health related uses attractive to global businesses; science and research including companies and international corporates looking for North West representation. The LEZ will create over 7000 jobs in its first phase alone through £650 million of private investment, and is already underway as Etihad Airlines will be moving their customer service and call centre early in 2012.

2.11.2 The Airport is a critical employer for the nearby community in Wythenshawe; which accounts for approximately 4,000 of its employees. It is one of the most deprived communities in Greater Manchester, with around 22.5% of Wythenshawe residents (11,000) on three key benefits, compared to 18% across Greater Manchester, with some neighbourhoods ranking within the top 2% most deprived nationally. There is scope to increase further the proportion of working age adults from Wythenshawe employed in Airport related activity, reducing the high level of JSA claimants.

2.11.3 However, transport can be a barrier for many people and businesses have had difficulty in recruiting (see Case Study). Metrolink will connect Wythenshawe with the Airport in 2016, and there are various bus services, however the 24 hour nature of many of the jobs and the dispersal of employment sites around the airport site means that public transport cannot always provide the required level of access.

Proposal

2.11.4 Through the Large Project, a **Community Transport Wythenshawe/Airport** service will be introduced, covering both the Wythenshawe and Heald Green areas. This will be a development of the existing Wythenshawe Local Link and Airport Night Link services. The operating hours of these services would be extended to offer round the clock access to the Airport, the Cargo Centre and other business parks within Airport City from Wythenshawe and Heald Green. Evidence that Community Transport is an appropriate solution for journeys to work comes from the existing Middleton Local Link service, on which 80% of all trips are for work trips.

*"The hospital is currently served by the Wythenshawe Local Link and Partington Local Links, which operate flexibly to take residents within the service area to the hospital for appointments, visits or work purposes. If TfGM's bid to DfT is successful, the operating hours of both services will be extended, as well as providing additional capacity to make more trips at peak times. A successful bid would mean the Wythenshawe Local Link will operate 24 hours a day, while a new early morning and weekend service will be provided for residents in Partington. This increased coverage will assist jobseekers looking for shift work at the hospital, by enabling them to make trips by public transport at times, which would otherwise be difficult to make. This scheme would benefit the hospital because it would improve access to the local labour pool; improve punctuality and aid retention of staff. "*Julian **Hartley, Chief Executive, University Hospital of South Manchester**

2.11.5 This significant improvement in accessibility will be promoted to local communities through the personal travel planning services set out in 2.10.10 above. The access to employment travel planning services set out in 2.10.8 will also be particularly critical here. As noted above, Manchester City Council has already established a firm basis through its Wythenshawe Workwise project that these services can complement to further support the work of Job Centre Plus and training providers.

2.11.6 In addition, both current and new employers across the Airport and Airport City will be supported by travel plan support services to promote sustainable travel.

"Our interest in this is two fold. Firstly, as a major transport operator; being the major international gateway to the UK outside the south east, and a key node in the regional transport system. Secondly, as an economic hub; being a key economic driver, one of the largest employment sites in Greater Manchester and home to the Greater Manchester Enterprise Zone at Airport City. We have invested heavily in public transport to the tune of c £150m; including the most recent £50m toward the extension of Metrolink. We believe the LSTF bid is a vital element in realising the maximum benefit from these large capital investments." **John Twigg, Planning Director**

"With the potential to develop a Manchester Medi-Park, the medical science park will be built on Trust owned land on existing car park facilities, with transport playing a key role in making the proposed site an attractive destination to the medical science community. The resulting development would lead to the creation of a range of low to high skilled professional jobs. These increased employee numbers and reduced car parking facilities will place further stress on an already stretched car park system. The total package of measures will make travelling by public transport to the hospital and within the region easier, whilst promoting walking and cycling, which will have a positive impact on the health of Greater Manchester residents. The measures outlined in the LSTF will also enable the private sector and public sector better access to the jobs pool, providing residents of Wythenshawe with local employment opportunities." **Julian Hartley, Chief Executive, University Hospital of South Manchester**

Map 1

Airport/Airport City

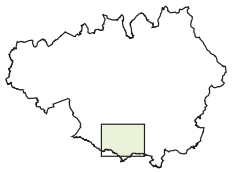
- Greater Manchester Boundary
- District boundary
- Railway line & station
- Existing Metrolink & stop
- Motorway & junction
- Main road
- Bus station
- Key employment site

Local Sustainable Transport Fund schemes

- Community Transport scheme
- 24 Wythenshawe/Manchester Airport
- Cycle/walking priority schemes
- 14 Bridgewater Way Phase 5
- 15 Sustainable access to Stockport stations
- Key Component Cycle Centres & Hubs
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector

Greater Manchester Transport Fund schemes

- Cross City bus priority measures
- Metrolink under construction & proposed new stop
- B SEMMMS scheme



2.12 Bolton/Bury: Sustainable access to opportunity

Context

2.12.1 Bolton and Bury are two towns in the north of the conurbation with potential for growth. Bolton town centre is a major employment centre, with around 20,000 jobs. Further growth is expected from the expansion of the University and the town centre 'Innovation Zone'. Outside the town centre, there is a key growth area along the M61 corridor to the west, including the Middlebrook area and Horwich Loco Works, resulting in increased east-west traffic.

2.12.2 Whilst having around 60,000 jobs, Bury District has an overreliance on the declining manufacturing sector, the highest level of out-commuting in the conurbation and a preponderance of low-waged and low-skilled jobs. However, it has employment sites with the characteristics to attract key regional employment sectors, including the digital and creative industries, finance and professional services, healthcare and biotechnology[24]. The role of Bury town centre as a major shopping destination for the north of the conurbation and southern Lancashire also makes it a key employment location, with significant recent retail and business growth including at Chamberhall Business Park on its northern edge. Car ownership is high, and congestion is an issue during the peak, with particular hotspots to the east and west of Bury town centre with heavy congestion at central junctions and queues stretching along some sections of the A56 inner ring road. The average traffic speed in Bury town centre in the morning peak is 10.3mph. Strong commuter flows to Salford and Manchester also result in peak congestion in the neighbouring towns of Radcliffe and Prestwich, with average morning peak speeds on the A56 of less than 13mph.

2.12.3 A number of communities between the two town centres, including Radcliffe, Little Lever, Breightmet and Darcy Lever feature higher than average levels of JSA claimants, with the latter three being in the top 3% and 5% areas of deprivation for employment and health in the country. Further pockets of deprivation can also be found in the neighbourhoods immediately surrounding Bury town centre.

2.12.4 Transport modelling undertaken as part of the evidence base for both Bolton[25] and Bury Core Strategies[26] concluded that the impact of recent and planned developments in the area will result in increased congestion, particularly on the A56 and A58. Transport has also been identified as one of the key barriers to employment opportunities in the west of the borough from those living in the east[27].

2.12.5 In addition, TfGM market analysis has identified strong potential markets for cycling growth in areas around the two town centre, where cycling levels are already at the higher end of the Greater Manchester spectrum.

Proposal

2.12.6 Through the Large Project the proposed **Bolton East Cycleway** will provide fast and segregated access for cycling to town centre jobs from deprived areas of Little Lever, southern Breightmet and Darcy Lever. By providing better connections into the centre it will

[24] Bury Employment Study, King Sturge 2006

[25] Transport for Developments – Assessing the Transport Impact of the Greater Manchester Local Development Frameworks, HFAS, 2009

[26] Transport Impact Analysis for Bury MBC Core Strategy, HFAS, 2011

[27] Bolton Transport Strategy, Bolton MBC, 2004

also improve access to Bolton Interchange, where a cycle centre is being developed as part of the Key Component and therefore facilitate onward journeys by bus and rail. Its catchment will be increased by linking into the existing cycle network at either end, with its western end providing a link to the Middlebrook employment area. Over 40% of the route will be along a disused rail line, crossing the heavily trafficked A666 on a viaduct; and the scheme has the support both of local cyclists and Sustrans and Bolton Council, who will maintain the viaduct and route post-delivery.

2.12.7 **Sustainable access to Bury town centre** will be improved firstly through the enhancement of four walking/cycling routes within the centre, principally by signing, but with also an improved crossing of the Bury-Manchester A56. This will improve access to Bury Interchange, which is both a key public transport hub and the future location of a cycle hub, being developed as part of the LSTF Key Component. Secondly, a walk/cycle route from residential areas to the north will be completed. The route from Holcombe Brook to the 35 acre Chamberhall business park is funded and currently being completed; and will be extended under these proposals through the business park to the town centre. This will provide the opportunity for faster journey times than would be possible by car, to both Chamberhall and the town centre from heavily populated residential areas to the north, by allowing cyclists to bypass the busiest road junction in the borough. It will also improve access to the business park, which is not served by bus. Chamberhall businesses have expressed support for the scheme. The package as a whole will encourage more people to cycle to the town centre, or to walk or cycle as the first leg of their public transport journeys.

2.12.8 The improvement of 2.3km of the existing National Cycle Route 6 (NCR6) south of Radcliffe **to provide a Cycle route from Radcliffe to Agecroft and Manchester** will provide an alternative route to Manchester, avoiding the congested A56. Public transport in the area is subject to overcrowding and cycling offers the opportunity for further modal shift. NCR6 provides a link between Radcliffe, where there is a high percentage of JSA claimants, and the Agecroft Commerce Park, and the industrial Clifton industrial area in neighbouring Salford, both of which are poorly served by bus. These routes, as well as those in Bury town centre, are supported by local cyclists.

2.12.9 Evidence of the potential for cycle routes to be used for work access comes from the success of the initial phase of Bridgewater Way (see 2.18.7) and more locally from the Middlebrook Way cycle route, in the Middlebrook employment area, where automatic cycle counters show that in the region of 60 to 70 cyclists per day with peaks in the morning and evening, which would suggest commuter cycling.

2.12.10 The improved connectivity offered by the new/improved cycle routes will be promoted to jobseekers via personal travel planning through the access to employment travel planning services set out at 2.10.8. Personal travel planning with the wider community in within the catchment area of the cycle routes, e.g. in Darcy Lever, Radcliffe and residential areas north of Bury town centre, will further promote awareness of travel options and encourage behavioural change. The employment growth in Bolton and Bury town centres and Chamberhall Business Park will also be supported by the business travel plan support services set out at 2.10.12.

"Transport connections impact on employment opportunities in a number of communities, including Darcy Lever in Bolton, Brandlesholme, Higher Woodhill, Radcliffe and Prestwich in Bury and the Bickershaw development in Wigan. Here, transport options may appear complex or require development, to be of greatest use. Currently transport poses a barrier to straightforward access to employment opportunities in key employment areas such as Bolton and Leigh town centres and business and industrial parks such as Chamberhall, Agecroft and Clifton." **Peter Jenkinson, Jobcentre Plus, Bolton, Bury and Wigan**

"Sustrans support the linking of Bolton and Bury via a traffoc free route as we feel the limitations of the local road network make it difficult to create a high quality environment that could encourage the increased use of cycling and walking for local utility journeys. We feel this would provide an ideal largely traffic free link both beteen these important local commercial centres, but also provide additional access to employment sites along the length of the proposed route. The route proposed provides a traffic free envronment for sustainable transport and would be a genuine addtion to the local transport network." **Peter Green, Area Manager, Greater Manchester, Sustrans**

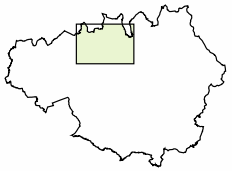
Map 2

Bolton/Bury

- Greater Manchester Boundary
- District boundary
- Railway line & station
- Existing Metrolink & stop
- Motorway & junction
- Main road
- Bus station
- Key employment sites

Local Sustainable Transport Fund schemes

- Cycle/walking priority schemes
- 1 Bolton East cycleway
- 3 Sustainable access to Bury town centre
- Key Component Cycle Centres & Hubs
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector



2.13 Leigh Sustainable Transport Project

Context

2.13.1 Leigh is the largest population centre in Wigan borough outside the town of Wigan itself, with approximately 44,000 residents[28]. A former mining town, its JSA claimant rate is above the average for the North West, with youth unemployment a particular concern. However, significant development has been underway in recent years and is expected to continue, with housing growth of around 1,000 dwellings per year forecast between 2010 and 2026[29]. The greatest potential for employment opportunities are at Parsonage retail area, Leigh Sports Village (LSV)[30] and a number of food retail and leisure developments that are currently under construction to the south of Leigh town centre. However, newer development areas to the west of the town centre are not well served by bus. The Leigh-Salford-Manchester Busway will improve longer distance links, but locally car is the most common method of access into the town centre, leading to congestion. Journey to work data indicates that the majority of people (32%) travelled within Leigh, indicating a potential for walking or cycling for short journeys or as part of a longer journey by bus. Congested roads, poor public realm and the barrier of the Leeds-Liverpool canal can inhibit movement by sustainable modes. Cycling infrastructure is limited, which undermines the competitiveness of the town centre. In order to remain competitive and perform its function as the main centre in the east of Wigan borough, it is imperative that the town centre and other strategic locations are fully accessible and that sustainable modes provide an attractive alternative to the private car. In addition, a critical need has been identified by Wigan MBC to ensure that all of Leigh's neighbouring communities can access the town centre as the gateway to the Busway link to the regional centre.

Proposals

2.13.2 Through this Large Project, a local **Leigh Sustainable Transport Project** holistic 'travel towns' approach is proposed, built around the promotion of sustainable and more active travel modes and reducing dependence on the private car. As part of this package, a number of small infrastructure improvements will improve connectivity in the town. An improved town centre environment for pedestrians and cyclists will maximise access to the town's bus station for onward public transport journeys, including those on the Leigh-Salford-Manchester Busway, which will terminate there.

2.13.3 An improved cycle link to Leigh Sports Village, which includes Wigan and Leigh College and a future Morrisons supermarket, will greatly improve connectivity to a site that is not well served by bus. A further cycle link is proposed to the Parsonage Retail and Employment Park on a site that is not served by bus and is separated from the town centre and bus station by the Atherleigh Way, alongside an improved route to Leigh Infirmary, the biggest employer in the town. A final proposed route links the future HCA-supported Bickershaw South residential site to Leigh Town Centre. This involves provision of off-road cycle measures that parallel the main road from the housing development to the town centre.

2.13.4 The significant improvement in accessibility resulting from the Leigh-Salford-Manchester Busway and this project will be promoted to jobseekers through the access to employment

[28] Wigan Local Development Framework – Draft Core Strategy: Proposed Submission Version (February 2011)

[29] Wigan Local Development Framework – Draft Core Strategy: Proposed Submission Version (February 2011)

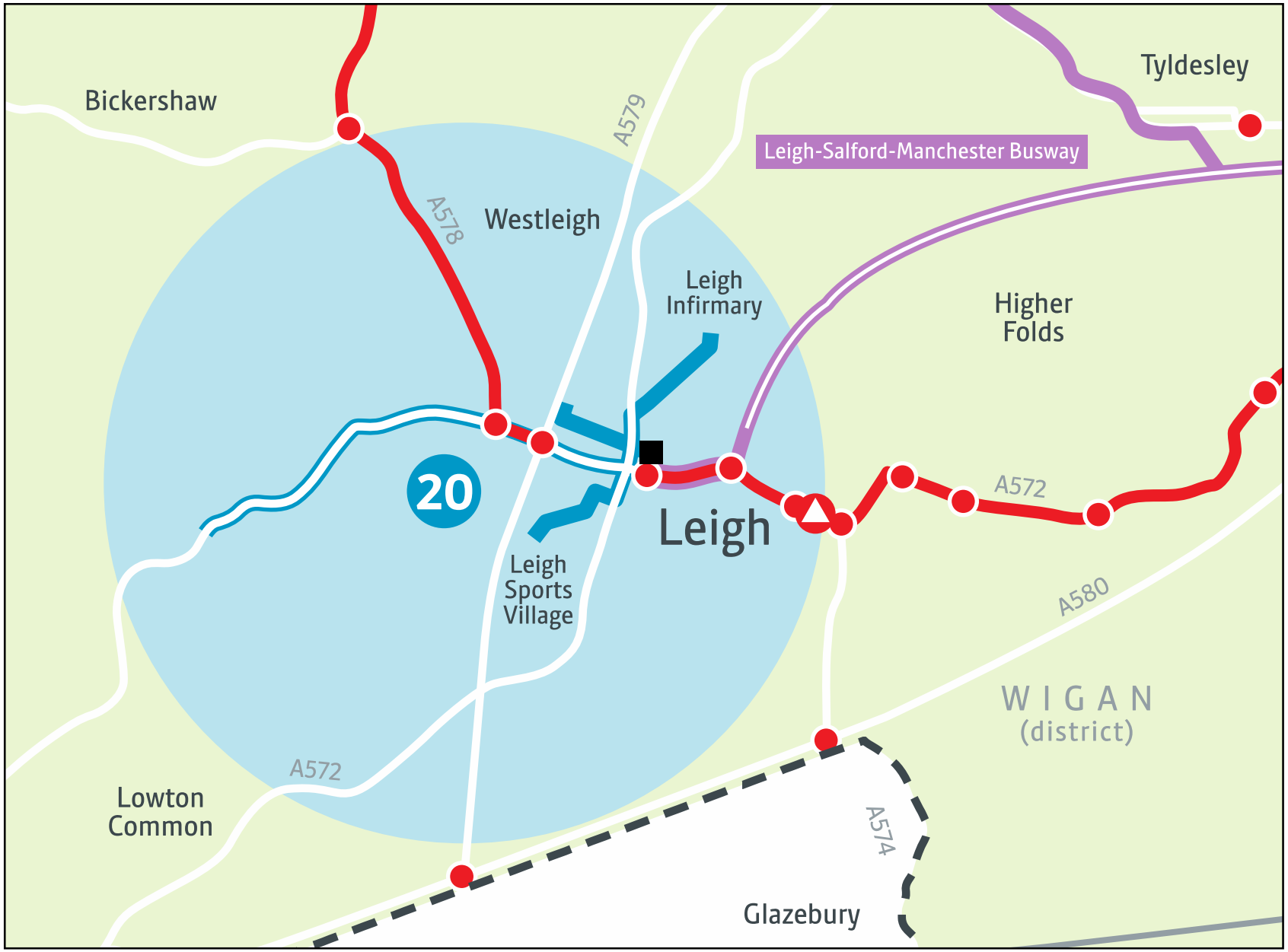
[30] Leigh Town Centre Feasibility Study – Baseline Report (March 2009)

services set out at 2.10.8. Personal travel planning with the wider community in Leigh will further promote awareness of travel options and encourage behavioural change.

2.13.5 Behavioural change will receive a further boost from area business travel planning support, to influence travel behaviour at Leigh Infirmary, Parsonage Retail Park, Leigh Sports Village and Leigh Commerce Park. This will build on a pilot scheme carried out elsewhere in Wigan Borough, at Standish, covering 1,300 households. This achieved a 17% reduction in the number of single occupancy car trips for work journeys, with a corresponding 9% increase in car sharing; and increased use of sustainable modes for the journey to work of 7% for bus, 4% by train, 3% for walking and 1% for cycling.

"Transport connections impact on employment opportunities in a number of communities, including … the Bickershaw development in Wigan. Here, transport options may appear complex or require development, to be of greatest use. Currently transport poses a barrier to straightforward access to employment opportunities in key employment areas such as Bolton and Leigh town centres." **Peter Jenkinson, Jobcentre Plus, Bolton, Bury and Wigan**

"Ensuring that there is sustainable access to the site is imperative for success and to evidence commitment to this sustainable access, the 'Developer' and other key partners including the PCT and the 6th Form College has recently funded a bus service that runs through the site, opening employment opportunities and access to none-car owners. The investment in infrastructure and the benefits that this will bring to pedestrians will encourage more people to walk or cycle to the village; not only reducing congestion and pollution the investment will improve access to the labour pool and help the recruitment and retention of staff." **Melissa Phillips, Business Development Manager, Leigh Sports Village Company**



Map 3

Leigh

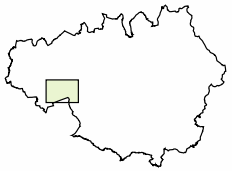
- Greater Manchester Boundary
- Railway line
- Main road
- Bus station

Local Sustainable Transport Fund schemes

- Cycle/walking priority schemes
- 20 Leigh Sustainable Transport Project
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector

Greater Manchester Transport Fund schemes

- Leigh-Salford-Manchester Busway
- Guided Busway



2.14 Oldham/Rochdale: Sustainable access to opportunity

Context

2.14.1 Oldham and Rochdale in the north east of the conurbation have experienced de-industrialisation, with manufacturing employment predominantly replaced by relatively lower-value services. As a result, residents have not benefited fully from the growing high-value knowledge-economy services that have flourished in other parts of Greater Manchester, particularly to the south of the conurbation. JSA claimant count rates are higher than the Greater Manchester average and there are areas of severe deprivation. Nearly a quarter of Oldham's population is income deprived, showing that residents in employment are typically low paid. Rochdale is amongst the 10% most deprived areas in the country, with 20% of its residents living in the 5% most deprived areas. Recent figures show that just over 43% of working age residents are claiming some kind of benefit.

2.14.2 There are local areas of employment opportunity, principally the Kingsway Business Park in Rochdale, Hollinwood Business District and the future Foxdenton employment site in Oldham. However, access to these can be problematic for people without access to a car, as bus services are either absent or require a change and busy roads present an inhospitable environment for pedestrians and cyclists. Car-based access will also increase congestion, particularly at Kingsway. Through GMTF, Metrolink construction is underway in the Boroughs (with completion of the Oldham-Rochdale line in stages between 2012 and 2014), providing a significant opportunity for improved access to the regional centre and beyond, and hence to a wider range of employment opportunities.

Proposal

2.14.3 Through this Large Project, a twin track approach is being adopted, of improving access to local jobs through improved walk/cycle routes and Community Transport, coupled with improving walk/cycle access to the Metrolink stops and rail stations that will link residents with the wider opportunities available in the regional centre and beyond.

2.14.4 **Sustainable access to rail and Metrolink in Rochdale** will cover eight stations and stops, with specific measures tailored to each location. At the rail stations of Castleton, Littleborough, Mills Hill and Smithy Bridge and the Metrolink stops of Milnrow and Newhey, measures will include pedestrian crossing improvements; cycle advance stop lines; cycle lanes; rationalisation of parking which obstructs pedestrian/cycle access; and provision of quiet links to the existing cycle network. At each location, the measures are part of a holistic package, with Rochdale Council introducing additional measures such as 20mph zones, waiting restrictions and lighting improvements. At the Metrolink stops of Newhey and Kingsway, measures will improve access to the business park as well as to the stop. Measures include pedestrian and cycle links from the residential areas and the provision of a bus interchange facility at Kingsway to allow future bus services into the business park to link with the tram. Complementary measures to improve access to Rochdale station, where a cycle hub is being developed as part of the Key Component scheme, are being funded by Rochdale Council and TfGM.

2.14.5 **Sustainable access to Metrolink in Oldham** will also be improved. Oldham Council's Metrolink Public Realm and Access Strategy[31] has identified areas where improvements are needed to make ongoing journeys more accessible and attractive, both from existing residential and business areas and from a number of key development sites in close proximity to the stops. To complement Oldham Council's funding of access improvements to the stops in the town centre, the proposal is to improve pedestrian access to Mumps and Westwood stops through the provision of crossings at two major junctions and links to them.

2.14.6 Three schemes will improve access to local employment opportunities. Oldham has identified an `arc of opportunity` of key development locations for business that underpins its future economic prosperity[32]. Our proposals for **sustainable access to the 'arc of opportunity'** will better connect deprived residential areas with existing and proposed employment locations, and reduce the traffic from new development by providing cycle routes along two busy routes. **Rochdale Canal access improvements** will complete the Rochdale Canal walk/cycle route. This will further improve access to these locations as well as to a number of existing business locations along the canal.

2.14.7 **Sustainable access to Kingsway** initiatives will expand the scope for local residents to access employment. Bus access to the new business park is limited to a Local Link service which only provides a link from the nearest residential areas. There are no links to this significant employment opportunity from the wider Rochdale area or from neighbouring Oldham (see case study). An enhanced Community Transport service will improve access from the wider Rochdale borough area, enabling residents to work shifts that would not be covered by conventional bus services. This will incorporate: enhanced operation of existing Local Link services to include the Smithy Bridge, Littleborough and New Hey areas of Rochdale, as well as further promoting interchange from Rochdale rail station, and later in 2012, from Metrolink; the Sholver, High Crompton and Royton areas of Oldham, and evening provision across the area.

2.14.8 This significant improvement in accessibility resulting from the above package of measures, combined with the arrival of Metrolink, will be promoted to jobseekers through the access to employment services set out at 2.10.8. Personal travel planning with the wider community in the areas around selected Metrolink stops and rail stations, as well as in communities adjacent to the Rochdale Canal, the arc of opportunity and in Shaw, will further promote awareness of travel options and encourage behavioural change.

2.14.9 Behavioural change will receive a further boost from area travel planning, influencing travel planning support for businesses located in the arc of opportunity, adjacent to the Rochdale Canal, in Rochdale town centre and at Kingsway.

"ASDA offer their support to Transport for Greater Manchester's bid to the Department of Transport to secure funding via the Local Sustainable Transport Fund. As a major future employer at Kingsway Business Park ASDA are aware of the challenges our employees will face in accessing employment opportunities at our site. These challenges include:

[31] Oldham MBC

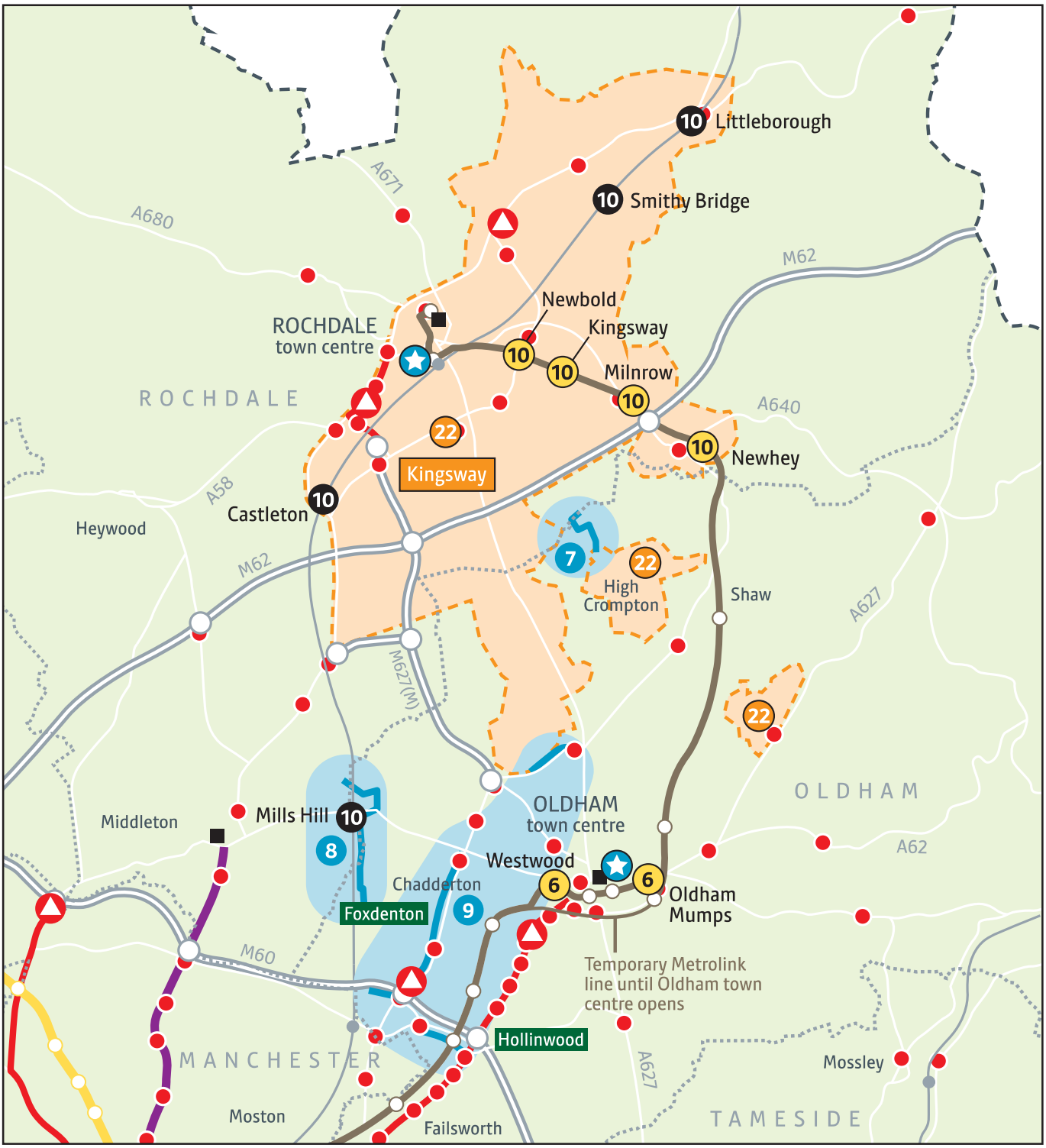
[32] http://www.oldham.gov.uk/oldham_ldf_joint_dpd_proposed_submission.pdf

Financial considerations: ensuring we can recruit staff at an acceptable salary for the roles they undertake is a key business consideration. Large costs which our staff have to bear can discourage employees working at our more remote sites. Requirement for these outgoing costs influence recruitment and retention levels and salaries, which in turn impact on business operations in terms of recruitment, training and employment costs.

Access to Kingsway: the Kingsway site it still in early stages of development and as such accessibility is continually being improved. However, for many potential employees, particularly those from the local communities within some areas of Rochdale Borough, access to the site, particularly at shift times, will present a problem. Though the current economic climate allows for a generally wide selection of candidates for vacancies, we are keen to encourage employment for local people, and in the future, when competition for candidates may be greater, ensure that our site is accessible to all and its location does not deter the best candidates from taking up opportunities." **Andy Walker, Infrastructure Development Manager, ASDA**

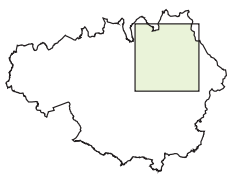
"As Managing Director of JW Lees Brewery, a sixth-generation £50m turnover family business which employs just over 1,000 people, and a member of the Oldham Business Leadership Group, I believe that these proposals will provide improved access for our local workforce who are employed both at our head office at Middleton Junction and a number of public houses in the vicinity of the proposed routes. The nature of our business is often dependent on part time staff and shift working and I am encouraged by these proposals which offer an alternative to the car and public transport as well as reducing congestion and environmental improvement." **William Lees-Jones, Managing Director, JW Lees Brewery**

"Better walking and cycling infrastructure will help encourage more active travel and assist some of our staff working antisocial hours when public transport is often unavailable or infrequent. Our North Manchester site currently and Royal Oldham by 2014 will also be close to Metrolink lines and the provision of such infrastructure will encourage links to these transport corridors." **John Wilkes, Director of Facilities, The Pennine Acute Hospitals NHS Trust**



Map 4

Oldham/Rochdale



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Local Sustainable Transport Fund schemes

- Community Transport scheme
- 22 Kingsway
- Cycle/walking priroity schemes
- 7 Sustainable access to Kingsway
- 8 Rochdale Canal access improvements
- 9 Sustainable access to the Arc of Opportunity
- Key Component Cycle Hubs
- 6 Sustainable access to Metrolink in Oldham
- 10 10 Sustainable access to rail and Metrolink in Rochdale
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector

- Greater Manchester Boundary
- District boundary
- Railway line & station
- Existing Metrolink & stop
- Motorway & junction
- Main road
- Bus station
- Key employment sites

Greater Manchester Transport Fund schemes

- Cross City bus priority measures
- Metrolink under construction & proposed new stop

2.15 Regional Centre: Sustainable access to support growth

Context

2.15.1 The regional centre, (Manchester city centre and its surrounds, plus adjacent parts of Salford and Trafford) employs around 160,000 people and is a key engine of growth, not just for the conurbation but for the whole of the Northwest. In addition, significant new development is underway through the Etihad Campus. A 33-hectare youth academy and training ground for Manchester City FC is being constructed on land adjacent to the Etihad Stadium and the Intermediate Ring Road and served by Metrolink from 2012. This will create 180 construction and 80 permanent jobs, but further development around the stadium will include a new sixth-form college, a swimming pool, Belle Vue Sports Village, a sports science and medicine facility and a regional sports hub, in addition to residential, commercial, hotel and ancillary retail development. There is the potential for employment in the city centre to grow by 50,000 by the early 2020s, which will cause the number of trips into the city centre to grow by a third. To retain essential labour market connectivity, the main thrust of the city centre transport strategy is to hold the number of cars entering the city at existing levels through a mode shift to public transport, walking and cycling.

2.15.2 The capacity and quality of public transport is being transformed through GMTF investment, which will deliver Metrolink expansion and improve connections from three major bus corridors, and from Network Rail, through the Northern Hub scheme, electrification and supported by additional rolling stock. Combined with existing business travel planning programmes in the city, this will encourage a significant modal shift to public transport. There will, however, need to be a significant increase in capacity for buses, which need congestion-free access to city centre. Manchester City Council is already introducing measures on Deansgate/Victoria Street to remove through-traffic to release capacity for public transport and cyclists, but it is essential that use of the Manchester/Salford Inner Ring Road (MSIRR) to circumnavigate the city centre by general traffic is maximised. This will increase capacity and reduce delay for public transport, and facilitate more cycling to city centre destinations. Reduced vehicular traffic in the city centre will also enable the Council to prioritise pedestrian movements on key pedestrian desire lines. The ring road currently represents a barrier for cyclists entering the city, and there is a need to reduce the number of accidents. Over the last three years there have been 113 collisions involving cyclists in the city centre ward and of these almost a quarter (26) were either on the MSIRR or at a junction with the MSIRR.

2.15.3 In addition, three cycle centres will be delivered in the regional centre through the Key Component between spring 2012 and early 2014. Our analysis of the local market has demonstrated that there is particularly strong potential to build upon the relatively high levels of peak time cycle flows into Manchester city centre. Hence, the centres and supporting measures in the Key Component offer the scope to transform cycling as a commuter option, subject to Manchester City Council and TfGM ensuring that they can be effectively accessed from all target communities.

Proposals

2.15.4 **Better management of traffic flow** around the key route network, including MSIRR, is central to the proposals, as described further at 2.5.13. This will be supported by **junction improvements on MSIRR**, involving modifications to two junctions at Pin Mill Brow /

Mancunian Way and Miller Street / Cheetham Hill Road / New Bridge Street to ensure that the ring road is the 'primary' route at these locations. One junction will also see a significant improvement to the pedestrian crossing facilities thus better linking a key regeneration site (the Green Quarter) with the rest of the city centre.

2.15.5 The C**ycle Access to Regional Centre scheme** will improve safety and remove some of these barriers, thereby encouraging cycling as a means of access from deprived communities in North and East Manchester such as Harpurhey and Collyhurst, linking them with opportunities in the city centre, the Higher Education Precinct, the Etihad Campus and Salford Quays. The improvements will include advanced stop lines, cycle lanes, directional signage and, importantly, improved crossings of the Inner Ring Road. By providing safe crossings and clearly signed routes, linking to the existing cycle network, connectivity for cyclists will be greatly improved. The improvements will complement the introduction of the cycle centres.

2.15.6 The above measures will enable the city's economy to grow without resulting in congestion that could eventually stifle that growth. A package of smarter choices interventions will maximise the opportunities for local people, from the deprived areas on the periphery of the city centre, to take up those jobs.

2.15.7 Area travel planning will be developed at the Etihad Campus (formerly Sportcity), one of the key growth areas in the city, along with personal travel planning in the neighbouring communities, including through the access to employment services set out at 2.10.8, which will have particular resonance in a number of these communities where high levels of unemployment remain.

2.15.8 The package of measures in the regional centre has the support of CityCo, the Manchester city centre management company.

"Improving access in the city to Regional Cycle Centres, including new and improved cycle lanes, signage and new crossings, will support our on-going objectives around sustainability. Better cycling provision will support businesses by improving access for residents and employees and providing better connections into the centre from areas of need. This will increase the influence of businesses and improve access to jobs from these neighbourhoods. Improving the effectiveness of the Inner Ring Road and removing through-traffic from the city centre will help towards reducing congestion making the city centre a more appealing and attractive environment; and encouraging more cycling, pedestrian and public transport use." **Vaughan Allen, CityCo Chief Executive**

"The Forum has a particularly strong cyclist voice and at the Co-operative we actively promote Green Travel as part of our travel policy, for health reasons as much as the environmental benefits which are gained. We are keen to see the improvement in cycle facilities throughout the city and a drive to improve cycle and foot access to either transport interchanges or the city itself is highly regarded and much needed in order to support a move to greener and more sustainable modes of transport." **Sarah Williams, The Co-operative Group and Chair of Manchester Green Travel Employers Forum**

"Fujitsu is committed to reducing its environmental burden on communities in which it operates and supports any activities that would help us to achieve this. We would welcome support with cycling routes and journey planning / car sharing tools so our employees have alternatives to driving. As we do not have enough car parking spaces for our employees we incentivise other ways of travelling but need the local infrastructure to be able to support this. For those employees that do drive to work, we would welcome a more effective inner ring road and better driver information so as to make journeys quicker and less stressful. We believe that this would have a positive impact on employee retention and absence rates as the journey to work becomes easier." **Juliet Silvester, Head of CSR Programmes, UK & Ireland, Fujitsu UK**

"At Manchester City Football Club we believe that the proposals will benefit our business, in particular:

- Better walking and cycling infrastructure will help our staff working antisocial hours when public transport is unavailable or infrequent;
- Better driver information will increase the attractiveness of the region and the destinations within it; and
- The intelligent traffic system that will proactively manage vehicle congestion on key routes and will save our supporters and visitors time and increase punctuality of staff, visitors and deliveries."

Steve Sayer, Operations Director, Manchester City FC

Map 5

Regional Centre

- District boundary
- Railway line & station
- Existing Metrolink & stop
- Motorway & junction
- Main road
- Bus station
- Key employment sites

Local Sustainable Transport Fund schemes

- Cycle/walking priority schemes
- 4 Cycle access to Regional Centre
- 11 Irwell River Park access improvements
- Key Component Cycle Centre
- 12 Irwell Water Taxi infrastructure
- 5 Junction improvements on MSIRR
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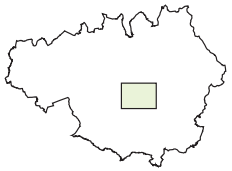
- Variable Message Sign
- Bluetooth detector

Greater Manchester Transport Fund schemes

- Cross City bus priority measures
- Leigh-Salford-Manchester Busway
- Metrolink under construction & proposed new stop
- Metrolink Second City Crossing
- Metrolink Extension subject to funding



2.16 **Stockport Sustainable Travel Project**

Context

2.16.1 The south east of the conurbation, focussed on the A6 and A34 corridors, is an area where peak hour congestion has long been identified as major issue of concern by residents and businesses. Particular problems exist along the A6 and in urban centres such as Stockport, Gatley, Bramhall, Heald Green, Hazel Grove and Cheadle Hulme. Since 1993, traffic flows on A and B roads have increased by 63%[33], more than anywhere else in the conurbation. Bus and rail links are good, but car ownership is high and there are also strong commuter and freight flows both into Stockport and onwards to Manchester or the Airport, from Cheshire and Derbyshire.

2.16.2 Stockport provides in the region of 30,000 jobs[34] and has been identified as one of the most prominent retail centres in the conurbation with the critical mass to develop its office market. Particular town centre opportunities are the retail core/Knightsbridge area, the A6 corridor and station gateway and the Bridgefield area. However, the centre also has a comparatively high vacancy rate and therefore needs support to achieve its potential to grow. Congestion is particularly acute due to the A6, which passes through the centre, with average peak traffic speeds of just over 12mph. Only 37% of peak hour traffic entering Stockport is non-car, despite good public transport[35] and many of these trips are from areas within easy walking or cycling distance.

2.16.3 Despite the prosperity of most of the area, there are significant levels of deprivation in particular neighbourhoods especially Brinnington which has the second highest unemployment rate in Greater Manchester. In addition areas of Bredbury, Romiley, Reddish, Cheadle Hulme, Edgeley/Adswood/Stockport are within the top 20% most deprived areas in England (2007) and have high proportions of JSA claimants. Many of these areas are within reasonable walking or cycling distances from rail stations. The suburban stations are often an under-used resource, offering opportunities for modal shift away from cars particularly for peak travel and improving connectivity from deprived areas.

Proposals

2.16.4 Through this Large Project, a holistic package of measures will be delivered to encourage more people to walk and cycle within the catchment areas of suburban stations, by overcoming specific local barriers, such as gaps in the network, improving connectivity in the town centre and through a package of smarter choices measures to influence travel behaviour.

2.16.5 **Sustainable access to Stockport town centre** will be improved through a package of measures for pedestrians, cyclists and bus passengers. Pedestrian measures will include lighting and signing, dropped kerbs, and 'steps and brows' improvements. Improvements to four cycling routes will provide more attractive links to the Knightsbridge area, the rail station /A6 office quarter and to the Bridgefield area from the north, all of which are areas for future employment growth. The cycling improvements will be supported by the cycle hub being developed at Mersey Square through the Key Component. In addition, small scale measures will also be implemented to tackle congestion on the orbital bus routes to the

[33] HFAS 2010

[34] Greater Manchester Town centre Study, 2010

[35] Town centre cordon counts HFAS 2011

town centre, focussing on junctions at key access points along the western and north side. This will improve journey time reliability for passengers, supporting the larger scale measures already implemented on the A6 Quality Bus Corridor, particularly around the Greek St roundabout and the King Street West/Wood Street junction.

"In recent years we have noted steadily worsening congestion in parts of Stockport and a deterioration in the quality of public transport journeys as a result. We have therefore been most pleased that, as part of our partnership discussions, you have been able to bring forward a package of proposals that will…make bus journeys more punctual and attractive through key junctions and congested areas." **Christopher J Bowles, Managing Director, Stagecoach Manchester**

2.16.6 All the measures will be supported by the development of a Town Centre Travel Plan, to promote the switch to sustainable modes. This will provide capital support to fund small scale site specific improvements, which will incentivise businesses to become involved.

2.16.7 A second package of measures will provide **Sustainable access to Stockport stations**, encouraging walking and cycling within the catchment area of the suburban stations of Cheadle Hulme, Stockport, Heaton Chapel, Marple, Romiley, Woodley Bredbury, Brinnington, Reddish North and Reddish South. Measures include pedestrian and cycle crossings, highway works including dropped kerbs, treatment of surfaces and routes, signing and lighting. In addition a number of specific small cycle schemes will be implemented:

- completing missing links in the existing cycle network connecting to the stations at Heaton Chapel, Cheadle Hulme, Marple, Romiley and Woodsmoor, which are in areas served by the congested A6, A626 and A34;
- completing missing links to improve connectivity in the deprived Brinnington and Reddish areas, improving connectivity to the stations and to Bredbury Industrial Estate;
- improving a traffic-free link to East Didsbury Metrolink stop (due to open in 2013); and
- improving links between stations and employment areas at Errwood Park Works (north of Heaton Chapel), Reddish/Heaton Chapel, Bredbury and Bramhall Moor.

2.16.8 Enabling more short local journeys to be made on foot or by bike will reduce traffic in the local area, particularly as a number of town centres and other employment areas (including Bredbury Industrial Estate, Reddish technology area and Crossley Road Industrial Estate/McVities) are close to stations. Where these trips are to the stations themselves, parking spaces will be freed up for longer distance commuters, further reducing traffic levels.

2.16.9 In the case of both the town centre and access to rail stations packages, personal travel planning will further promote awareness of travel options and encourage behavioural change. This would be carried out within the catchment area of three selected stations, supporting station travel plans, and also in support of the Stockport town centre travel plan. A pilot station travel plan was carried out at Hazel Grove[36] in 2009 and combined with a

[36] Hazel Grove Travel Plan Pilot, DfT, ATOC, RSSB and Passenger Focus, 2009

personal travel planning project. The project evaluation of the latter[37] showed that for trips to work, 22% of participants indicated that they had altered their main mode of transport.

2.16.10 The access to employment services set out at 2.10.8 will assist people in deprived areas, particularly around Stockport town centre, to access work, and to do so by sustainable mode. There is also significant scope for the deployment of business travel planning support work with both current and new investors in the town centre.

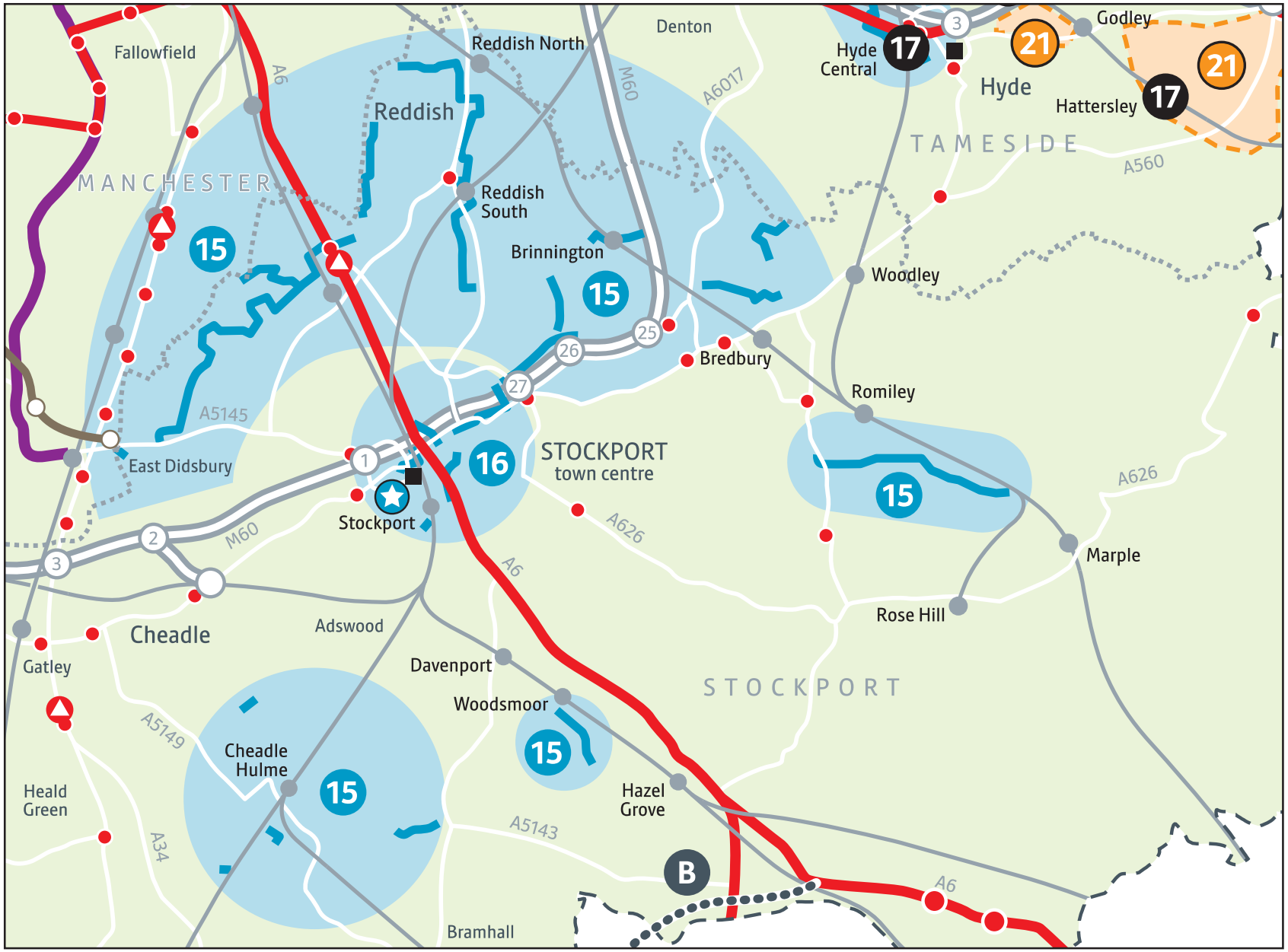
"I am pleased to confirm Sustrans support for the proposals that are to be put forward, particularly in respect to those proposals aimed to improve local links to local rail stations.

We feel the potential benefits are twofold.

Creating local links to stations assists in making the journey to work by public transport more accessible to a greater catchment potentially increasing the accessibility of employment areas across the city region.

The links proposed add to the existing network of cycle and pedestrian routes. Completion of gaps in existing networks and the provision of continuous signage are key elements in encouraging sustainable journeys over shorter distances. These proposals, by linking into existing infrastructure, reinforce the accessibility of local centres of employment, education and commerce in addition to those benefits derived from access to stations themselves."
Peter Green, Area Manager, Greater Manchester, Sustrans

[37] Stockport Council, 2009



Map 6

Stockport

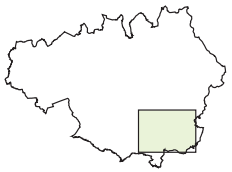
- Greater Manchester Boundary
- District boundary
- Railway line & station
- Motorway & junction
- Main road
- Bus station

Local Sustainable Transport Fund schemes

- Community Transport scheme
- 21 Hattersley
- Cycle/walking priority schemes
- 15 Sustainable access to Stockport stations
- 16 Sustainable access to Stockport town centre
- Key Component Cycle Hub
- 17 Sustainable access to Tameside stations
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector

Greater Manchester Transport Fund schemes

- Cross City bus priority measures
- Metrolink under construction & proposed new stop
- B SEMMMS scheme



2.17 **Tameside: Sustainable access to opportunity**

Context

2.17.1 Tameside is an area of steadily growing population (213,000 in 2001 expected to rise to 227,000 in 2020). However, some areas are amongst the most deprived nationally with GVA growth forecast to be the lowest in the conurbation and local job density (ratio of total jobs to working age population) of 0.55, which is well below the regional average (0.76). There are particular areas with a high proportion of JSA claimants in Ashton-under-Lyne, Hyde, Duckinfield and Hattersley. The local economy in Tameside remains in a state of change, with a relatively high proportion of manufacturing employment, which is continuing to contract, but also with areas of opportunity including the recently established Ashton Moss, to the west of Ashton-under-Lyne town centre, which currently employs over 2,000 people. Ashton Moss Plot 3000 is the subject of a provisionally successful bid for regional growth funds by a local company wishing to relocate and expand. Significant regeneration is also taking place in Hattersley, with 830 houses planned by the private sector and a major Tesco development shorty underway. Rail use in parts of the deprived social housing estate of Hattersley is low as the station is peripheral to much of the estate, and there are safety and security concerns.

2.17.2 Given the low density of jobs many people in Tameside need to commute, either within the borough or to the regional centre and car journeys to these employment locations are slow due to peak congestion. Car ownership is also low in the areas of deprivation: 50% of households in Ashton St Peters and 60% in Hattersley have no access to a car (33% in Tameside as a whole). Metrolink, due for completion in 2013/14 will significantly improve access to the regional centre from Ashton, and will include a stop at Ashton Moss. Communities in the south and east of the borough are linked to the regional centre through local rail stations on the Glossop and Hope Valley rail lines.

Proposals

2.17.3 The approach is to improve sustainable access from areas of deprivation to local employment opportunities whilst also improving access to the wider opportunities available in the regional centre and beyond. Access to local employment will be improved through an **Peak Forest Canal access improvements** along the towpath, passing through the Tame Valley industrial area, which includes the long established Tameside Park, Globe Works, Globe Lane, Tudor and Broadway industrial estates as well as the newer SK14 and Hyde Point at the Hyde end. Between 6,000 and 7,000 people are employed in the Tame Valley area.

2.17.4 The scheme also includes on-street improvement, crossings and signage in Ashton and Hyde town centres. This will provide convenient, low cost access to the Tame valley from the deprived areas of Hyde and Ashton and will also improve access for people in Hyde and Duckinfield to work in Ashton and Ashton Moss. The route will be complemented by the cycle hub being developed at Ashton through the Key Component.

2.17.5 **Ashton Moss access improvements** will be made through provision of a good quality pedestrian/cycle route from Ashton St Peters Ward to Ashton Moss plot 3000, giving reduced journey times compared to the on-highway alternative. These improvements will

also link, via Ashton town centre, to other cycle/pedestrian routes to the rest of Tameside, particularly the industrial area of Guide Bridge.

2.17.6 Our proposals for **sustainable access to Tameside stations** will help to overcome barriers to rail use amongst a low car ownership population of almost 102,000 in the south and east of the borough, improving access to employment. It will also improve access to/from employment areas near stations. Small scale measures (street lighting, signing, footway improvements, dropped crossings and improved interchange with public transport) will be implemented around the stations at Hattersley, Guide Bridge, Newton-for-Hyde, Hyde and Broadbottom, improving access from residential areas. At Hattersley in particular, improved access will complement a number of committed schemes for upgrading the station itself and together these will encourage greater usage. Improved pedestrian/cycle access around the station will also improve access to the jobs at the forthcoming Tesco development, which has limited access for those without a car. The improvements have the support of the Hattersley Neighbourhood Partnership, a partnership of residents and key organisations involved in the regeneration.

2.17.7 An enhanced **Hattersley Community Transport scheme** will improve access to employment from the isolated Hattersley estate. This will be an expansion of the existing Hattersley Local Link service to improve access to development around the new district centre and to the improved rail station. This will allow residents to access jobs at the 24 hour Tesco store, which would be difficult to serve by fixed route services.

2.17.8 The improvements in accessibility in Tameside will be promoted to jobseekers through the access to employment services set out at 2.10.8.

2.17.9 Personal travel planning with the wider community in Ashton, in the Tame Valley and in the catchment areas of selected rail stations will further promote awareness of travel options and encourage behavioural change.

"The provision of an improved cycle and pedestrian route between Katherine Street and Lord Sheldon Way will provide a safe accessible route for employees who cycle and walk to work from the residential areas in the western part of Ashton, avoiding the congested road network. It will also provide an opportunity for cyclists and walkers from Ashton to better access the leisure facilities at Ashton Moss thereby reducing vehicle traffic. **"Darran Lawless, Development Director, Muse Developments Ltd**

"Local housing developer BASE is aware that the provision of an improved local transport infrastructure and improvements to the station and surrounding area would provide a significant boost to the local housing market. This in turn will provide finance to reinvest in the planned house building programme and enable BASE to deliver the agreed programme of public realm works across the area. In addition to supporting the delivery of the physical Master Plan for Hattersley, Improvement of the station environment is also seen as crucial to helping to counter the serious levels of disadvantage in Hattersley. These include low income, high levels of worklessness and low levels of local employment opportunities, exacerbated by the relative isolation of the area. As such, the use of the railway as a means to access job opportunities in city centre Manchester and beyond is seen as a priority." **Janet Frost, Neighbourhood Manager, Hattersley Neighbourhood Partnership**

Map 7

Tameside

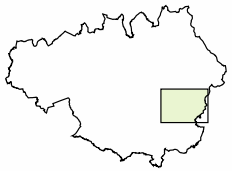
- Greater Manchester Boundary
- District boundary
- Railway line & station
- Motorway & junction
- Main road
- Bus station

Local Sustainable Transport Fund schemes

- Community Transport scheme
- Hattersley
- Cycle/walking priority schemes
- 15 Sustainable access to Stockport stations
- 18 Peak Forest Canal access improvements
- 19 Ashton Moss access improvements
- Key Component Cycle Centre
- 17 Sustainable access to Tameside stations
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector

Greater Manchester Transport Fund schemes

- Metrolink under construction & proposed new stop
- Fully and Provisionally accepted schemes:
- A Ashton Northern Bypass Stage 2
- D Longdendale Integrated Transport Strategy



2.18 Trafford Park and Salford Quays: Sustainable access to support growth

Context

2.18.1 Trafford Park and Salford Quays are major employment areas on either side of the Manchester Ship Canal. Trafford Park employs 34,000 people in a mixture of industrial, leisure and retail uses, including the Trafford Centre and there is the potential for the park to accommodate an additional 13,000 jobs[38] by 2026 and additional GVA of 12% (£589 million) over the next three years. Salford Quays is a mixed use area with 13,033 workers and 1,500 residents in 2006, but the number of jobs is expected to increase by 15,500 by 2030 with the MediaCityUK development. Running through both areas, and connecting them with the regional centre is the Irwell River Park (IRP) regeneration scheme, a designated NWDA Strategic Site, bringing together a £72 million programme of priority interventions that will create an international waterfront destination for the conurbation and create a new sustainable transport corridor from MediaCityUK to the heart of the regional centre. The project as a whole is expected to deliver[39] 13,000 jobs, 6 million additional visitors and £734 million new Gross Value Added growth, and has the support of all the local authorities in the area and local businesses, developers, residents groups as well as the three councils.

2.18.2 Key development locations in the area include the 'Trafford Centre Rectangle' (a major mixed use development adjacent to the Trafford Centre which will eventually create a new residential neighbourhood), MediaCityUK (where the BBC and a number of supporting media providers are located and a new ITV site is currently under construction), Trafford Wharfside (incorporating a number of development sites such as Victoria Warehouse), Pomona Island (with planning permission for 550 dwellings but also including a 10ha site for employment), Clippers Quay and the Soapworks (both mixed use developments in Salford Quays).

2.18.3 Despite recent enhancements to public transport (a new Metrolink spur into the MediaCityUK development, increased capacity or frequency on the existing Metrolink routes, increased bus service frequency on the A56, and a new bus service linking MediaCityUK with the heavy rail network at Salford Crescent), the concentration of high density uses leads to congestion on the M60 and the Highways Agency have identified a need for modal shift in the area to reduce car use. The local road network is also affected, with the average speed on roads in central Salford during the morning peak approximately 16mph[40]. The Travel Plan for MediaCityUK includes a target mode share of 42% non-car, to ensure that it does not exacerbate congestion.

2.18.4 Trafford Park and Salford Quays share access issues as a result of their location and scale and are adjacent to areas of significant deprivation: Ordsall, Weaste, Langworthy and Broughton in Salford and Gorse Hill, Longford, Clifford, Partington and Carrington in Trafford all have a high proportion of JSA claimants. While Salford Quays is well connected to Manchester via Metrolink, bus links from most of the rest of Salford are poor and residents find it difficult to access the growing number of retail/service jobs in the Quays. In the case

[38] Trafford Park Masterplan, 2008

[39] Economic Rationale for Irwell River Park, Ekosgen, January 2010

[40] http://www.salford.gov.uk/d/Central_Salford_Integrated_Transport_Strategy.pdf

of Trafford Park, its 3,000 acre scale, combined with low density distribution uses and shift working, makes public transport uneconomic for much of the area. Businesses have consistently identified the lack of non-car options as a problem. Local stakeholders in Trafford have consistently expressed a desire for more traffic free cycle routes to Trafford Park. A further access issue is that the communities of Partington and Carrington, originally developed to be adjacent to now ceased industries, lie close to Trafford Park but are geographically isolated, with poor public transport, particularly in terms of linking with common shift patterns in Trafford Park. Both communities suffer from high levels of unemployment, low skill levels and include three of the most deprived areas in the country.

Proposals

2.18.5 Through this Large Project, the approach is to improve access to jobs through local walk/cycle improvements or Community Transport whilst realising the potential of the Bridgewater Canal and River Irwell to both improve local access and provide a real alternative to the car along congested corridors. **Irwell River Park (IRP) access improvements** will encourage pedestrians and cyclists to use the towpath both for local access and trips into the regional centre. These will include improved conditions for cyclists at four gateway bridges; cycle lanes, junction and environmental gateway improvements between IRP and key Salford destinations; increasing the useable width of the towpath through Ordsall; and providing signage/wayfinding to integrate IRP with the National Cycle Network. The scheme would be supported by a full time Ranger, working with established community groups to maintain and improve the route. The scheme will be of particular benefit to the residents of Ordsall, Lower Broughton and Old Trafford, who will be better able to access jobs within a maximum distance of 5km at MediaCityUK and Manchester/Salford City Centre.

2.18.6 A key element of the IRP vision is the development of a water taxi service. The **Irwell Water Taxi Infrastructure** scheme therefore involves putting in place landing stages and associated infrastructure at 5 key locations along the river, between MediaCityUK and Chapel Wharf in the city centre. The future water taxi services themselves, along with any other leisure/tourist services, will be operated by the private sector and will carry an estimated 65,000 trips per annum, generating 14 jobs and around £324,000 of net additional GVA per annum.

2.18.7 Part of the Bridgewater Canal towpath has already been upgraded to create the **Bridgewater Way walk/cycle route** between Sale and Stretford. This has greatly increased usage, both overall and by commuters, with before and after surveys showing a 370% increase for cyclists and 80% more pedestrians. The proportion of commuters rose from 13% to 50%,[41] and 60% of users indicated that they would have previously travelled by car. Further sections of towpath will be upgraded to provide a continuous route from the Broadheath Industrial area in Altrincham, through to Trafford Park via two arms of the canal: one to the Trafford Centre, and the other to Manchester United's Old Trafford stadium. This will provide an effective off road link, offering an alternative to the busy A56 for a large part of the residential area of south Trafford, as well as giving direct access into Trafford Park from the Gorse Hill, Longford and Clifford areas which currently suffer from poor levels of access to Trafford Park despite their relative proximity. In addition to the major benefits brought in relation to access to Trafford Park, the route, which is supported

[41] Route User Intercept Survey Reports (Sale and Stretford), Sustrans 2011

by local cyclists, links directly to the cycle hub being developed at Sale through the Key Component scheme, and greatly improves access to Altrincham town centre, Trafford's principal town centre and one of Greater Manchester's key employment centres. A major new £19m public transport interchange is being constructed in Altrincham Town Centre, including a cycle hub being funded through the Key Component scheme. The Bridgewater Way will significantly improve access to these new facilities by walking and cycling, locking in the benefits, which they will deliver.

2.18.8 A package of **Salford Quays cycle routes**, which have the support of local cycling groups, will improve access from the neighbouring residential areas of Weaste, Langworthy, Ordsall, Pendleton and Broughton and from the University of Salford. Using a mix of on and off-highway routes, these will provide convenient, low cost access from areas where there is currently no direct bus service and link into the cycle centre at MediaCityUK, being developed through the Key Component scheme. Increased walking and cycling is essential (along with the new Metrolink spur and bus service) to the achievement of MediaCityUK's travel plan targets, described above.

2.18.9 An enhanced development will improve access to Trafford Park from the deprived and isolated Partington area. The results of the Partington Community Needs Assessment carried out by Trafford Council in 2010 revealed that local residents repeatedly requested improved local bus services, in particular to enable them to access early/late shift work at Trafford Park. The existing Partington Local Link service will be enhanced to increase its capacity and provide better links early in the morning and late in the evening. This will bring an additional benefit of providing more local trips to a new paper mill, due to open in February 2012.

2.18.10 This significant improvement in accessibility in the area will be promoted to jobseekers through the access to employment services set out at 2.10.8. This will be complemented by the development of area travel planning in Trafford Park, so that sustainable travel will be promoted to both existing and new employees.

2.18.11 Personal travel planning with the community in Partington and in selected, residential areas bordering the Bridgewater Canal and within the cycling catchment of MediaCityUK will further promote awareness of travel options and encourage behavioural change. In addition, significant business travel planning support activity will be undertaken throughout the Salford Quays/Trafford Park area.

"These proposals complement the BBC's policy of encouraging staff to travel, where possible, in a sustainable way and our support for BBC staff that cycle to work at MediaCityUK. Together with the Cycle Centre (coming in 2012) funded through LSTF these proposals will help connect staff, local residents, businsses and visitors to MediaCityUK and The Quays. Communities will be better placed to take advantage of the job and leisure opportunities MediaCityUK will bring to the city." **Alice Webb, Chief Operating Officer, BBC North**

"We recently conducted a travel survey …Employees felt that improvements to existing cycle tracks and dedicated cycle routes were most important to encourage cycling. Cargill in partnership with a number of Manchester based cycling organisations is helping to enable our employees to cycle in and so further steps taken by the LSTF scheme will help continue this trend. As such Cargill, welcomes the LSTF investment in schemes to improve cycling infrastructure, including the 'Bridgewater Way' improvements, which run through significant residential areas into Trafford Park, MediaCityUK and on to the Regional Centre, and recognise the benefits that this will also realise for our neighbouring businesses, including better access to labour markets and retention of staff resulting from this through improved employee travel satisfaction." **Sally Easterbrook, Cargill**

"In terms of walking and cycling, The Trafford Centre is served by a local network of cycle lanes and has good pedestrian access. The LSTF bid would provide a platform from which to further improve access from local areas to The Trafford Centre for cyclists and pedestrians. Of particular interest are the proposals for the Bridgewater Way, which are strongly supported by The Trafford Centre and would provide a dedicated walking and cycling route, alongside the Bridgewater Canal from Altrincham, Sale and Stretford, direct into Barton Square at The Trafford Centre. The Trafford Centre is currently served by the Partington Local Link service; however current services are limited, making access to employment in the area difficult for those people that work outside of traditional hours, excluding them from the labour pool. A solution can be found within the LSTF proposal, which aims to increase capacity and provide early morning and increased weekend access to the area via an extended service. The scheme would provide an affordable, low carbon safe means of travel for employees, especially shift workers, providing better access to local labour markets which will result improved punctuality, recruitment and retention of employees." **Andrew Douglas, The Trafford Centre Ltd**

"The cycling improvement plans outlined in the LSTF bid documents would enhance our aspirations of seeing more people cycle to and around the University and reduce the reliance on single-occupancy car use. From our biannual travel surveys we have identified that the lack of safe cycle routes is a major barrier for people considering using a bicycle regularly. The Irwell River Park programme and Salford Quays access package both include enhanced cycle routes that would encourage cycling from areas within easy and acceptable cycling distance to the University and also Salford Quays, Central Salford and Manchester city centre." **Andrew Binder, University of Salford**

Map 8

Trafford Park and Salford Quays

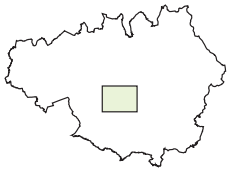
- Greater Manchester Boundary
- District boundary
- Railway line & station
- Existing Metrolink & stop
- Motorway & junction
- Main road
- Bus station

Local Sustainable Transport Fund schemes

- Community Transport scheme
- 23 Partington/Trafford Park
- Cycle/walking priority schemes
- 4 Cycle access to Regional Centre
- 11 Irwell River Park access improvements
- 13 Salford Quays cycle routes
- 14 Bridgewater Way Phases 4 & 6
- Key Component Cycle Centre
- 12 Irwell Water Taxi infrastructure
- 5 Junction improvements on MSIRR
- Targeted network management improvements
- Variable Message Sign
- Bluetooth detector

Greater Manchester Transport Fund schemes

- Cross City bus priority measures
- Leigh-Salford-Manchester Busway
- Metrolink under construction & proposed new stop
- Metrolink Second City Crossing
- Metrolink Extension subject to funding



2.19 Embedding Sustainable Travel Behaviour – Introduction

2.19.1 As LSTF Guidance makes clear, DfT rightly wants to ensure that the initiatives that are supported not only deliver against pressing short-term economic and carbon priorities but importantly "bring about changing patterns of travel behaviour and greater use of more sustainable transport modes"[42]. This principle lies at the heart of the package proposal set out here, as well as driving the approach being taken to the wider low carbon agenda in Greater Manchester.

2.19.2 Through the comprehensive investment and promotion measures in the local sustainable access projects set out above, we will be able to develop a range of new sustainable travel markets that directly support local employment in a manner that fits squarely with the low carbon economy proposition.

2.19.3 However, in developing this package, TfGM has been acutely aware of the need to 'lock-in' the benefits of initial smarter choices interventions, so as to ensure that the impact of personal travel planning measures in particular does not decay as individuals' lifestyles and work patterns change over time, as was identified in the smarter choices demonstration towns[43]. This is a critical consideration in supporting UK employment markets, where typically labour turnover is on average around 15% per annum[44].

2.19.4 We also recognise the importance of securing wider adoption of sustainable travel – encompassing public transport as well as active travel – to help address both wider connectivity and the total Greater Manchester carbon footprint.

2.19.5 In part, this will be achieved through the combined capital investment proposed here and underway through the GMTF. However, we have identified the critical importance of the following key elements of our package to ensuring that a sustainable growth legacy can be secured throughout Greater Manchester through LSTF:

- through the delivery of effective travel information systems, utilising increasingly available automatic vehicle location (AVL) data, that give people the confidence and awareness to adapt their new sustainable travel patterns to their changing circumstances over time;
- through effective smart-ticketing solutions across all parts of our active travel and public transport system that eradicate the barriers to travel change that complicated payment systems and ticket product structures can present; and
- through the further use of AVL data, alongside other traffic data sources, to ensure that our primary highway network operates efficiently in the interests of the dominant sustainable alternative to the car in Greater Manchester, including bus travel, and supports the cycling growth on local roads, by encouraging traffic onto key routes.

2.19.6 Furthermore, the proposals set out below take advantage of a number of current opportunities:

- TfGM, with DfT backing, is delivering a smart-ticketing offer for Metrolink as part of an overall integrated approach across public transport;

[42] LSTF Guidance, DfT, January 2011

[43] The Effects of Smarter Choice Programmes in the Sustainable Travel Towns, Report to DfT, February 2010

[44] Annual Survey Report 2011, CIPD

- DfT has also signalled its clear intention to secure the adoption of smart-ticketing on the local rail network through the forthcoming Northern and TransPennine franchise processes; and
- Local bus operators in Greater Manchester are investing in smart-ticketing and AVL projects - such as First's AVL project in Bury, Stagecoach introducing its Smartcard on local buses – and have made a clear commitment through a Memorandum of Understanding (see Annex 2), supporting this bid, to coordinate their investment with TfGM to maximise the early impact of the proposals set out here.

"It is very encouraging therefore to see that the TfGM bid proposal is correctly focusing on some of the key priorities for improvement for bus passengers in Manchester - improved bus punctuality through the introduction of bus priority measures and the introduction of a multi-modal, cross-operator smart-card. Passenger Focus supports those aspects of the TfGM bid proposal that aim to improve the punctuality and reliability of bus services in Manchester. Not only because this is the number one area of improvement for bus passengers across the city, but punctual bus services all drives high levels of overall passenger satisfaction. A factor that should make bus services more attractive to current non-users of bus services in the city. In addition Passenger Focus also support those aspects of the TfGM bid proposal to introduce real-time information at bus stations and several key destinations as well as the introduction of a multi-modal, cross-operator smartcard system across the city. From our own research into the barriers to travelling by local bus services by potential new passengers, the results place a high dependence on the provision of easy to understand information and timetabling at bus stops. The introduction of real-time information could help make bus journeys mare accessible and attractive to current non-users of services. The same can also be said for the introduction of a simple to purchase and use multi-operator smartcard system as proposed by the TfGM bid." **David Sidebottom, Passenger Team Director, Passenger focus**

"The key issues addressed in the bid, such as implementing smart card tickeing, improving lins to transport hubs and the use of technology when informaing passengers, are consistentily fed back in our travel surveys as reasons why staff and studentsdo not use public transport. With over 11,000 staff and 35,000 students, the introduction of such schemes, and the others outlines in the bid, would have huge potential to actively encourage greater use of public transport in Greater Manchester." **Diana Hampson, Director of Estates and Facilities, The University of Manchester**

2.20 **Embedding Sustainable Travel Behaviour Through Smart Travel Information**

Context

2.20.1 In prioritising our approaches to the use of new technology to promote smarter travel in Greater Manchester, we have drawn on market evidence. Regular travel market research within Greater Manchester[45] shows that both businesses and residents continue to highlight the importance of real-time information services in order to give them the confidence to

[45] Summary of passenger research, p 27-32, GMLTP3, www.tfgm.com/ltp3

commit to regular travel by non-car modes. This was emphasised by a recent national report[46], which showed that 23% of car drivers would use the bus more if there was better or clearer service information.

2.20.2 The traditional way of supplying real-time information to users has been via on-street displays. However, these displays tend to be relatively expensive and only provide benefit to those users that are at the stop or interchange. In addition, wider consumer research such as that recently undertaken by Ofcom[47], demonstrates the rapid uptake of smart-technology across the UK, with smartphone use rising from 7.2 million users to 12.8 million users between May 2009 and May 2010 alone, and the impact of this on the extent to which new media are now used to inform more and more of our daily lives.

2.20.3 Electronic travel information in Greater Manchester is currently largely restricted to the TfGM website, which provides access to an existing online journey planner through a desktop browser and allows basic planning of public transport journeys. However, this journey planner functionality is limited when compared to what is now available elsewhere and has no real-time capability.

2.20.4 As a result, we would suggest that the current provision falls short in its inability to:

- support intelligent travel decision-making, by providing comparative car and non-car travel information on the costs, journey times and other influencing factors that may encourage more travellers to consider non-car travel options for certain journeys;
- provide full contextual information on where to board/alight public transport services for ultimate destinations, including providing targeted advice for travel to key employment destinations; and
- provide real-time updates on travel issues throughout journeys to enable travellers to better deal with journey disruptions as they arise, as well as providing a valuable data-source to help promote the general reliability of travel by non-car modes.

2.20.5 Real-time passenger information can be progressively provided to the public as buses are fitted with AVL equipment, which is currently incentivised through the Bus Service Operators Grant (BSOG). In addition, operators with smart ticketing equipment have the capability to provide AVL data via software upgrades to the ticket machines.

2.20.6 Previously, TfGM has developed a pilot "Informed Personal Traveller" scheme involving approximately 120 buses in Bury fitted with AVL equipment, offering improved in-journey travel updates by smartphone. This pilot has attracted the interests of local bus operators and has provided the foundation for this proposal.

Proposals

2.20.7 Through this LSTF Large Project, we will provide information to travellers specific to their needs and allows them to make better informed travel decisions. This will be delivered via an online traveller information system with an intelligent journey planner. The new system will utilise real-time public transport and road network information and allow for trips to be planned using multiple modes including cars, park and ride trips, Demand Responsive Transport (DRT) journeys, cycling and improved walking information.

[46] A step change for Britain's buses (Greener journeys, September 2011)

[47] Ofcom Annual Communications Market Report, August 2011

2.20.8 In addition to this information being available on the internet, it will also provide a smartphone mobile journey assistant to monitor a chosen journey, advise on journey status and re-plan the journey showing alternative routes/modes if disruption occurs. The mobile assistant will also be able to notify the passenger when to alight a bus, train or tram. Non-smartphones will be able to access traveller information via mobile internet or text message.

2.20.9 The scheme will provide easier access to information through digital media and open data which can be displayed in this form at key locations such as places of work and shopping centres, as well as the data to be used by third parties to enable them to develop smartphone applications.

2.20.10 Intelligent journey planning will also be supported by a database that captures scheduled information for all modes of transport across Greater Manchester (and beyond where applicable) – bus, tram, rail, road, air, park and ride sites, Electric Vehicle charging points, car clubs and DRT services as well as providing detailed mapping for walking and cycling routes. Real-time information will be captured for rail services, tram services and those buses fitted with AVL, supported by a collective commitment to AVL roll-out through the supporting Memorandum of Understanding developed with the Greater Manchester Bus Operators Association (a copy of which is available at Annex 2).

2.20.11 The intelligent journey planner will allow users to alter personal settings for accessibility requirements or preferences such as walking speed. As such, this will improve choices available to users and should provide the best journey option for the user's situation.

2.20.12 These proposals will support the ongoing use of sustainable modes beyond the period that could be anticipated through more traditional personal travel planning solutions alone. By building these systems into our personal travel planning toolkit, we can sustain people's commitment to travel change as their wider work or lifestyle circumstances change by allowing them to plan new sustainable travel patterns with confidence.

"Several MaGTEF organisations have already expressed an interest in the real time travel information. We are keen to take advantage of the technology available to provide up to date travel information to our employees and customers through the potential use of information points in business locations are well as at interchanges, and smart phones. The ability to 'tailor' information to a personal journey is a powerful travel tool which we feel would be greatly utilised as it will enable employees to manage their travel around their work patterns through the provision of informative and relevant up to date travel information." **Sarah Williams, The Co-operative Group and Chair of Manchester Green Travel Employers Forum**

"RNIB and TfGM are already embarking on strategic collaboration to facilitate working together…These goals are aligned in TfGM's LSTF submission…These solutions can provide the assistance needed to encourage the blind and partially sighted to travel unaided and engage fully in society including the confidence in travelling to work, so helping link this group of users to work." **Steve Tyler, Head of Innovation and Development, RNIB**

2.21 **Embedding Sustainable Travel Behaviour Through Smart Ticketing**

Context

2.21.1 As with all other aspects of this package, strong market evidence has demonstrated the value of smart-ticketing in generating and securing sustainable travel patterns in Greater Manchester. TfGM regular monitoring of traveller attitudes[48] shows that businesses and residents continue to highlight the importance of integrated ticketing and information in enabling them to travel most effectively (including for longer, cross-boundary journeys) and by the most appropriate form of transport as they go about their daily lives.

2.21.2 This is a critical feature in expanding the reach of commuter travel networks, and demonstrates the potential offered by smart-ticketing to underpin sustainable commuting in Greater Manchester, as is evidenced by the increasing use of smart-ticketing in many of our competitor cities across Europe.

2.21.3 By 2013, TfGM will have delivered a smart-ticketing system for the expanding Metrolink network, which will provide for up to 120,000 transactions per day, supported by the installation of 600 validators and 250 upgraded Ticket Vending Machines at over 100 stops; a new web and phone-based sales facility; and new sales terminals at all of our Travelshops. The ITSO smart ticketing system that TfGM will procure for Metrolink, supported by DfT funding, will enable customers to pay for travel through a pay-as-you-go e-purse or through products such as season tickets loaded onto the card.

2.21.4 TfGM already has over 600,000 smartcards in circulation as over-60 and under-16 concessionary cards. In addition, DfT has clearly indicated that smart-ticketing will be secured for local rail services through the forthcoming Northern and TransPennine franchising processes.

2.21.5 However, no consistent arrangements are in place for the provision of smart-ticketing on bus services in Greater Manchester, despite the fact that local bus operators, including Stagecoach, First and Arriva are investing in on-bus systems to enable smart-ticketing and are beginning to develop operator-specific smart-ticketing products.

2.21.6 This is a critical factor given the scale of bus operations, which account for around 80% of all public transport trips made in Greater Manchester and will still remain the dominant public transport mode after the full Metrolink expansion project is complete.

2.21.7 Moreover, as the Local Transport White Paper[49] clearly articulates, the development of smart-ticketing is a key policy to deliver the objective of simplified multi-modal travel to offer a better alternative to travel by car, particularly in urban areas where density of services is on offer but ticketing integration is far less so. This reflects the situation in Greater Manchester, where a wide variety of ticketing offers are available, predominantly at the single-operator level.

Proposals

2.21.8 Through this Large Project, TfGM will entail an upgrade of the 'back office' systems put in place as part of the Metrolink scheme (including the website) to manage increased volumes of transactions, additional fares products and upgraded reporting systems. This upgrade work, as well as increasing capacity, will include support for multiple operators,

[48] Summary of passenger research, p 27-32, GMLTP3, www.tfgm.com/ltp3

[49] Cutting Carbon, Creating Growth, DfT, January 2011, p54-58

apportionment functions for the distribution of funds and expansion of the existing retail infrastructure together with the supporting functions to test and operate the scheme. Ultimately, it is envisaged that upwards of 500,000 daily transactions would be managed by the system.

2.21.9 Other operators' systems will communicate with the TfGM system to provide details of transactions, including concessionary travel, on a regular basis.

2.21.10 Our proposals also include an option to enable operators without their own ticketing systems to lease a system. This 'managed service' would include the ability to provide TfGM with transaction data on a regular basis.

2.21.11 TfGM regards an integrated approach to smart-ticketing as the critical platform to allow the development of longer term ticketing solutions, informed by the travel data that only smart-ticketing can secure and delivered in a flexible way that meets the needs of travellers and providers alike.

2.21.12 Analysis of the local travel market in 2009[50] demonstrated that multi-modal electronic ticketing arrangements will drive increased demand for public transport travel in Greater Manchester. We are therefore confident that, over time, operators would see an increase in revenues resulting from multi-modal multi-operator smart-ticketing and have promoted this as an incentive for them to be part of the scheme.

2.21.13 Annex 2 sets out partnership commitments of local bus operators to the delivery of the project.

"We are really pleased that in the Greater Manchester LSTF bid, there is a proposal for journey planning on Smartphones. Partnered with SmartCard ticketing, this will be of real benefit to the BBC, its employees, and the wider MediaCityUK area." **Alice Webb, Chief Operating Officer, BBC North**

2.22 Embedding Sustainable Travel Through Active Traffic Management

Context

2.22.1 Ongoing TfGM market research[51], both locally and nationally, demonstrates a consistent concern about bus service reliability, and access to up-to-the-minute service information, amongst both users and non-users of services. In addition, unreliable journey times and delays to travel on the Greater Manchester primary road network have a significant detrimental impact on the Greater Manchester economy and its carbon footprint, with the cost of total annual bus passenger delays alone is estimated at £95 million; and the wider cost of congestion valued at up to £800 million per annum.

2.22.2 To date, TfGM and its partners have been restricted in their ability to locate the exact position of buses on the highway network so as to assist their performance against scheduled timetables. This has been recognised as a major shortcoming and a number of AVL-driven pilot schemes have been developed to start reducing the deficiency, as per the example in Bury discussed above.

[50] Understanding Passenger Attitudes to Fare Options, MVA for TfGM, September 2009

[51] See LTP3 reference above

2.22.3 In addition to bus reliability issues, TfGM research into the needs of cyclists in Greater Manchester[52] has clearly pointed to the importance of effectively balancing the needs of cyclists alongside other traffic. Leisure cyclists cite traffic levels and road safety as the most significant factors in dissuading them from commuting by bike.

2.22.4 In specifically targeting network efficiency in the interests of both bus travellers and cyclists, we have benefitted from work undertaken to develop the unique Greater Manchester Network Management Strategy[53] (see box below), which underpins the ground-breaking highways protocols established between the Greater Manchester partners, the Highways Agency and DfT in April 2011.

Greater Manchester Highway Network Management Strategy

In managing the highway network we aim to:

- Improve the efficiency and reliability of key routes for workers, customers and suppliers to significant centres of economic activity;
- Make best use of walking, cycling and public transport routes to key centres and major new developments;
- Encourage the optimal use of the network by giving people information about their travel choices; and
- Minimise the impact of road traffic on residential areas and to improve the environment for pedestrians and cyclists on lightly trafficked streets.
- By clearly articulating our shared priorities through the Network Management Strategy, the Greater Manchester authorities, TfGM and our national partners are able to give confidence that coordinated asset management arrangements will be delivered to support the measures set out in this proposal.

Proposals

2.22.5 The overall aim of the scheme is to increase TfGM's capability of being able to make the best use of existing highway network in the interests of primary users and the wider economy.

2.22.6 For local bus services, our proposal is to implement an AVL-driven system to give priority to late running buses at traffic signals, so as to complement the smart information and ticketing elements above, whilst utilising the same technology base. AVL would identify buses that are not running to the scheduled timetable and extend priority through signalised junctions for such services. The system would also be used to identify service gaps on frequent services to ensure an even headway, to prevent bunching of buses.

2.22.7 Bus Priority is one of the main strategies adopted in urban areas to improve bus performance levels and increase the attractiveness of bus travel. Greater Manchester was a pioneer in bus priority through its £80 million Quality Bus Corridor programme during LTP1 and LTP2. The selective vehicle bus priority proposal in this bid, which targets only late running buses is referred to as 'differential priority', and gives the greatest benefit to buses without causing unnecessary delays to other road users.

[52] TfGM Cycle Surveys, 2011

[53] P 118-132, GMLTP3, www.tfgm.com/ltp3

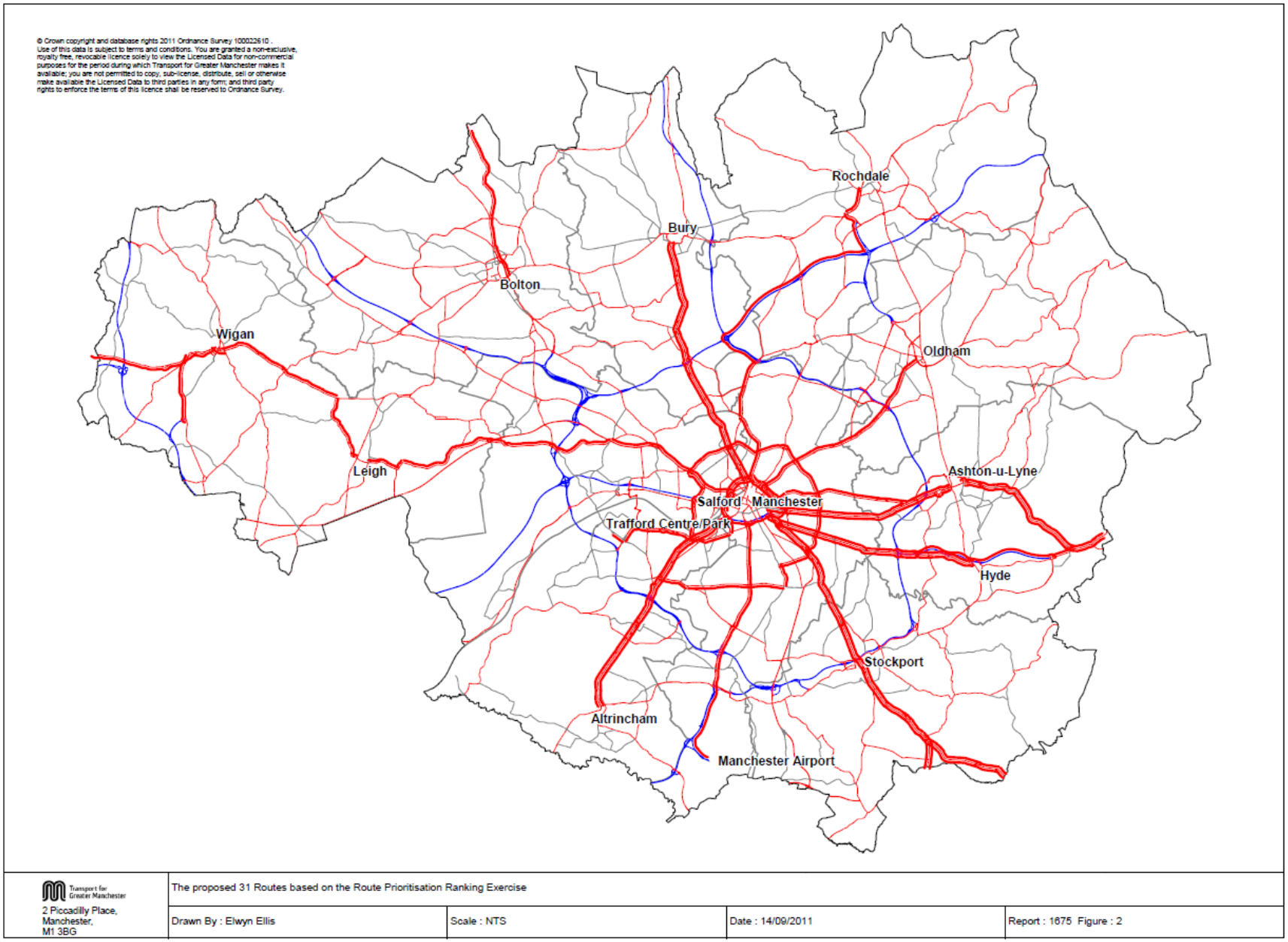
2.22.8 This proposal is designed to greatly enhance the existing bus priority measures previously installed through improved levels of intelligence which has the potential to deliver even greater benefits by identifying those services which are most impacted by traffic delays and targeting the limited resources appropriately.

2.22.9 For bus users, there would be a benefit from more reliable journeys which may lead to additional employment opportunities and therefore economic growth.

2.22.10 Alongside this, a series of further targeted measures are proposed for 31 strategic sections of corridors in Greater Manchester, prioritised through a review of the 122 sections of highway that comprise the priority road network in Greater Manchester. This prioritisation exercise considered a range of data sources to clearly identify those sections where traffic levels were found to have the greatest impact on journey reliability for bus, commuter and commercial journeys.

2.22.11 As these routes also provide access to the key economic growth centres in Greater Manchester, as identified in Section 2.7, we can therefore be confident that the improvements proposed here can have maximum benefit for local productivity, whilst also supporting increased bus commuting.

2.22.12 The map below shows the extent of the proposed scheme, with the routes benefitting from the proposals identified in red.



Map 6: Prioritised Active Traffic Management Corridors

2.22.13 Along these corridors, journey times will be measured using detectors that identify Bluetooth technology present in mobile phones. Successful trials have shown that this technology provides information that is as robust as Automatic Number Plate Recognition (ANPR) data.

2.22.14 Additionally the traffic flows and types of vehicle will be recorded using the conventional technology of loops in the carriageway, supported in key locations by Weigh-In-Motion technology to ensure that freight misuse is controlled against from these key commuting corridors.

2.22.15 These new data flows will be handled by upgrades to existing traffic common databases to enable the new real-time traffic data to alert operators in GMUTC control room, supported by additional CCTV systems, as to where problems are occurring in real-time to allow for speedy remote mediation.

2.22.16 This scheme will also inform motorists of congestion problems through Variable Message Signs (VMS) at key decision points so that alternative routes can be taken by motorists to reduce delays. Additionally the real-time condition of the road network can be fed into the traveller information systems proposed above.

"Better driver information will increase the attractiveness of the region and the destinations within it and should complement the information the Highways Agency currently supplies to its customers, many of whom use the strategic road network for a part of their journey within Greater Manchester. We are particularly encourage by the proposals for capacity and driver information improvements on the Inner Ring Road, being the only coherent orbital transport infrastructure in Greater Manchester other than the M60. The intelligent traffic system that will proactively manage vehicle congestion on key routes will complement our own initiatives to understand journey routing and route function within Greater Manchester (in particular the proposed Bluetooth functionality). This will also be useful in building upon the network management partnerships and delivering our aspirations for better operational interaction between the local and strategic road networks, allowing them to fulfill their economic functions as best they can." **Shaun Reynolds, Asset Manager, Highways Agency**

"A central component of your LTSF application is the installation of a network of 400 Bluetooth sensors. My view is that if funded, an implementation on this scale will provide unprecedented detail concerning both traffic flow and individual travel behaviour – thus enabling new control interventions and an accurate analysis of their resulting benefits… [which] will be the reduction of emissions and travel times (and thus the associated economic stimulus) within the Greater Manchester area itself. Additionally, my view is that a successful demonstration of Bluetooth technology by TfGM will lead to its widespread adoption, thus transferring benefits to the rest of the UK." **RE Wilson, Professor of Modelling and Simulation, University of Southampton**

2.23 **Conclusions**

2.23.1 In developing this Large Project Bid, the Greater Manchester partners have been clear about the priorities that can have greatest impact, both immediately and in maintaining a longer term low carbon growth path.

2.23.2 This clarity has allowed us to be robust in prioritising a programme of measures that best complements our wider network and GMTF investment to achieve our stated objectives. It has also enabled us to meet our objectives in the most cost-effective manner, resulting in the removal of £11 million from our initial request for Government funding.

2.23.3 In meeting our first objective - **Connecting people with jobs** – we will support 15 clusters of deprivation and unemployment in Greater Manchester, by removing problems of access to adjacent employment opportunities or into the wider public transport network. Our target areas are East Bolton; Radcliffe in Bury; Heywood and Newbold in Rochdale; Shaw/Crompton and inner areas of Oldham; Ashton St Peters and the Hyde/Hattersley areas of Tameside; Brinnington in Stockport; Wythenshawe and inner eastern areas of Manchester; Langworthy and Ordsall in Salford; Partington in Trafford; and inner areas of Leigh.

2.23.4 In meeting our second objective - **Supporting concentrations of business activity** – we will support 14 priority business areas where genuine potential employment opportunities are, or will be, available for lower skilled workers. Our target areas are the town centres of Bolton, Bury, Leigh and Stockport; the regional centre; Airport City; Ashton Moss in Tameside; Chamberhall in Bury; the Etihad Campus; Foxdenton and Hollinwood in Oldham; Kingsway in Rochdale; MediaCityUK in Salford; and Trafford Park.

2.23.5 In meeting our third objective - **Targeting congestion for carbon and business efficiency** – we will achieve a projected reduction of 26 million car km, which equates to a reduction in 2 million car trips per year. Given the targeted nature of this Large Project, this benefit will be particularly realised in areas of greatest commuting potential, thereby supporting the economic and carbon efficiency where it is most needed to support local competitiveness.

2.23.6 Collectively, as set out in detail in the following Economic Case, this will deliver approximately £5 of benefit for every £1 invested.

2.23.7 We will add an estimated £28 million to GVA per annum; create the equivalent of 900 jobs; save around 1500 absentee days for businesses; and reduce 1 million person hours of travel time each year. Moreover, we will achieve this economic growth whilst saving at least 1000 tonnes of carbon per year.

2.23.8 The strength of our proposals is also evident in the volume of **stakeholder support** that we have secured. We have had formal feedback from over 100 stakeholders during the development of the business case. Our engagement with stakeholders provides a strong evidence base that the LSTF package will resolve the issues identified, and enable Greater Manchester to deliver low-carbon growth:

- Employers / Job Centre Plus and Agencies have confirmed that there is demand for the specific schemes where employers suffer recruitment/retention issues, and that jobseekers have transport provision currently acting as a barrier to accessing work;

- Major customer destinations recognise the scope to increase Greater Manchester's attractiveness to customers, supporting growth of key sectors such as entertainment, retail, tourism, conference and hospitality;
- Major business locations and developers agree that Greater Manchester's attractiveness as a place to do business will improve, as overall transport costs to business will decrease and accessible labour markets will grow, hence reducing the costs of employment;
- The LEP, Chambers of Commerce and Greater Manchester Business Leadership Council support the package and will work with us during implementation to ensure the outcomes are achieved;
- Delivery partners, transport operators and potential suppliers support our proposals as deliverable and based on proven technologies/solutions, resulting in committed partners for a number of elements and a strong potential supply base;
- Passenger, cycling and walking groups welcome the fact that our propositions are based around tried and tested ideas that have proved popular with travellers and commuters, and so will drive mode shift to more sustainable modes;
- Health sector partners agree that the package will reduce the reliance on private car access to parking-constrained hospital sites (for staff, patients and visitors); and that the overall approach will improve the health of our population and help us to grow without damaging the environment; and
- Third sector partners welcome the improved transport options that will allow all members of the community to contribute to the wider economy and, more broadly, to society in general.

2.23.9 Against this background, the LSTF programme will be delivered in partnership with a wide range of stakeholders.

2.23.10 The Greater Manchester Business Leadership Council (BLC) who will provide guidance and scrutiny of our LSTF implementation and will also work closely with TfGM on communications and championing activity to ensure high take-up of the solutions we will deliver. The BLC works closely with the LEP in Greater Manchester, and key members of the LEP will be invited to work with the BLC's transport sub-group in such activities. In addition, the Greater Manchester Chamber of Commerce is keen to work with TfGM to roll out local solutions as they are developed.

2.23.11 A partnership approach has been developed jointly by TfGM and GMBOA (Greater Manchester Bus Operators Association) to deliver the smart-ticketing and travel information proposals set out here. In addition, Greater Manchester Community Transport Operators Forum (GMCTOF) will work closely with TfGM to implement the proposals around Community Transport.

2.23.12 TfGM will work closely with Job Centre Plus and the local work programmes agencies (Avanta, G4S and Seetec). This will be to develop the jobseeker travel planning capabilities, which at the end of the LSTF programme will form a key part of the core business activity for these delivery agents. In addition, a number of local health trusts are keen to support the rollout of the Large Project package, promoting travel planning for their workforces and aligning cycling programmes with their wider health promotions.

2.23.13 Critically, a range of key targeted businesses have already pledged to work with TfGM to provide travel information to their staff/visitors/customers (e.g. via electronic display boards) and also engage on workplace travel planning.

2.23.14 Finally, British Cycling share in TfGM's objectives of increasing cycling take up and particularly for commuter cycling, alongside Sustrans and local cycle groups. They will work with TfGM to help market new facilities, enhance public relations activities, develop new rides/maps/information around new routes and take workplace cycling initiatives into businesses and major destinations. TfGM will also continue to work closely with Passenger Focus to refine detailed scheme designs, in particular around smart ticketing and traveller information.

SECTION 3

ECONOMIC CASE

3 The Economic Case

3.1 Introduction

3.1.1 This chapter sets out the Economic Case for the GM LSTF Large Project submission, including the modelling approach and evidence base used to quantify the impacts of the package; and the process for monetising these impacts to compare against their costs.

3.1.2 Economic appraisal results are presented for the Large Project as a whole, along with an assessment of non-monetised impacts. A high-level summary of the assessment of Social and Distributional Impacts is also presented, with a fuller assessment presented in the supporting documentation.

3.1.3 To demonstrate the robustness of the economic assessment a range of sensitivity tests are given, including decremental testing, in addition to the overall Value for Money Assessment for the Large Project.

3.1.4 The chapter is supported by the following technical annexes:

- Summary notes on each individual scheme, highlighting their problems, impacts and costs, Annex 1.
- Social and Distributional Impacts Report, Annex 4;
- Modelling and Appraisal Report, which includes further information on our approach and gives results in terms of transport outcomes and economic appraisal, Annex 5; and
- Appraisal Model Spreadsheets (and supporting files) including the standard proformas for AST, TEE, PA, AMCB and Costs, provided under separate cover.

3.2 General Approach to Modelling and Appraisal

3.2.1 A three step approach has been taken to the appraisal of the GM LSTF Large Project:

- An outline appraisal of individual scheme elements, matching the costs to specific impacts, has been undertaken;
- Appraisals have then been combined into their sub-packages, as defined in the Strategic Case above; and
- Finally, an overall appraisal for the package has been developed by combining sub-package level appraisals.

3.2.2 The above approach has allowed us to assess the value for money of each scheme element in its own terms before assessing the performance of sub-package appraisals and then demonstrating the overall Value for Money for the package.

3.2.3 In undertaking the appraisals, our approach has been to follow webTAG guidance where appropriate; and, where guidance does not exist, to develop pragmatic appraisal techniques or to use evidence from available sources. We have documented these techniques and identified our sources in the Modelling and Appraisal Report and have undertaken tests to assess the sensitivity of our results to these assumptions.

3.2.4 As the individual elements are all less than £5 million, a proportionate approach has been taken to appraisal in that:

- only the primary impacts of the schemes has been assessed; and

- if scheme costs are below £100k, the costs have been included but no benefits have been calculated.

3.2.5 Our overall approach has followed DfT guidance in:

- establishing the future year demand (i.e. using webTAG 3.15.2 and the National Trip End Model, NTEM, version 6.2);
- modelling the impacts of cycle infrastructure (webTAG 3.14.1 Guidance on the Appraisal of Walking and Cycling Schemes);
- estimating user benefits (webTAG 3.5.6 Value of Time and Vehicle Operating Costs);
- estimating non-user benefits (webTAG 3.9.5 MSA - Decongestion Benefits);
- estimating health benefits (webTAG 3.14.1 Guidance on the Appraisal of Walking and Cycling Schemes);
- the modelled impacts have been annualised as per guidance, using the data presented recently to DfT for the Cross City Bus Package Development Pool scheme;
- producing the overall present value of costs and benefits in terms of VoT growth, discounting and market price adjustments (webTAG 3.5.4 Cost Benefit Analysis); and
- applying risk and optimum bias (webTAG 3.9.3 MSA Risk Analysis, webTAG 3.9.4 Optimism Bias, and webTAG 3.5.9 The Treatment of Costs).

3.2.6 As the majority of LSTF schemes do not lend themselves to representation within network models, we have made scheme-by-scheme judgements for unit generalised cost changes and numbers of travellers receiving these benefits.

3.2.7 The following sections set out the modelling approaches that have been developed to allow us to quantify the expected impacts of the LSTF initiatives. The department's Modelling and Appraisal checklist has been completed and included as Annex 3. Further information on the approaches taken is included in the Modelling and Appraisal Report, Annex 5.

3.3 Specific Modelling and Appraisal Approaches

Sustainable Access – Cycling

3.3.1 For cycling infrastructure schemes, the base demand levels have been taken from 2001 Census Travel to Work data, as uplifted to current day by the National Travel Survey and local monitoring data at key sites. Where schemes support regeneration and development proposals, or where additional development has occurred since 2001, demand related to development trips have been added. These are recorded in the uncertainty log (Annex 4.8).

3.3.2 The benefits of cycling schemes have been determined by measuring on and off road distances for the route options available to people and then applying webTAG to generate benefits to existing users and to forecast generated trips.

3.4 Sustainable Access - Station Access Improvements

For pedestrian infrastructure improvements to rail stations and Metrolink stops, the base demand levels have been derived from both a) applying access mode factors to forecast patronage counts and b) deriving link-based pedestrian flows for non-station pedestrians who would also benefit from the improvements.

3.4.1 The forecast station patronage levels have been derived:

- For rail, by applying the Route Utilisation Strategy growth forecasts to current patronage levels from ORR; and
- For Metrolink, extracting patronage from the network models developed for the Cross City Bus Package business case recently approved by DfT, which includes the completion of the approved Phase 3 Metrolink expansion programme.

3.4.2 The link-based pedestrian flows for non-station pedestrians have been derived from road traffic levels on local roads. The benefits of pedestrian access improvements have been derived using TfL's Valuing Public Realm Toolkit. Current levels of facilities at the stations have been compared to those proposed and a scale of improvement calculated, which corresponds to a money valuation per pedestrian trip. These valuations have been adjusted to reflect differences in Greater Manchester incomes compared to Greater London.

Sustainable Travel Choices

3.4.3 The impact of Smarter Choices has been assessed for two types of intervention:

- interventions that support infrastructure schemes via Personalised Travel Planning, and station travel plans; and
- interventions that support workplace or jobseeker schemes.

3.4.4 The benefits for the Smarter Choices to support the infrastructure schemes has been assessed by applying demand uplifts to the appraisals for the stand alone measures based on the investment in Smarter Choices.

3.4.5 Our information on the impacts of Smart Choices has been largely taken from the evidence from the Demonstration Towns54, as well as evaluation of initiatives both in GM and elsewhere. The interventions at workplaces are assumed to deliver a 5%55 reduction in car commuter trips at the employment sites where workplace interventions will be undertaken.

Smart Travel Information

3.4.6 The proposed scheme provides an online journey planner with smartphone mobile applications to enable users to access real time information and also to notify bus passengers when they need to alight services. The appraisal compares a Do Minimum scenario, where there is no real-time bus information or on-bus location information, with a Do Something scenario where operators install Automatic Vehicle Location (AVL) on the buses that use the congestion priority routes, and there is a mobile application to provide real-time bus information and on-bus location information to smartphone users.

3.4.7 Passenger demand has been taken from TfGM's annual monitoring surveys and we have assumed that 25% of bus passengers will have access to a smart phone and look up the real-time data. The proportion of bus users is considered to be a conservative assumption compared to an Ofcom study (Communications Market Report: UK, August 2011) that

[54] http://www2.dft.gov.uk/pgr/sustainable/smarterchoices/smarterchoiceprogrammes/

[55] Evidence from West Yorkshire schemes

showed around half of all new phones sold in Q1 2011 in the UK were smartphones. The proportion of smartphone users is expected to grow in the coming years as the costs reduce, but is held constant for this appraisal.

3.4.8 It is assumed that passengers would receive the same information as if they were experiencing London's 'Countdown' system and so the benefit has been taken from Transport for London's business case manual (October 2010), which identifies a willingness to pay (WTP) for a range of service improvements across modes. This is the consumer surplus that is not captured when improvements are made and fares are not increased and is valued at 5.4p per journey (in 2009 prices). By using the generalised cost per bus trip and an elasticity of demand to generalised cost trip generation effects of real-time information are estimated, with factors used to determine where this new to bus demand has been abstracted from.

3.4.9 The proposed LSTF scheme will also inform bus travellers of the specifics of the next bus stop and is assumed to provide passengers with the same information as TfL's iBus system, which has been evaluated as giving a benefit of 4.1p per journey to those who have it available. The system will be available via smartphones and so the same assumption as for real-time journey time information has been used.

3.4.10 The system will also provide additional benefits to passengers, such as reduced delays from providing best journey options or suggesting alternative routes, but these have not been included in the appraisal due to potential double-counting with the impacts described above. However there would be time savings for those passengers who can find a faster route for their journey, or who avoid delays because the mobile journey planner is able to suggest an alternative route.

Automatic Vehicle Location

3.4.11 The introduction of Automatic Vehicle Location on buses by the operators will allow TfGM to intervene with traffic signals to give late running buses priority at traffic lights to mitigate the late running and potential get the services back on timetable before late running of once service produces further passenger disbenefits via knock-on delays for subsequent services. As with traveller Information, the economic appraisal has assumed bus passenger demand from TfGM's annual surveys and a Do Something scenario where operators install Automatic Vehicle Location (AVL) across all services.

3.4.12 The benefits of the system to passengers have been assumed to result from reduced wait time for these services via improved punctuality (i.e. buses starting their route on time) and improved regularity (i.e. services running closer to uniform headways). The base levels of punctuality and reliability have been taken from TfGM's Punctuality and Reliability Monitoring Surveys and the Do Something scenario assumes that the introduction of AVL will allow buses to hit the level of service standards contained within the voluntary Code of Conduct agreed with operators.

Active Traffic Management

3.4.13 The Active Traffic Management scheme aims to reduce both mean journey times and improve journey time reliability for road traffic in response to day-to-day variations and incidents, both planned such as roadworks and unplanned, such as road traffic accidents.

The scheme works by automatically monitoring traffic speeds across the network, warning operators about incidents detected, intelligently modifying signals to minimise the delays caused by incidents, and providing information about journey times on alternative routes to drivers in real time via Variable Message Signs.

3.4.14 As traffic models for economic appraisal are set up to represent average conditions, they are not appropriate tools for assessing interventions which seek to mitigate the impacts of atypical road conditions. However, we have used our existing traffic model to create an appraisal for this scheme by comparing two scenarios:

- We have simulated an incident in part of the network which reduces capacity by closing a lane – it is assumed that since drivers do not have sufficient knowledge to understand how best to re-route to optimise the network performance, they will instead continue along their original route.
- We have then repeated the simulation but optimised the traffic signs for the "new" capacity with the existing traffic flows to simulate the impact of live adjustments from the Active Traffic Management.

3.4.15 These two scenarios have then been assessed in TUBA to derive the economic benefit provided by applying the Active Traffic Management via the signals for one typical incident.

3.4.16 To create an overall benefit we have factored these benefits from one incident lasting for an hour in the model to an overall benefit by:

- Assuming that each incident lasts 25 minutes;
- Assuming that there are 3 such incidents per three hour peak period;
- Assuming two peak periods per weekday and no benefits in the inter or off peak periods; and
- Applying standard annualisation.

3.4.17 The above assumptions have been sourced from evaluation evidence from our UTC systems and those elsewhere.

3.4.18 While we have included the costs of the Variable Message Signs in the economic appraisal, we have not included any monetised benefits from the application of the driver information.

Community Transport and Access to Employment Travel Planning

3.4.19 The benefits of the additional Community Transport services and the scheme to work with Job Centre Plus staff to train them about travel options for job seekers cannot be readily expressed in terms of travel time savings. To establish the value for money of these initiative a separate GVA-based approach has been used, which builds on the work undertaken by TfGM with DfT regarding the economic impact of bus subsidy, which derived benefits from bus revenue support in terms of GVA and reduced worklessness.

3.4.20 For Community Transport schemes, we have converted the forecast on-going revenue support into a one year financial appraisal return, and then assumed that this would be maintained for the appraisal period.

3.5 For the Jobseekers' support, we have derived financial benefits from reduced worklessness from the revenue spend on providing cycles and discounted bus tickets to Jobseekers.

3.6 Treatment of Costs in the Economic Appraisal

Cost Assumptions

3.6.1 The scheme costs have been developed as set out in the financial model, covering the period 2012/13 to 2017/18. Within the financial model appropriate levels of risk allowance have been applied (as set out in the Financial Case below) and therefore no additional QRA has been added as part of the economic appraisal.

3.6.2 Due to the sequencing of the bid development, the economic appraisals have been undertaken using version 2.18 of the financial model, rather than the final version 2.22. The changes between these two versions would have a negligible impact on the appraisals at both package and individual scheme levels.

3.6.3 In the economic appraisal, costs are presented in 2002 real prices with inflation netted out using the Retail Price Index.

3.6.4 For the purpose of economic appraisal, optimism bias has been applied to the costs including QRA and excluding inflation, following the guidance set out in webTAG 3.5.9. As specified in the LSTF guidance, the level of optimism bias applied matches the level for Programme Entry in a major scheme business case: i.e. 200% for IT schemes, and 44% for standard civil engineering infrastructure. Where more detailed cost estimates have been derived, for example following a market testing or tendering process, lower rates of optimism bias have been used for economic appraisal. For schemes which are revenue funded, for example, where costs are based upon a fixed staff input, zero optimism bias has been applied for economic appraisal.

3.6.5 Investment and operating costs in addition to those included in the financial model have been included for the Water Taxi project. This project is backed by private sector operators of water taxi services and we would very much welcome further discussions with DfT to ensure that there is a good understanding of the capital investment requirement in the context of operating an innovative solution that has proved successful in similar water-based areas of vibrant and varied economic activity. Salford City Council is considering any underwriting options, as appropriate, should the service need support.

3.6.6 For the period from now until the end of the construction periods, construction cost inflation is to run at 2.7% per annum.

3.6.7 Operating costs for the schemes have been developed for the LSTF period from bottom-up calculations and then applied across the remainder of the appraisal period at 1% p.a. real growth rate.

3.6.8 On-going maintenance for the schemes have been included.

Capital Costs

3.6.9 The capital costs for the economic appraisal include all the costs required for the package, including both LSTF and local contributions. Table 3.1 below presents how the capital costs, including renewals, have been treated in the economic appraisal consistent with webTAG and presented using the DfT's cost proforma for appraisal. From the base capital costs of £27.6 million, £3.1 million of inflation is added and £4.4 million of QRA. Optimism bias has been applied on a scheme by scheme basis to a total of £31.8 million, which is average addition of 90%.

Table 3.1 Treatment of Capital Costs Capital for Economic Appraisal

£,000's (thousands)					
Financial Year	**Investment Cost (2011 prices, excl. risk)**	**Cost incl. real cost inflation (Base Cost)**	**Risk adjusted cost using QRA P (mean)**	**Risk adjusted cost including Optimism Bias**	**Risk adjusted cost incl. OB deflated + discounted to 2002 Market Prices**
2012/13	8,805	9,037	10,270	18,218	15,614
2013/14	10,088	10,627	12,148	23,428	19,401
2014/15	5,209	5,631	6,424	13,450	10,761
2015/16	140	155	179	257	199
Totals for remaining appraisal years:					
	3,382	5,284	6,129	11,563	5,705
Totals:	27,625	30,735	35,150	66,916	51,680

Operating Costs

3.6.10 The design year (15 years from opening) operating cost across the package is £2.8 million (in 2011 prices), with a total cumulative undiscounted operating cost over the 20 year appraisal period of £74.3 million.

3.7 Summary of Transport Outcomes

3.7.1 The overall quantified transport outcomes of the package are forecast to be:

- An additional 2 million commuter cycle trips per year;
- An additional 10 million public transport trips per year;
- A reduction of 26 million car km, which at 10 km per trips, equates to a reduction in 2.6 million car trips per year; and
- A reduction of 15 accidents per year.

3.7.2 The reduction carbon is forecast to be 1,000 tonnes in 2015.

3.7.3 The health benefits of the package are forecast to be:

- £33m (2002 prices discounted to 2002) in reduced mortality over the life of the package; and
- £750k in reduced absenteeism.

3.7.4 Based upon work undertaken between DfT and TfGM on the economic impacts of bus subsidy, the GVA impacts of the improvements in bus travel have been assessed. Overall there is a 1.7% reduction in bus generalised cost in the morning peak periods, which maps to a GVA increase of £28 million per year. Applying a GM level of GVA per worker across all sectors converts this impact into the equivalent of 900 jobs.

3.8 VfM Appraisal of Package

3.8.1 This section discusses the overall economic appraisal of the GM LSTF package as shown in the appraisal tables at the end of the chapter – Transport Efficiency, Public Accounts and the

Analysis of Monetised Costs and Benefits. Business, commuters and travellers for other purposes all gain from the package, with about half the transport benefits falling to business. In total there are of the order of £420 million of benefits in present value terms over the 20 year appraisal period.

Bus Travellers

3.8.2 The package gives significant benefits to bus travellers in terms of travel time savings, improved reliability and "ambience" benefits in terms of improved information.

Road Users

3.8.3 The package produces significant benefits to road users in terms of reduced journey times and improved reliability from the introduction of Active Traffic Management to manage incidents and day to day variation in traffic flows. Road users also experience significant benefits across the network from the decongestion effects of the mode switch to Active Travel modes produced by the local infrastructure schemes and the Smarter Choices.

Cyclists and Pedestrians

3.8.4 Existing cyclists and pedestrians will benefit from travel time savings offered by new off-road works and improved crossing provision via new signals, including installation of Toucan crossings. Those encouraged to switch to active travel modes will experience health benefits.

Business Benefits

3.8.5 The main impacts on business of the overall package are derived from: revenue benefits for bus operators for the additional bus patronage generated by the Smarter Travel schemes of the order of £140 million in present value terms over the 20 years appraisal period; and, travel time costs for staff traveling on the road network for business, including freight, from the improved traffic management.

3.8.6 Business also benefits from reduced absenteeism due to more staff travelling to work via active modes. These health benefits are included within the 'Ambience' benefits in the AMCB table.

3.8.7 The £13.5 million of cost to private operators is due to the private sector investment and operating costs for the AVL equipment on bus and the Water Taxi service.

Local Government Impacts

3.8.8 As set out in the Public Accounts table, the overall cost to local government is forecast to be £65 million over the 20 year appraisal period. This mainly comprises the initial investment costs and going operating costs for schemes such as Smart Ticketing and Traveller Information.

3.8.9 There are also assumed to be costs to local government in terms of overall losses in £20 million of Metrolink revenues (present value over 20 years) where the bus AVL and Bus Smart ticketing schemes extract demand from Metrolink, which is assumed in the do minimum to already have Smart ticketing in place. The Smart ticketing scheme is however assumed to save TfGM revenue costs in terms of reduced fraud for concessionary travel and savings from a reduced need to survey concessionary travel for reimbursement purposes.

Central Government Impacts

3.8.10 As set out in the Public Accounts table, the overall cost to local government is forecast to be £55 million over the 20 year appraisal period, with the biggest costs forecast to be £26 million (present value) of additional rail subsidy required due to improvements to bus extracting demand and hence revenue from rail. This value may well be an overestimate coming from a method that uses standard extraction rates in a 'proportionate' appraisal approach rather than from detailed network modelling.

3.8.11 Due to the reduction in car use, less petrol usage costs the exchequer £7m, with a further £19 million lost in taxation revenue as people spend money on zero rated public transport fares.

Wider Economic Benefits

3.8.12 Some of the GM LSTF interventions have been appraised in financial or GVA terms, rather than in terms of direct transport benefits such as travel times. £14 million of benefit has been included to represent the GVA benefits from the four Community Transport schemes.

3.8.13 Additional £20 million of GDP / productivity benefits have also been added by applying 10% uplift to the transport benefits to Business Users and Providers, as per webTAG guidance.

Other Benefits

3.8.14 Over and above the benefits to users and business, wider society will benefit from the reduced traffic in terms of improved local environment, reduced carbon emissions and lower accidents, all of which have a money cost to society.

Wider, non-monetised impacts

3.8.15 The Appraisal Summary Table for the overall package is included as Table 3.5. This table assesses all impacts of the package, including the non-monetised ones. These impacts are summarised below.

- Regeneration – much of the package is aimed at linking employers to potential workers but no additional benefits have been claimed using the Economic Impact Report methodology. The SDI analysis shows that thousands of the residents in the poorest quintile will have public transport journey times to Manchester city centre improved sufficiently that they move into the next lower 10 minute journey time band.
- Townscape – a number of the station access and town centre schemes involve improvements to public realm. These have been valued using TfL's Toolkit and the valuation appears in the traveller benefits section of the AST rather than the Townscape section.
- Security – a number of the station access schemes involve improvements to security and these have been valued using the TfL Public Realm Toolkit and they appear in the benefits to users section of the AST.
- Access to services – all the community transport schemes have access to services as their main focus.
- Affordability – the Job Seekers programme will make travel to work more affordable for workers who were previously workless. It involves bike loans or subsidised public transport tickets for the first month of a new workers employment to help lower the barriers to entry into the workforce. Similarly, cycle related schemes will help to open

up cycling as an option for many travellers who had not considered it before for commuting. Cycling is the most affordable method of travel other than walking.

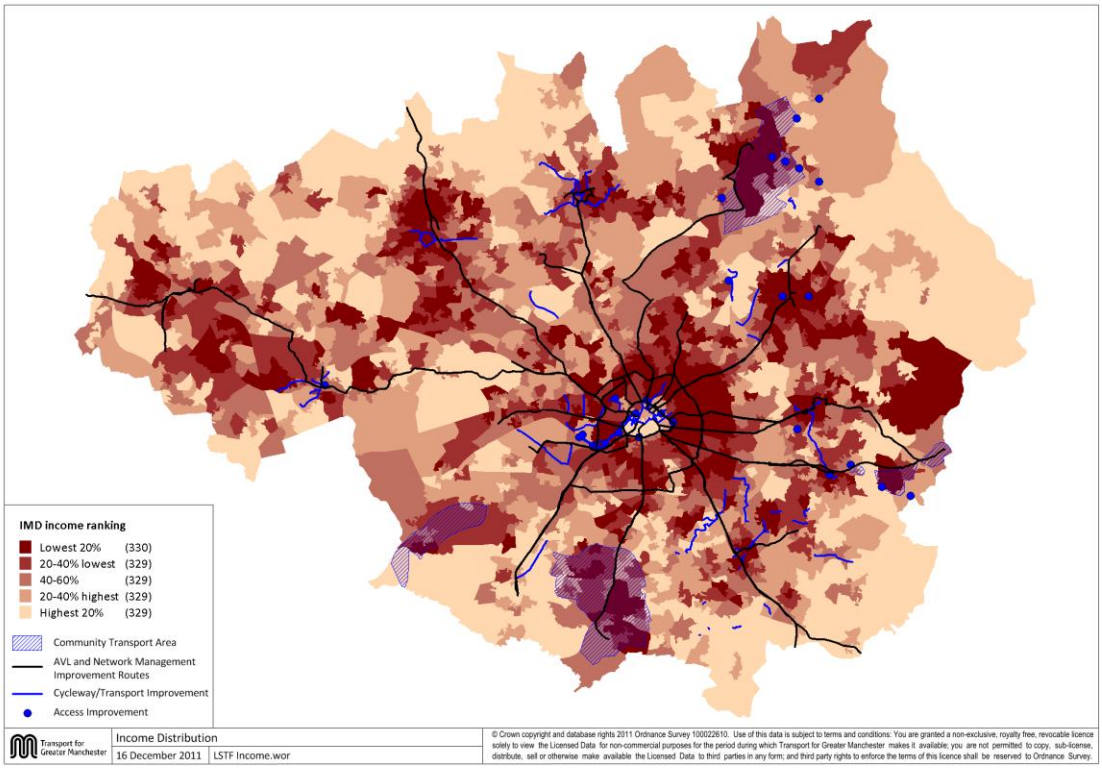
- Option values – during the day time Greater Manchester already has many public transport options available so there are few opportunities to offer genuinely new options. However, the four community transport schemes manage to achieve this by providing new options for travel by public transport at times when standard services either do not run or run infrequently.

3.8.16 In the above appraisal, all costs of the GM package have been included but benefits have not been calculated for all the measures. Some measures were considered too small to be appraised (e.g. station improvements at Littleborough and pedestrian and cycle improvements in Bury Town Centre).

Social and Distributional Impact Assessment

3.8.17 Social and Distributional Impacts have been assessed for the overall package of schemes contained within the bid. This has included an overall assessment of the geographical pattern of schemes in relation to the spread of vulnerable groups across Greater Manchester and particularly in relation to low income areas as can be seen in Figures 3.1.

Figure 3.1: Distribution of schemes in relation to income group across Greater Manchester



3.8.18 The blue shaded community transport schemes generally covers areas dominated by the two worst levels of Index of Multiple Deprivation ranking. They key routes shown in black, which will have AVL bus priority measures to improve bus reliability, generally pass through long sections where the IMD scores are in the two worst categories. The station access improvements shown as blue circles mainly map to locations with poor IMD scores. Most of

the cycling infrastructure measures also map well to areas with poor scores on IMD. However there are a number of cycle schemes in the more affluent areas, providing access to jobs, avoiding heavily congested roads, targeted at areas where demographic analysis indicates that there are high proportions of people likely to be willing to change behaviour to use more sustainable modes of transport.

3.8.19 This qualitative assessment has concluded that there is a strong match between the positive outcomes of the interventions and areas in which vulnerable groups are concentrated. There are potential localised negative impacts on the Key Routes Network which may result from capacity improvements induced by the active traffic management scheme, but the overall scale of traffic volume increases, at less than 5% on road links, means that any noise, air quality or accident impacts are not assessed as significant.

3.8.20 Positive impacts relating to improvements are demonstrated in the following tables in relation to user benefits and accessibility improvements. Given the tendency for bus users to be found in lower income communities, vulnerable groups will tend to benefit from them disproportionately. Bus passenger journey experience improves as a result of:

- journey time reliability via automatic vehicle location;
- reduced boarding times and reduced hassle with finding change via Smart ticketing; and
- more informed travel decisions both before setting out and on-route via passenger information.

3.8.21 Public Transport User-benefits accrue more to people in the three quintiles with the lowest levels of income, all of which achieve strong beneficial scores as their share of the benefits is more than 3% points above their share of the population in each case.

Table 3.2Modelled Public Transport User Benefits for the morning peak hours

Income Quintile	User Cost (Demand-Weighted Generalised Cost)			Proportion of benefit
	Without Large Bid (mins)	With Large Project Bid (mins)	Benefit (mins)	
Most deprived 0-20%	296,777	290,798	5,978	23%
20-40%	330,022	323,507	6,514	25%
40-60%	375,608	368,650	6,958	27%
60-80%	294,433	290,484	3,949	15%
Least deprived 80-100%	229,209	226,592	2,617	10%
All	1,526,048	1,500,031	26,017	100%

3.8.22 The overall assessment of Social and Distributional Impacts is moderate beneficial. Further details of the Social and Distributional Impact assessment are given in the supporting report included as Annex 4.

Demonstrating the Robustness of Appraisal

3.8.23 While the assumptions used to build the economic appraisal of the LSTF package have been prudent and have been evidence based, the appraisal may be particularly sensitive to some of these assumptions. Therefore to test the robustness of the economic appraisal a series of sensitivity tests has been run on a set of key assumptions off the central case appraisal.

In each case a significant benefit has been removed (or cost increased) from the central case economic appraisal and the overall impact on the BCR assessed. The results are shown in Table 3.3 below.

Table 3.3: Sensitivity tests off Central Case Economic Appraisal

	PVB (£m)	PVC (£m)	BCR
Central Appraisal Case	528	109	4.83
Tests			
1. Remove all health benefits	484	109	4.42
2. Remove all road user travel time and operating cost benefits	411	109	3.76
3. Remove all revenue benefit to bus operators	386	109	3.53
4. Remove all travel time savings to bus passengers	379	109	3.46
5. Double net PV of costs to local and central government	528	170	3.11
6. Remove best performing scheme in BCR terms ie bus Smart ticketing	500	109	4.61

Note: PVB and PVC in 2002 prices discounted to 2002

- Test 1: The economic appraisal of the cycling schemes has used the webTAG approach, which derives significant health benefits due to increased life expectancy and benefits to business due to reduced absenteeism. Removing all these benefits from the package reduces the overall level of benefit from £528m to £484m, but the overall BCR still remains over 4.
- Test 2: The decongestion benefits of the package have been assessed by applying unit rates to mode shift forecasts and by applying an equilibrium traffic model to simulate incidents in the network. To test the overall significance of these benefits to the overall economic appraisal performance of the package, they were all removed from the appraisal with the result that the total PVB falls significantly to £411m, but the BCR still remains high at 3.76.
- Test 3: Due to the assumed countywide implementation of AVL and Smart ticketing and the additional passengers that they are forecast to generate, bus operators are assumed to receive the biggest positive impact of the whole package in terms of increased revenues. To test the sensitivity of the assumptions underlying these estimates on the overall appraisal, the revenue benefit to operators was removed and the BCR falls to 3.53.
- Test 4: Similar to test 3, bus users receive significant generalised travel time savings in the package from shorter boarding times, shorter waiting times and from the utility of real-time information on vehicle arrival times. Removing all these benefits to bus passengers reduces the BCR significantly but the economic performance of the package still remains robust, with a BCR of 3.46.
- Test 5: The above tests looked at the benefit assumptions. To test the sensitivity of the economic appraisal to assumptions regarding capital and on-going revenue costs, net present value of cost impacts to both local and central government were doubled. This simulates an artificial and extreme situation were significant cost over-runs occur across all the package **measures, over and above the optimism bias factor. In this situation,**

assuming that all the benefits are still delivered to the planned schedule, the BCR would still be high at 3.11.

- Test 6: As shown in the decremental testing section below, the Smart Travel solutions have been shown to have strong economic cases, due to their high user base and their ability to raise revenue to off-set their costs. To test the impact of these schemes on the overall package the best performing in BCR terms, the Bus Smart ticketing was removed from the package and the overall impact on the package level BCR calculated. The table above shows that removing that scheme has a negligible impact on the PVC (as it almost covers its costs due to generated revenue and reduced survey costs), but benefits fall by £28m and the package BCR falls to 4.61.

3.8.24 The above test have shown that the overall economic appraisal of the package is robust to a range of fairly extreme scenarios where significant benefits are removed or significant cost increases occur. This demonstrates that the overall appraisal is not overly sensitive to any one assumption and hence is robust.

Decremental Testing

3.8.25 This section demonstrates the value for money of separate sub-packages within the overall GM Large Project bid.

3.8.26 Table 3.4 below shows how the economic appraisal for the overall package is made up, following the rationale for the package as set out in the Strategic Case. Implementing the sustainable access infrastructure measures and the new services (such as the Community Transport and Water Taxi services) across the county has a BCR of 2.6.

3.8.27 Adding Smarter Choices interventions alongside each of these schemes (such as station travel plans and Personalised Travel Planning) adds to the overall value for money of the initial investment and increases the BCR of the package to 2.9. Here the incremental BCR of the Smarter Choices measures is 15.

3.8.28 Then, when the Smarter Choices measures with businesses and jobseekers are added in, the BCR is maintained at 2.9, so that the incremental BCR is also 3.0.

3.8.29 The countywide Smarter Travel interventions are added to the package to lock in the benefits already achieved. These measures account for the majority of the benefits and the costs of the overall package, but in fact increase the overall BCR to 4.4, with an incremental BCR for the Smarter travel measures themselves of 4.9.

3.8.30 Finally the package level wider benefits are added in to account for highway reliability and wider productivity benefits to get to the package BCR of 4.8.

Table 3.4: Summary Economic Appraisal for Sub-Packages

	PVB	PVC	Package BCR	Incremental BCR
Step 1: Local sustainable access projects	65.5	25.5	2.6	
Step 2: Add local sustainable travel choice solutions	75.2	26.1	2.9	15.0
Step 3: Add in countywide sustainable travel choice solutions	81.2	28.1	2.9	3.0
Step 4: Add in Embedding sustainable travel benebaviour	479.2	109.8	4.4	4.9
Step 5: Add additional GDP and reliability benefits	527.4	109.8	4.8	n/a

Overall Value for Money Assessment

3.8.31 This section has demonstrated that the GM Large Project bid represents high Value for Money in terms of a BCR of approximately 5 and significant non-monetised benefits, with positive impacts for potentially vulnerable groups.

3.8.32 This assessment has been tested to show that the overall conclusion is robust to changes in key assumptions.

Table 3.5: Package Level Appraisal Summary Table

Appraisal Summary Table			Date produced:	19	12	2011	Contact:	
Name of scheme:		GM LSTF Large Project Bid "Let's Get to Work"					Name	Dave Newton
Description of scheme:		A package of local sustainable access projects with associated sustainable travel choice interventions, which are supported by technology-based schemes that embed the sustainable travel behaviour.					Organisation	TfGM
							Role	Promoter/Official

Impacts		Summary of key impacts	Assessment					
			Quantitative				Qualitative	Monetary £(NPV)	Distributional 7-pt scale/ vulnerable grp
Economy	Business users & transport providers	Revenue benefits to public transport operators from increased patronage. Travel time savings to staff business travel and to freight transport from decongestion impacts of the package	Value of journey time changes(£)				N/A	£191m	Moderately beneficial
			Net journey time changes (£)						
			0 to 2min	2 to 5min	> 5min				
			£191m						
	Reliability impact on Business users	Active traffic management to reduce the variability of road journey times.	15% of the road traffic decongestion benefits				N/A	£7.4m	
	Regeneration	Targetted improvements to access new employment opportunities, particularly from deprived areas.	N/A				Slightly beneficial	N/A	
	Wider Impacts	Additional GDP benefits from increased productivity driven by the highway accessibility improvements for business travel. GDP-related benefits from reduced worklessness due to improved access to employment from the Jobseeker schemes and additional Community Transport Services	10% of the benefits to business users and transport providers.employers business				Slightly beneficial	£33.6m	
Environmental	Noise	Reductions in noise due to reduced traffic flows across the county	Quantified via unit appraisal rates				Slight	£0.39m	Neutral
	Air Quality	Improvements to local air quality due to reduced traffic flows across the county	Quantified via unit appraisal rates				Slight	£1.76m	Neutral
	Greenhouse gases	Mode shift from car across the county leading to reductions in non-traded carbon emissions	1			11,894	Slight beneficial	£1.4m	
			Change in traded carbon over 60y (CO2e)			tonnes over			
	Landscape	No positive or negative impacts	N/A				Neutral	N/A	
	Townscape	Access improvements to stations will improve the public realm in the area surrounding the station	N/A				Slight	N/A	
	Heritage of Historic resources	Not assessed	N/A				Neutral	N/A	
	Biodiversity	Not assessed	N/A				Neutral	N/A	
	Water Environment	Not assessed	N/A				Neutral	N/A	
Social	Commuting and Other users	Travel time savings to commuters and other transport users using public transport, cars and cycles - delivered through: reduced wait times for bus passengers from priority for late buses at traffic signals; faster boarding times on buses using smartcards;	Value of journey time changes(£)				Moderately beneficial	£222m	Moderately beneficial
			Net journey time changes (£)						
			0 to 2min	2 to 5min	> 5min				
			£222m						
	Reliability impact on Commuting and Other users	Active traffic management to reduce the variability of road journey times.	10% of the highway benefits to commuters and other trips				Moderately beneficial	£9.8m	
	Physical activity	Improvements in physical activity through increases in cycling	Within Journey Quality / Ambience benefits				Moderately beneficial	£88m	
	Journey quality	Improvements via information provision to bus passengers and via safety and ambinece improvements associated with cycle and pedestrain route improvements.	Quantified via unit appraisal rates				Moderately	£82m	
	Accidents	Reduced traffic flows will lead to reduced accidents	Reduction of 15 accidents per year				Slightly beneficial	£4.2m	No adverse impacts
	Security	Access improvements to stations will improve personal security in the area surrounding the station	Within Journey Quality / Ambience benefits				Slightly	N/A	Slightly beneficial
	Access to services	Improved access to services via the introduction of, amongst other interventions, additional Community Transport	Within commuter time savings				Slightly beneficial	N/A	Moderately beneficial
	Affordability	The introduction of bus smart ticketing will improve understandably of fare structures and will make bus travel more affordable. The four community transport schemes will provide public transport level fares for services running through the night to cover shift patterns when the only alternative for a person without a car would be to use an expensive taxi. The cycling infrastructure will make travel to key workplace destinations affordable as cycle ownership is cheaper than car ownership and public transport usage.	N/A				Neutral	N/A	No adverse impacts
	Severance	Reductions in traffic levels from mode-shift caused by the package will make a small reduction to severance and the inclusion of pedestrian crossings in the station access schemes will also have a small positive impact.	N/A				Neutral	N/A	No adverse impacts
	Option values	The four community transport schemes will provide public transport alternatives for journeys to workplaces at night (for shift workers) when there were previously none.	N/A				N/A	N/A	
Public Accounts	Cost to Broad Transport Budget	Capital and revenue investment in the LSTF package. Additional subsidy to off-set losses in rail revenue and loss of Metrolink revenue due to travellers switching to bus travel. Savings in TfGM operating costs.	As set out in the economic appraisals				N//A	£109m	
	Indirect Tax Revenues	Loss of tax revenue to the public sector from reduced spend on fuel and from increased spend on public transport fares.	Via the economic appraisal process				N/A	£26m	

Table 3.6: Package Level Transport Economic Efficiency

Non-business: Commuting	**ALL MODES**		**ROAD**	**BUS and COACH**	**RAIL**	**OTHER**
User benefits	**TOTAL**		**Private Cars and LGVs**	**Passengers**	**Passengers**	
Travel time	£69,780,679		£26,362,463	£38,697,933	£2,035,508	£2,684,776
Vehicle operating costs	£635,591		£249,200	£0	£0	£386,391
User charges	£0		£0	£0	£0	£0
During Construction & Maintenance	£0		£0	£0	£0	£0
NET NON-BUSINESS BENEFITS: COMMUTING	**£70,416,270**	*(1a)*	**£26,611,663**	**£38,697,933**	**£2,035,508**	**£3,071,167**

Non-business: Other	**ALL MODES**		**ROAD**	**BUS and COACH**	**RAIL**	**OTHER**
User benefits	**TOTAL**		**Private Cars and LGVs**	**Passengers**	**Passengers**	
Travel time	£151,693,969		£39,181,560	£110,376,781	£2,135,628	£0
Vehicle operating costs	£57,556		£57,556	£0	£0	£0
User charges	£342		£0	£342	£0	£0
During Construction & Maintenance	£0		£0	£0	£0	£0
NET NON-BUSINESS BENEFITS: OTHER	**£151,751,866**	*(1b)*	**£39,239,115**	**£110,377,122**	**£2,135,628**	**£0**

Business			**ROAD**		**BUS and COACH**	**RAIL**		**OTHER**
User benefits			**Vehicles**	**& LGVs**	**Passengers**	**Freight**	**Passengers**	
Travel time	£52,496,556		£49,319,835		£0		£3,176,721	£0
Vehicle operating costs	£1,193,111		£1,193,111		£0		£0	£0
User charges	£0		£0		£0		£0	£0
During Construction & Maintenance	£0		£0		£0		£0	£0
Subtotal	**£53,689,667**	*(2)*	**£50,512,946**	**£0**	**£0**	**£0**	**£3,176,721**	**£0**
Private sector provider impacts						**Freight**	**Passengers**	
Revenue	£150,965,393				£141,503,065	£0	£2,251,661	£7,210,666
Operating costs	-£4,217,171				£0	£0	£0	-£4,217,171
Investment costs	-£9,318,296				-£9,318,296	£0	£0	£0
Grant/subsidy	£0				£0	£0	£0	£0
Subtotal	**£137,429,926**	*(3)*			**£132,184,769**	**£0**	**£2,251,661**	**£2,993,496**
Other business impacts								
Developer contributions	-£32,752	*(4)*						-£32,752
NET BUSINESS IMPACT	**£191,086,842**	*(5) = (2) + (3) + (4)*						

TOTAL		
Present Value of Transport Economic Efficiency Benefits (TEE)	**£413,254,978**	*(6) = (1a) + (1b) + (5)*

Notes: Benefits appear as positive numbers, while costs appear as negative numbers.
All entries are discounted present values, in 2002 prices and values

Table 3.7: Package Level Public Accounts

Local Government Funding	ALL MODES TOTAL		ROAD INFRASTRUCTURE	BUS and COACH	RAIL	OTHER
Revenue	£21,064,465		£0	£0	£0	£21,064,465
Operating Costs	£11,138,022		£760,627	£13,431,142	£0	-£3,053,748
Investment Costs	£23,007,796		£120,784	£15,329,563	£0	£7,557,449
Contributions	£0		£0	£0	£0	£0
Grant/Subsidy Payments	£0		£0	£0	£0	£0
NET IMPACT	**£55,210,283**	*(7)*	**£881,412**	**£28,760,705**	**£0**	**£25,568,167**
Central Government Funding: Transport						
Revenue	£27,705,742		£0	£0	£26,273,857	£1,431,885
Operating costs	£6,666,505		£51,979	£3,731,931	£0	£2,882,595
Investment Costs	£19,771,046		£1,884,970	£9,451,082	£0	£8,434,995
Contributions	£0		£0	£0	£0	£0
Grant/Subsidy Payments	£0		£0	£0	£0	£0
NET IMPACT	**£54,143,293**	*(8)*	**£1,936,949**	**£13,183,013**	**£26,273,857**	**£12,749,474**
Central Government Funding: Non-Transport						
Indirect Tax Revenues	£25,782,280	*(9)*	£6,811,025	£18,971,255	£0	£0
TOTALS						
Broad Transport Budget	**£109,353,576**	*(10) = (7) + (8)*				
Wider Public Finances	**£25,782,280**	*(11) = (9)*				

Notes: Costs appear as positive numbers, while revenues and 'Developer and Other Contributions' appear as negative numbers.
All entries are discounted present values in 2002 prices and values.

Table 3.8: Analysis of Monetised Costs and Benefits

Noise	0.39	*(12)*
Local Air Quality	1.76	*(13)*
Greenhouse Gases	1.24	*(14)*
Journey Ambience, Including Health	81.50	*(15)*
Accidents	4.20	*(16)*
Economic Efficiency: Consumer Users (Commuting)	70.42	*(1a)*
Economic Efficiency: Consumer Users (Other)	151.75	*(1b)*
Economic Efficiency: Business Users and Providers	191.09	*(5)*
Wider Public Finances (Indirect Taxation Revenues)	-25.78	*- (11) - sign changed from PA table, as PA table represents costs, not benefits*
Option Values	Not Valued	*(17)*
Reliability	17.23	*(18)*
Wider Economic Benefits	33.66	*(19)*
Present Value of Benefits (see notes) (PVB)	527.45	*(PVB) = (12) + (13) + (14) + (15) + (16) + (1a) + (1b) + (5) + (17) + (18) + (19) - (11)*
Broad Transport Budget	109.35	*(10)*
Present Value of Costs (see notes) (PVC)	109.35	*(PVC) = (10)*
OVERALL IMPACTS		
Net Present Value (NPV)	**418.09**	NPV=PVB-PVC
Benefit to Cost Ratio (BCR)	**4.82**	BCR=PVB/PVC

Note : This table includes costs and benefits which are regularly or occasionally presented in monetised form in transport appraisals, together with

SECTION 4

COMMERCIAL CASE

4 Commercial Case

4.1 Introduction

4.1.1 This section sets out TfGM's approach to procurement, which will ensure that value for money is delivered throughout the period of expenditure. The development and governance of the approach to procurement will follow the TfGM governance and procurement procedures and policies. Approval will be gained through the established Executive Board and Executive Group, the formal bodies within TfGM responsible for approving to proceed through the various stages of any procurement, from initiation stage through to award of contract. This also ensures all procurement activities will meet the rules laid down in the Constitution and Scheme of Delegation.

4.2 Local Sustainable Access Projects

Local Capital Schemes

4.2.1 The infrastructure schemes are to be procured utilising existing District agreements/contracts. TfGM will enter into a form of "Delivery Agent" agreement with the districts, and the districts' responsibility will include delivery to the prescribed quality, cost and programme requirements, ensuring value for money, and in full compliance with the processes, procedures and corporate governance requirements in full and continual collaboration with TfGM. In addition District Section 151 Officers have approved the schemes' cost plans and delivery programme.

Sustainable Choices

4.2.2 Branding & Marketing, 'New Way to Plan' / Station Travel Plans Grants to Community e-Cycle Initiatives, Grants to businesses / Districts to assist with travel / Pedestrian Improvement Initiatives: These activities are planned to be procured following TfGM's strategic sourcing procedures. Elements such as web resourcing and map printing are also currently being procured as part of the Key Component funding and will incorporate additional requirements that result from a successful Large Project Bid. The grants will be distributed directly or alternatively TfGM will procure the works on behalf of the organisations.

4.2.3 Area Travel Planning / Workplace Travel Planning / Support for Job Seekers: The requirement is predominantly for staff to provide travel planning services, and this will be provided either through grants to business or by staff recruited by TfGM. A mix of permanent and temporary staff will be deployed with temporary staff being procured via TfGM's existing frameworks.

4.2.4 Personalised Travel Planning: It is intended that a travel planning service will be procured through a restricted OJEU procurement process.

4.2.5 Cycle Training / Cycle Maintenance / Bike Back to Work: TfGM is currently carrying out procurement exercises for these three initiatives as part of the Key Component funding. The procurement strategy for both the Cycle Training and Bike Back to Work initiative is via 12-month pilot schemes to develop operating models and, for the Cycle Maintenance, a Preferred Supplier List to procure subsequent services is being created. The overall process will incorporate any additional requirements that may result from a successful Large Project submission in accordance with TfGM's standard procurement procedures.

4.2.6 Ticketing: Subsidised travel ticketing will be negotiated between TfGM and the travel operators through existing channels and supported by Job Centre Plus.

Community Transport to Employment

4.2.7 Enhancement/New Services: Procurement will be carried out by TfGM via the standard procurement procedures which include specific procedures and existing agreements for subsidised bus tendering.

4.2.8 Training Packages: The package is expected to be delivered through a lead operator-partner rather than TfGM staff.

4.2.9 Building capability for Community Transport e.g. vehicle management systems, e-learning: The package is to be procured either through the use of existing service agreements, if these represent value for money, or newly procured via TfGM's procurement procedures.

4.2.10 Enhanced booking technology and passenger information: The technology is currently being procured by TfGM, which will incorporate any additional requirements for this package. Smart ticketing will be procured as part of the wider Smart Card System.

4.3 **Embedding Sustainable Travel Behaviour**

Active Traffic Management

4.3.1 Bluetooth / VMS / ATC: The costs of these three packages are in excess of relevant OJEU thresholds and will be carried out by TfGM through the use of existing Traffic and Vehicle monitoring contracts, or OGC frameworks if these meet the technical requirements of the components. Otherwise, procurement will be carried out via the OJEU procedures.

4.3.2 Weigh in Motion: The procurement will be carried out by TfGM through the use of existing contracts or through a restricted OJEU process based on the specialist nature of the product required.

4.3.3 CCTV Video Analysis: The procurement will be carried out by TfGM either through the use of existing TfGM contractual arrangements or via existing OGC frameworks.

4.3.4 Control Platform: The procurement for the capital works would be carried out by TfGM either through the use of existing OGC frameworks or via OJEU procedures.

Smart Card

4.3.5 TfGM is currently in the final phase of the procurement of the Greater Manchester Smart Ticketing System and the contract will be placed by spring 2012 with the implementation in summer 2013.The contract has been constructed with Metrolink Smart Ticketing System as the main deliverable, with options to add bus (and rail) in at a later date. The consequence of this contract arrangement is that if TfGM is successful in securing funding in June 2012, the bus phase option on the Smart Ticketing contract can be let almost immediately for delivery in autumn 2013.

Smart Passenger Information

4.3.6 Procurement will be split into two packages. Package 1 provides the core data management and real time core data functions to enable the other system to operate. The main procurement will include the bus priority interfaces to interface to the Urban Traffic Control systems. Package 2 provides the journey planner and mobile applications. These will be procured via OJEU procedures with a number of minor procurements for support of mobile applications and data sources for cycling and walking routes.

SECTION 5

FINANCIAL CASE

5 Financial Case

5.1 Introduction

5.1.1 This section sets out the financial expenditure during the LSTF period, including the Key Component expenditure, as required in the DfT guidance (September 2011); the key assumptions within the financial business case; the process undertaken to determine and finalise the financial case; the profile of expenditure; and the local contributions to the schemes and the package as a whole. It also demonstrates the financial sustainability of the schemes, and the package as a whole, beyond the LSTF period.

5.1.2 The total value of the package is £55.2 million, funded from £20.9 million of local contribution and £34.3 million of DfT funding. The DfT ask is in line with the discussions that have been ongoing with senior officials in the period since the initial submission was made in June 2011.

5.1.3 The DfT funding is analysed as follows

DfT Revenue	£17,927k	52.3%
DfT Capital	£16,363k	47.7%
Total	**£34,290k**	**100%**

5.1.4 The individual scheme costs and funding sources have been grouped together under a number of headings and sub headings and are summarised in the Table 5.1.

Table 5.1: Expenditure Summary

LSTF Full Business Case - Component Summary	2011/12	2012/13	2013/14	2014/15	Total
Cost Description	**£000's**	**£000's**	**£000's**	**£000's**	**£000's**
Local Sustainable Access Projects					
DfT/LSTF Revenue	-	1,802	3,576	3,160	8,538
DfT/LSTF Capital	-	2,823	5,345	2,720	10,888
Local Contribution	-	5,004	2,778	2,308	10,091
Total	-	9,629	11,699	8,188	29,517
Embedding Sustainable Travel Behaviour					
DfT/LSTF Revenue	-	2,692	4,374	2,322	9,389
DfT/LSTF Capital	-	1,725	2,662	1,087	5,475
Local Contribution	-	2,678	4,494	3,689	10,861
Total	-	7,095	11,530	7,099	25,725
Total Excluding Key Component					
DfT/LSTF Revenue	-	4,494	7,950	5,483	17,927
DfT/LSTF Capital	-	4,548	8,007	3,807	16,363
Local Contribution	-	7,682	7,272	5,997	20,952
Total	-	16,725	23,229	15,287	55,241
Key Component (Already Funded)	**Note 1**				
DfT/LSTF Revenue	544	611	675	670	2,500
DfT/LSTF Capital	510	1,315	242	371	2,438
Local Contribution	115	151	638	574	1,478
Total	1,169	2,077	1,555	1,615	6,416
Total Including Key Component					
DfT/LSTF Revenue	544	5,105	8,625	6,153	20,427
DfT/LSTF Capital	510	5,863	8,249	4,178	18,801
Local Contribution	115	7,833	7,910	6,571	22,430
Total	**1,169**	**18,802**	**24,784**	**16,902**	**61,657**
Summary					
Total Package Cost - Entire Project	1,054	10,968	16,874	10,331	39,227
Total Revenue - Entire Project	544	5,105	8,625	6,153	20,427
Total Capital - Entire Project	510	5,863	8,249	4,178	18,801
Total DfT Funding Requested - This Bid Only	-	9,042	15,957	9,290	34,289
Total Local Contribution - Including Key Component Bid	115	7,833	7,910	6,571	22,430
Allowance for Inflation - DfT Funded Element Only	-	285	1,004	938	2,226
Cost of Risks Identified in QRA - DfT Funded Element Only	-	1,122	1,913	906	3,940

Note 1

Key Component (Already Funded)	Claim to Date (Q2 - 11/12) £000's
DfT/LSTF Revenue	52
DfT/LSTF Capital	1
Local Contribution	1
Total	54

5.2 Assumptions

5.2.1 The key assumptions made in developing the financial case for the programme of works as set out below:

- Revenue and capital costs for each scheme have been developed from the 'bottom up' and have been subject to independent review and challenge;
- A review of the cost and funding assumptions for each element of the programme has been undertaken which has confirmed the ongoing financial sustainability of all elements of the programme post the LSTF funding period;
- The price base date for all costs is 1 April 2011;
- Inflation has been applied to capital costs at 5.20% per annum, based upon long run RPI assumptions in government tender documentation of 2.5%, plus a 2.7% premium, based upon the Royal Institute of Chartered Surveyors (RICS) Building Cost Information Services (BCIS) Civil Engineering Index. These assumptions are in line with the assumptions used within the Greater Manchester Transport Fund financial strategy;
- Inflation for revenue costs has been applied at 3.50% per annum, based upon long run RPI assumptions in government tender documentation of 2.5%, plus a 1% premium, reflecting current levels of RPI trends. These assumptions are in line with the assumptions used within the Greater Manchester Transport Fund financial strategy;
- All schemes have individual risk registers; and the assumptions used in identifying the risks and are in line with section 3.5.9 of WebTAG;
- A series of qualitative and quantitative risk workshops have been undertaken to identify the programme and project risks and develop fully quantified risk registers for all the schemes. This has formed the basis for the Quantitative Risk Analysis (QRA), which has been used to identify an appropriate risk allowance for both revenue and capital costs;
- In line with the LSTF Guidance (September 2011), Optimism Bias is not included in the project costs but has been taken into account in the assessment of the economic case; and
- Local and other Third Party contributions have been included in the financial case where appropriate.

5.3 Financial Costing Methodology

5.3.1 A detailed financial model has been utilised in order to develop the financial case for each scheme and for the programme as a whole.

5.3.2 The financial model includes:

- a line by line analysis of costs for each scheme;
- the assumptions used to develop the costs;
- the phasing of costs, within, and beyond the LSTF period;
- the analysis of costs between capital and revenue;
- the local funding contributions towards scheme costs; and
- the phasing of local funding contributions.

5.3.3 The narrative below explains the methodology applied to the development of each of the component parts of the package.

5.4 Local Sustainable Access Projects-Local Capital Schemes

5.4.1 A significant amount of effort has been applied to coordinate the development of a large number of schemes across the 10 Greater Manchester Districts; in order to ensure that each District has applied the same assumptions and consistency of financial approach. This work has been coordinated by senior finance representatives from TfGM, under the direct supervision of the TfGM Finance and Corporate Services Director.

5.4.2 The cost plans for the District schemes were subject to review and challenge, including from each individual District Section 151 Officer, before being submitted to TfGM. The TfGM team subsequently undertook an independent review of all scheme costs and financial assumptions and provided challenge, where necessary, in order to ensure consistency of methodology and approach.

5.4.3 In order to provide further assurance, each District Section 151 Officer has submitted a signed statement confirming the total scheme costs; the LSTF and local contributions towards the scheme costs; and a statement confirming that the costs included within the bid are accurate and that they have the intention and the means to deliver the scheme on the basis of the proposed funding contributions; as well as meeting any ongoing revenue requirements on the understanding that no further increase in DfT funding will be considered, beyond the contribution requested.

5.4.4 All 10 District Section 151 Officers have returned a signed statement to this effect to cover their District's schemes.

5.5 Local Sustainable Access Projects-Sustainable Choices

5.5.1 This programme of work consists of a number of revenue schemes. In order to maximise economies of scale and deliver efficiencies; and in order to ensure the best value for money across the work packages, these schemes will be managed centrally by TfGM, on behalf of the Districts.

5.5.2 The initial costs and scope were developed in conjunction with external consultants, who have proven experience in delivering these types of schemes.

5.5.3 The financial assumptions have been further scrutinised by TfGM in order to ensure consistency of assumptions across the schemes.

5.6 Local Sustainable Access Projects-Community Transport To Employment

5.6.1 The costs for this package, which is being managed by TfGM, are based upon a number of schemes already being delivered by TfGM. Community Transport Operators have been consulted as part of the development of the scheme costs and the costs have subsequently, been subject to scrutiny by an independent consultant.

5.7 **Embedding Sustainable Travel Behaviour**

5.7.1 This package of works builds upon the current infrastructure within Greater Manchester, by introducing a number of technologies that will deliver further modal shift and efficiencies across the region.

5.7.2 This package of works are being delivered by TfGM due to TfGM already having the experience and knowledge in a number of the technological areas being introduced.

5.8 **Embedding Sustainable Travel Behaviour-Active Travel Management**

5.8.1 The significant majority of the infrastructure for Active Travel Management is currently being trialled at a number of sites across Greater Manchester; and as a result, the scheme costs are based upon actual costs incurred by TfGM.

5.9 **Embedding Sustainable Travel Behaviour-Smart Ticketing**

5.9.1 TfGM are currently in the process of procuring a Smart Ticketing solution for the Metrolink, light rail system, funded from a combination of TfGM resources and a £2.2 million grant from the DfT.

5.9.2 The procurement of the Smart Card solution for Metrolink is currently at the stage of evaluating tenders from a short list of three bidders. Within the tender document, the bidders were also asked to provide option prices for developing and delivering Smart Ticketing on buses. These option prices form the basis of the financial case within the LSTF bid.

5.10 **Embedding Sustainable Travel Behaviour-Smart Travel Information**

5.10.1 The costs for this scheme are based upon indicative prices from potential suppliers, based on a technical specification for the development and delivery of the passenger information and bus priority measures included within the LSTF bid.

5.11 **Capital Costs**

The financial model includes detailed capital costs, itemised by line item.

The following, whilst not an exhaustive list, is an example of the major costs included within each component:

5.11.1 **Local Sustainable Access Projects-Local Capital Schemes**

- Civil works; safety requirements; surfacing work associated with the construction of cycle and canal tow paths, linking one destination to another;
- Civil works; safety requirements; and traffic management costs associated with the re-design of road junctions.

5.11.2 Local Sustainable Access Projects-Sustainable Choices

- There are no capital costs associated with this element.

5.11.3 Local Sustainable Access Projects-Community Transport To Employment

- There are no capital costs associated with this element.

5.12 **Embedding Sustainable Travel Behaviour**

- The installation, systems integration and hardware associated with installing a number of different technologies (Bluetooth, CCTV, Automatic Traffic Counters, Variable Message Signs) across the road network in Greater Manchester;
- The extension of a back office system and associated integration with a number of different bus operator systems in order to expand the Smart Ticketing solution across the Greater Manchester bus network;
- A passenger data information system and journey time prediction engine that will be able to collate live data feeds from different sources (bus time tables, road conditions, automatic vehicle location technology etc.) and release live travel information to third parties, mobile applications and the web for the general public to plan and update their route/mode of transport to suit; and
- Technologies involved in delivering more efficient bus journeys; by first identifying buses that are running late and then prioritising traffic signals to enable the delayed bus to recover the time over the course of its journey.

5.13 **Revenue Costs**

5.13.1 The financial model includes detailed revenue costs, itemised by line item.

The following, whilst not an exhaustive list, is an example of the major costs included within each component:

5.13.2 **Local Sustainable Access Projects-Local Capital Schemes**

- Costs in relation to the Salford Irwell Park Active Travel Scheme for the Park Rangers and Volunteer programme.

5.13.3 **Local Sustainable Access Projects-Sustainable Choices**

- Marketing literature associated with promoting the schemes within the 'Local Sustainable Access Projects-Local Capital Schemes' element of the bid;
- Resources to develop personal travel plans for businesses and individuals;
- Resources to support the Districts' cycle plans;
- Supplying public transport options to out of work individuals, to enable them to get to interviews and to provide them with travel support once they are in employment;
- Marketing campaigns to encourage modal shift to cycling and walking across the 10 Districts; and
- Employer Support fund to offer support to businesses to improve cycle storage facilities within their premises.

5.13.4 **Local Sustainable Access Projects-Community Transport To Employment**

- Costs associated with training 40 new drivers (5 operators training 4 drivers per year for two years) in the Community Transport sector, who are currently unemployed; and paying for driving tests and licenses for the new drivers;
- Costs associated with the marketing of the four extended services; and
- Start-up costs associated with the four extended services**.**

5.14 **Embedding Sustainable Travel Behaviour**

- Resources to assist smaller bus operators to integrate the Smart Ticketing technology within their operations and to maximise the benefits and uses that the functionality will deliver;
- Costs and resources associated with hosting, maintaining, managing and operating the Smarter Travel Systems; and
- Costs to re-programme and integrate traffic signals to ensure that they are compatible with all the Smarter Travel Systems.

5.15 **Risk Allowances**

5.15.1 A series of qualitative and quantitative risk workshops have been undertaken to identify the programme package risks and develop fully quantified risk registers for all the schemes. Key members of the programme team attended the workshops and have contributed to development of the risk registers. Individual risks for each scheme were grouped under pre-agreed headings, which were then quantified using a percentage probability of occurrence and a minimum, most likely, and maximum cost impact. This formed the basis for a Quantitative Risk Analysis (QRA), which was used to identify an appropriate allowance for both revenue and capital costs. Risks which fall outside the scope or timing of the LSTF programme have not been quantified, but have been recorded in the risk registers for risk management purposes.

5.15.2 The method of QRA adopted uses a Monte Carlo simulation method, where random number generation is used to select values of probability and cost (within pre-defined ranges) for each risk during multiple iterations. The total risk value is calculated and stored for each iteration. The results of multiple iterations are analysed to identify the required percentile value. A minimum number of 5,000 model iterations are carried out to develop an overall risk profile. The output from the QRA model has been used to provide an assessment of risk exposure on the project and a measure of the risk allowance required, based on the P50 and P80 (50th and 80th percentile) values for each scheme. To provide an input to the overall programme cost model, risk impacts were converted to a percentage of capital or revenue cost.

5.15.3 The QRA will continue to be reviewed on a monthly basis throughout the lifecycle of the projects and programme, to inform forecast cost estimates and ensure that budgets are not exceeded. Risk exposure outputs will be reported monthly at both the 50% confidence level (P50) and the 80% confidence level (P80), for the current state (pre-mitigation) and future state following the implementation of planned

actions (post-mitigation). The P80 figure represents a risk exposure with a greater confidence level (80%) of not being exceeded. The P80 (post mitigation) risk exposure has been used to define the level of risk allowance to be included within the cost plans.

5.16 **Expenditure Profile**

5.16.1 To ensure the funding profile contained within the bid is achieved, and in advance of a decision from the DfT, TfGM propose to mobilise a small LSTF Programme Team. The team will ensure that the package of works is well placed to maintain the critical path and the declared completion dates following a positive funding decision from DfT in June 2012. A summary of the key activities, to be undertaken in the period from January 2012 to June 2012 is provided below:

- Update Project Management documentation;
- Review of programme and project schedules to ensure critical activities required to be undertaken on receipt of a positive decision are appropriately resourced and managed;
- Continue stakeholder engagement and development of individual project communications plan;
- Review delivery risks and mitigations;
- Draft procurement documentation; and
- Draft and agree Districts' Delivery agreements.

5.16.2 The mobilisation plan will be delivered by existing TfGM and District resources.

5.17 **Funding/Local Contributions**

5.17.1 The LSTF bid provides a strong opportunity to leverage in significant local investment and commitments from a range of public, private and third party sector partners, in order to deliver longer term benefits; and to ensure that the measures are sustainable beyond the period of the Fund.

5.17.2 The local contributions to the schemes included in this bid will ensure that the benefits to the overall bid are maximised. The third party funding sources include contributions from bus operators; the 10 Districts and TfGM; and other third parties, including software and mobile application developers.

5.17.3 Memoranda of Understanding (MOU) have been signed by each of the three major bus operators within Greater Manchester (Stagecoach, First and Arriva) and by GTMTL (the company that administers and promotes multi modal multi operator ticketing schemes within Greater Manchester) and by the Greater Manchester Bus Operators Association (GMMBOA). These are included in the 'Letters of Support' section.

5.17.4 The MOU details a partnership working protocol in relation to Smart Ticketing in Greater Manchester. The MOU also sets out the agreed roles and responsibilities for each party in relation to Smart Ticketing and in particular in relation to promoting local sustainable transport through Smart Ticketing and other technology, in order to increase patronage and encourage modal shift towards public transport.

5.18 **Financial Sustainability**

5.18.1 The funding for the costs, post the LSTF period, have been confirmed, as appropriate, by the Districts' and TfGM's Section 151 Officer.

5.18.2 The Table below summarises the ongoing revenue costs post the LSTF period:

Table 5.2 Ongoing revenue costs

LSTF Full Business Case Costs Post LSTF	2015/16 £000's	2016/17 £000's	2017/18 £000's	Total £000's
Local Sustainable Access Projects	1,835	1,682	1,727	5,244
Embedding Sustainable Travel Behaviour	2,210	2,266	2,323	6,798
Total	4,045	3,947	4,050	12,043

5.18.3 The following, whilst not an exhaustive list, is an example of the ongoing costs, post the LSTF period, for each component:

5.18.4 Local Sustainable Access Projects-Local Capital Schemes

- Maintenance of walking and cycle paths.
- The post LSTF costs will be funded from Districts' revenue budgets.

5.18.5 Local Sustainable Access Projects-Sustainable Choices

- Website hosting and monitoring costs; and
- Resource to assist in travel plans for the local districts.
- The post LSTF costs will be funded from a combination of TfGM and Districts' revenue budgets.

5.18.6 Local Sustainable Access Projects-Community Transport To Employment

- Costs associated with monitoring and ensuring consistency and quality of services across the four extensions are achieved;
- Costs associated with ongoing marketing of the four extended services; and
- Costs associated with the maintenance and contract payments for the four extended services.
- The post LSTF costs will be funded through a combination of revenue budgets and contributions from Community Transport operators.

5.19 **Embedding Sustainable Travel Behaviour**

- Costs associated with hosting the data control centre and Smart Ticketing system;
- Costs associated with maintaining the additional network of technologies and the costs of licenses associated with the Active Travel Management schemes;
- The costs of the technical resource required to manage and operate the Active Travel Management schemes and Smart Travel Information Systems;
- Third party costs associated with the development of mobile applications and products to leverage the value from the Smart Travel Information Systems.

5.19.1 A review of scheme costs, post the LSTF period, has been undertaken, as appropriate, by the District Section 151 Officers and TfGM's Section 151 Officer. These reviews have confirmed that the relevant parties have the means to meet ongoing revenue requirements associated with individual schemes and the programme.

SECTION 6

MANAGEMENT CASE

6 Management Case

6.1 Programme Governance

6.1.1 The management of the development and delivery of the LSTF Programme will be the responsibility of Transport for Greater Manchester (TfGM). TfGM is Greater Manchester's Combined Authority's delivery agent for Transport. This will be undertaken in conjunction with the ten local authorities and service providers, acting as delivery partners for the relevant individual elements of the programme.

6.1.2 The Programme will be governed via a monthly LSTF Programme Board, which in turn reports to the Executive Programme Board. It is chaired by the Chief Executive Officer (CEO) and attended by Directors and key members of the programme team. The meeting will to review a pre-prepared progress report covering the key aspects of the programme including a period overview, cost, schedule, risk, issues, Health and Safety and key activities for the next period.

6.1.3 The purpose of the LSTF Programme Board is to:

- Ensure individual projects are managed to budget, time and quality and in accordance with any statutory and corporate requirements;
- Resolve strategic issues between projects which need agreement of senior stakeholders to ensure progress of the whole life programme;
- Manage and review the risks, issues and assumptions underpinning the projects;
- Act as authority for risk and contingency expenditure through the change control process in accordance with TfGM's Governance Framework;
- Ensure that the appropriate level of engagement is undertaken with key stakeholders; and
- Take ownership of escalated issues and ensure appropriate priority and management is forthcoming.

6.1.4 The LSTF Programme Board also acts as the approval body for ensuring the necessary criteria are satisfied, in order to enable the programme to proceed through internal gateway points.

6.2 Senior Responsible Officer (SRO) and Executive Governance

6.2.1 The Senior Responsible Officer (SRO) for the LSTF Programme will be David Leather, Chief Executive Officer (CEO) who is a member of the LSTF Programme Board and the Executive Programme Board.

6.2.2 The SRO has overall responsibility for ensuring that the programme meets its objectives and delivers the projected benefits.

6.2.3 The next tier of governance is the Executive Programme Board. This is chaired by the CEO and attended by the Directors and key members of the Programme Team. The format of this meeting is to review the overall programme progress report and provide a forum to determine appropriate strategies to address key issues, which require input from the CEO or other Directors who do not attend the LSTF Programme Board.

6.2.4 The Executive Programme Board is responsible for providing corporate and strategic direction to the project. Executive Governance will specifically:

- Provide any necessary executive approvals from one delivery stage to the next;
- Provide strategic direction, when required, to the project team;
- Review and challenge the delivery of the scheme in relation to time, cost and quality requirements; and
- Provide formal briefings to senior TFGM and Local Authority officers; TfGM Committee Members; and Greater Manchester Combined Authority (GMCA) Members.

6.2.5 To ensure effective management, planning and logistical control of the numerous interfaces/ interdependencies, TfGM will assume the role of Programme Manager to co-ordinate the delivery of the overall works and manage the interface and relationships with the local authorities and delivery agents.

6.2.6 Visibility of decisions made at the Executive Programme Board and a summary of project progress will be reported through to TfGMC and GMCA.

6.3 Business engagement through implementation

6.3.1 Summary

The LSTF package has been designed to provide solutions to issues that currently constrain economic growth. On developing the schemes, and the schemes' designs, TfGM and the business community have worked closely together. This will continue during implementation to ensure the solutions will be used long after the LSTF programme has completed.

6.3.2 In Greater Manchester there are well established mechanisms for the public and private sectors to work together to drive the economy forward. TfGM will utilise these mechanisms to implement the LSTF programme, with the GM Local Enterprise Partnership (LEP) and the Business Leadership Council (BLC) playing key liaison roles.

6.3.3 The remainder of this section provides the context of business liaison in Greater Manchester and describes the key relationships that will help shape and deliver the programme.

6.3.4 Background

Greater Manchester authorities have, for a long time, actively engaged and consulted with the business community, in diverse ways, using a range of methods and forums. TfGM is always keen to seek the views of businesses, Chambers of Commerce, public sector bodies and third sector organisations.

6.3.5 This has helped in both the development of a wider transport strategy, such as through the Local Transport Plan, and also in relation to specific transport interventions, including Metrolink developments and the Northern Hub. Hence business interests and requirements have long been reflected both in strategy and policy terms, and their voices have also been heard throughout the planning and implementation phases of particular transport schemes.

6.3.6 On 1 April 2011, the Greater Manchester Combined Authority (GMCA) was established. Its key role is to co-ordinate economic development, transport and regeneration across Greater Manchester, and to support it in this task, a new Joint Committee called the

Transport for Greater Manchester Committee was established, which largely takes on the roles of the former Integrated Transport Authority (GMITA).

6.3.7 TfGM was created on 1 April 2011. It has all the responsibilities of the former GMPTE and it has adopted new co-ordinating and strategic responsibilities relating to traffic signals, highways management and road safety through the bringing together of other transport units. TfGM also has a strategic role in promoting smarter choices, which includes driving the take-up of walking and cycling. These responsibilities have significantly broadened TfGM's remit compared to other conurbations outside London, such that it now plays an active role in virtually all forms of transport in Greater Manchester.

6.3.8 **Transport and business engagement**

In establishing new governance arrangements for Greater Manchester, opportunity has been taken to refresh and renew business engagement practices, particularly with a view to maintaining a long term and mutually productive dialogue with business on all transport matters, and not just public or passenger transport. The conurbation is also fortunate in that it has a wealth of senior business expertise – from finance to telecoms, property to manufacturing – that are keen to contribute to the ongoing success of Greater Manchester, and hence available to provide the insight needed to help ensure our transport networks can fully serve business requirements.

6.3.9 Currently, AGMA and GMCA engage formally with the private sector at a strategic, Greater Manchester-wide level, through five distinct forms:

- GM Local Enterprise Partnership – comprises 11 private sector members and 4 GM local authority Leaders.
- Business Leadership Council – comprises 14 private sector members, advising AGMA / GMCA
- The Commissions of GMCA / AGMA – each Commission, for example Environment, and the Planning and Housing Commissions, comprises of a mix of public and private sector members.
- Company Boards of GM's Centres of Excellence for Business Growth, Trade and Inward Investment and Marketing, Communication and Tourism – both boards comprise of a mix of public and private sector members.
- New Economy's Economic Advisory Panel – 11 private sector members provide high level strategic support, advice and direction to the GM LEP.

6.3.10 The GM LEP has already expressed a strong interest in transport issues, for example in the GM LSTF bid and High Speed Rail, and TfGM has established an active and ongoing relationship with the LEP. The GM LEP has also been fully involved in the development of the LSTF bids, and will continue to retain an involvement throughout the lifespan of the LSTF funded schemes.

6.3.11 Further, to complement these forms of engagement and underlining how critical business understands transport to be, the GM Business Leadership Council has formed a transport sub-group. Designed to act as a long term, advisory body, it will add value to the existing forms of engagement by:

- Providing TfGM with a deeper understanding of business needs and requirements – over both short and long term – by articulating a broad set of business interests and perspectives;
- Promoting Greater Manchester's transport priorities throughout the wider business community; and
- Providing a business-focused challenge to existing transport strategy, and helping inform future strategy at the earliest stages.

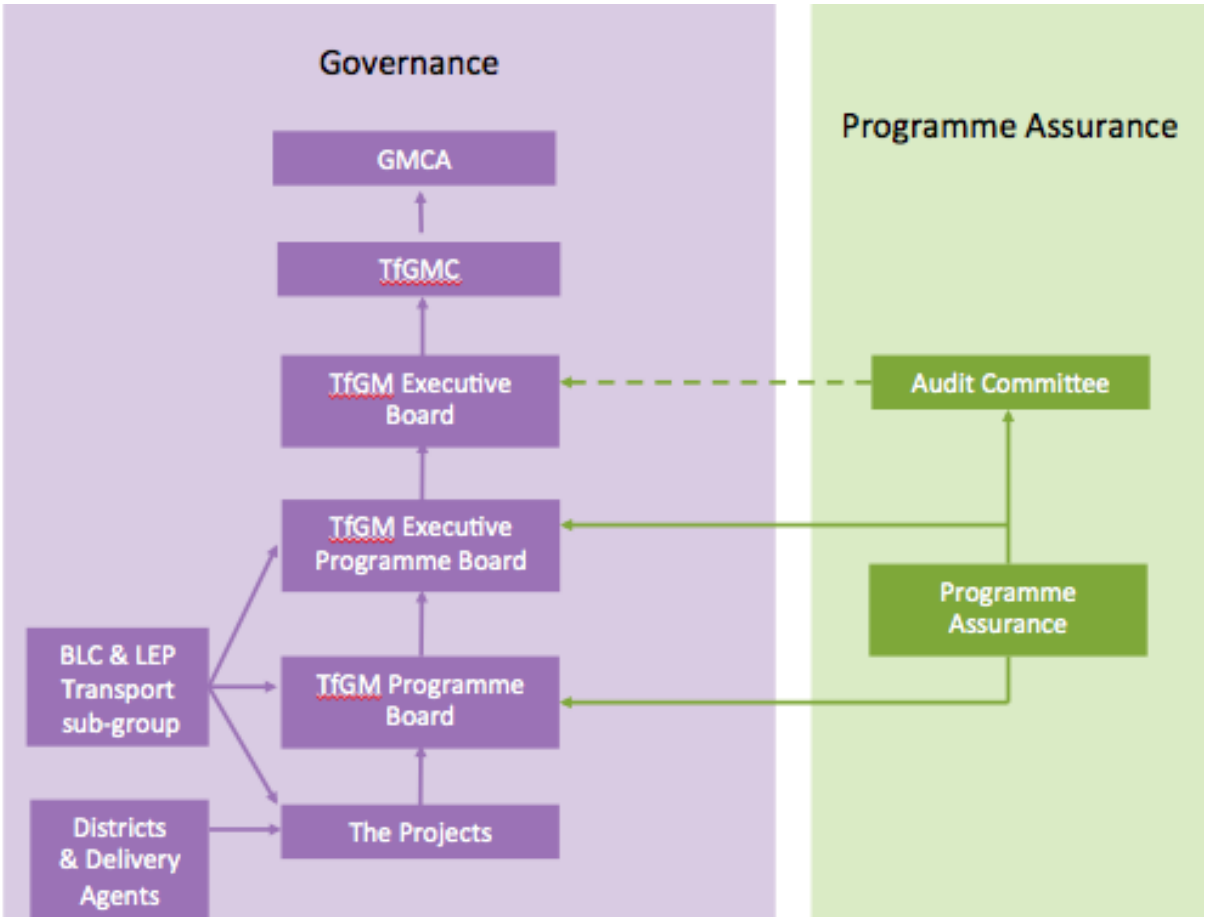
6.3.12 The transport sub-group, which will also draw ongoing involvement from GM LEP members, will play a key role in the LSTF programme. It will track the ongoing development of the LSTF schemes, in particular focusing on how the range of initiatives can continue to best support business activity across Greater Manchester. In addition it will help TfGM to promote the benefits that the schemes will deliver for business throughout the LSTF process. For example, championing the Workplace Travel Planning facilities as they come on stream, providing visible support to the smarter travel initiatives as they go-live and generally supporting sustainable travel of all types.

6.3.13 Long-term links between TfGM and the GM Chamber of Commerce will continue. In addition, senior TfGM representatives attend a range of business forums, such as the Manchester City Centre Management Company, in order to engage directly with specific sectors in the business community.

6.3.14 The Greater Manchester Chamber of Commerce will complement the role played by BLC and the LEP. GM Chamber operates across the country with broad membership and hence deep access into the business community. The Chamber has agreed to work closely work closely with TfGM to provide a communications mechanism to the business community, for example by holding events to promote the schemes as they are rolled out through the lifetime of the Programme.

6.3.15 A summary of TfGM's Governance arrangements is provided in Figure 6.1.

Figure 6.1: Programme Governance



6.4 TfGM Project and Programme Management

6.4.1 All of TfGM's projects and programmes are managed following the methodology set out in TfGM's Project and Programme Management Procedures. The purpose of these procedures is to ensure that TfGM's projects are managed effectively and efficiently and are delivered to the required standard, on budget and on time using a single corporate management methodology. This project and programme management approach brings consistency, vigour and visibility. The procedures themselves have been developed drawing on best practice, alongside the drivers of the OGC Framework and ISO9001 Management System approaches.

6.4.2 A single Programme team is proposed, led by a Programme Manager, reporting to the LSTF Programme Board. The team will include:

- A Programme Manager, responsible for overseeing the delivery of the full programme/package of schemes, including managing the Delivery Agents; reporting to the Programme Board; and for the management of risks and issues;
- Each project will be allocated a Project Manager who will be responsible for delivering each project and reporting to the Programme Manager. A Programme Support Team

comprising a group of competent professionals with technical and specialist skills including procurement, finance, legal, risk and project controls.

6.4.3 To ensure effective management, planning and logistical control of the numerous interfaces/ interdependencies, TfGM will assume the role of Programme Manager to co-ordinate the delivery of the overall works and a manage the interface and relationships with the local authorities/delivery agents.

6.5 **Local sustainable access project: Capital projects**

6.5.1 TfGM has worked closely with all Districts in Greater Manchester, as Highway Authorities, to successfully deliver an £88m programme of bus priority investment over the past 10 years. A similar partnership approach to project delivery, with central TfGM procurement and project management, will enable the successful delivery of the LSTF programme. The proposal is to enter into a form of "Delivery Agent" agreement with the relevant local authority, where the Districts will be responsible for delivering elements of work, predominately highway works, on TfGM's behalf to the prescribed quality, cost and programme requirements, and in full compliance with the processes, procedures and corporate governance requirements.

6.5.2 Districts will consequently form part of the integrated team carrying out this work and have already identified resources to do this through a combination of their own staff and partner and framework resources with TfGM framework assistance as necessary.

6.6 **Local sustainable access project: Sustainable Choices**

6.6.1 We will create a post to lead TfGM Smarter Choices, funded through the LSTF main programme. This post will act as the co-ordination point for all of the team linking strands of existing programmes, the districts, and those corporate staff working in marketing, communications, procurement and human resources. This post will manage the staff included in this component, both those delivering travel plans and work for jobseekers, and those staff contracted to deliver Personalised Travel Planning and other services. This central co-ordination point for smarter choices is an important part of the bid as it will link all of the projects, including the marketing and communications activity.

6.6.2 The team will also include two dedicated staff in the marketing and communications team. This is to reduce costs on procured web and print services through designing resources in house. The dedicated web designer will take the TfGM website to a truly multi-modal offer, while the dedicated communications support will develop the overall brand for the LSTF programme, sub-brands for the workplace, job seekers and personal travel planning interventions and printed materials.

6.6.3 The team will also include two distinct staff teams – a team of 8.5 (FTE) staff working on workplaces and a team of two working on central support for jobseekers. In addition, there will be contracted staff to work on station travel plans, personalised travel plans and forced travel plans (a new way to plan). There will be further relationships with the existing key component team and in some cases the services may be shared, such as cycle training.

6.6.4 The staff for workplace travel will likely be based in the business parks and district offices for part of their time.

6.7 **Local sustainable access project: Community transport to employment**

6.7.1 This component will be largely delivered through existing TfGM staff resources from within TfGM's Bus and Rail Directorate. The enhanced services are based on existing services, the management of which is currently being undertaken by TfGM and the enhancements will be delivered through the normal established processes. Delivery of the Quality Framework, Quality Vehicle Assessments, e-learning and improvements to the scheduling software will be out sourced to external suppliers. The driver training package will be managed by TfGM but delivered through the Community Transport operators.

6.8 **Embedding sustainable travel behaviour**

6.8.1 The Smart Card and Passenger Information workstreams will be allocated a Project Manager from existing TfGM staff resource, supported by external consultants.

6.8.2 For the Network Efficiency element of the Smarter Travel component, it is expected that all projects within the element will be managed by one Project Manager, supported by a team of Project Engineers. Existing staffing resources from TfGM's ITS Operations team, plus additional support from existing TfGM UTC staff resource, will make up the Project Management and supporting team.

6.8.3 The Project Manager will engage other internal resource as appropriate to manage the data analysis. The Project Engineers (6) will initially specify, design, and scope the scheme design. They will also manage site activities and system integration elements as well as reporting to the Project Manager.

6.8.4 Overall, the role of the team will be to specify, plan and deliver a commissioned active network management capability. Local sustainable access project: Community transport to employment

This component will be largely delivered through existing TfGM staff resources from within TfGM's Bus and Rail Directorate..6.8.1 The enhanced services are based on existing services, the management of which is currently being undertaken by TfGM and the enhancements will be delivered through the normal established processes. Delivery of the Quality Framework, Quality Vehicle Assessments, e-learning and improvements to the scheduling software will be out sourced to external suppliers. The driver training package will be managed by TfGM but delivered through the Community Transport operators.

6.9 **TfGM Assurance Strategy Overview**

6.9.1 Transport for Greater Manchester's Assurance Strategy adopts a Three Lines of Defence Model. Further details of this model are provided overleaf and summarised below.

6.9.2 The Three Lines of Defence model is an approach to aligning internal control techniques. The model consists of three layers of protection. The first line describes the controls the organisation has in place to deal with the day-to-day business. An example of this is the monthly reporting which is undertaken for each project and programme by the project managers. These reports are thoroughly reviewed by line management within TfGM prior to submission to the relevant Programme Boards. A second example is the Project and Programme Management Procedures are applied by individual project managers on a day to day basis.

6.9.3 The second line of defence describes the processes and procedures that are in place to provide an oversight of the effective operation of the internal control framework. These include the submission of monthly reports to the relevant Programme Board and progression through the Gateway Review Panel Process (described below). They represent key forums for challenge and oversight of projects.

6.9.4 The third line is the independent assurance provided by the internal audit function, associated partners and external bodies.

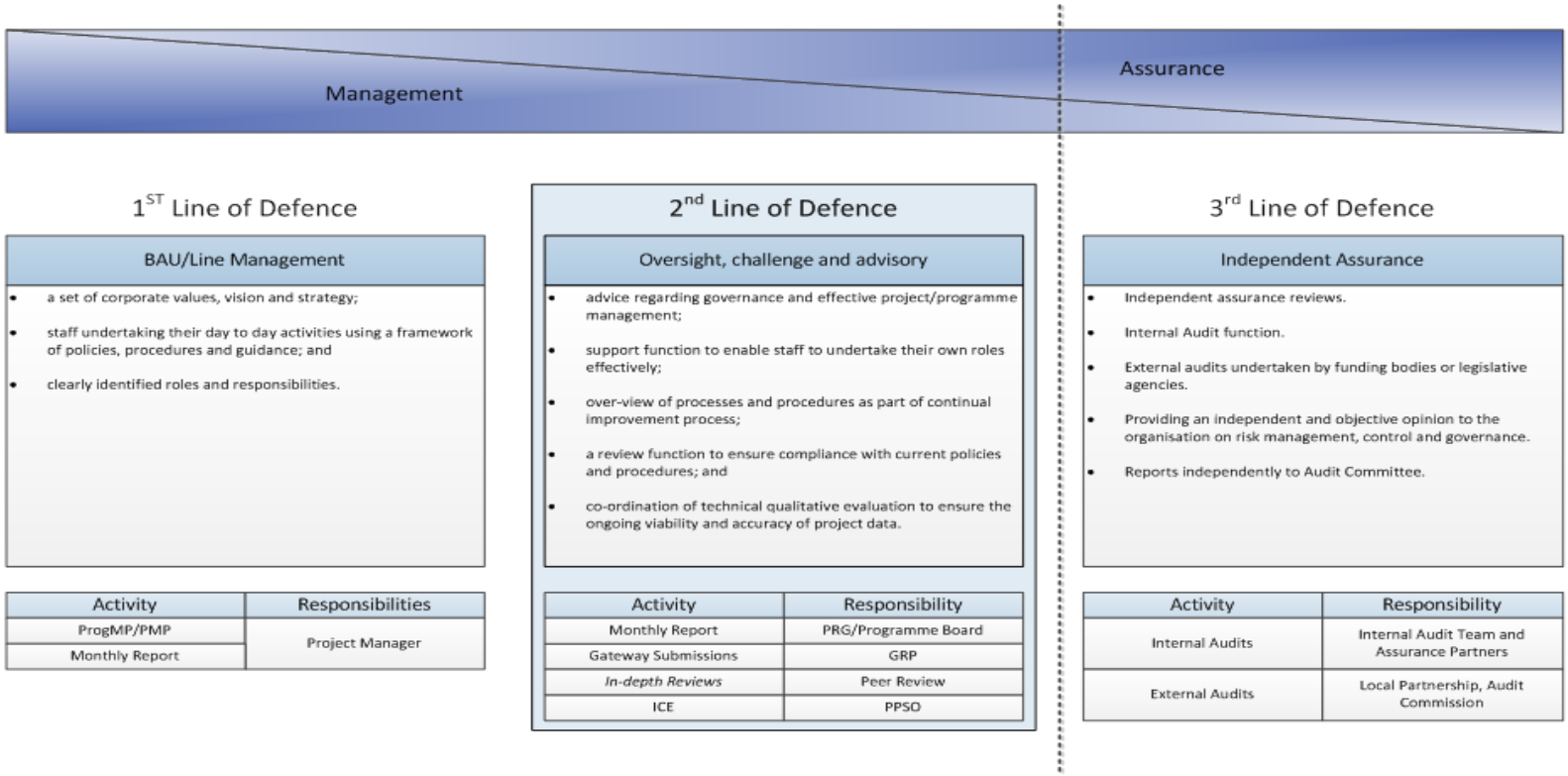
6.10 TfGM Gateway Review Panel

6.10.1 The role of the Gateway Review Panel (GRP) is to provide a technical review of the on-going viability of projects and programmes at key milestones in the life-cycle of a scheme. The panel is made up of a core membership of the Head of Programme Management Services (PMS), as the Chair, supported by representatives from Finance, Procurement and Risk and Project/Programme Management support functions. In addition, technical experts are identified from across TfGM to review specific areas, such as environment, health and safety, design and scheduling, to ensure all aspects of a scheme can be evaluated robustly against a set of known criteria, developed using OGC and Association for Project Management guidelines.

6.10.2 Once reviewed, a recommendation is then made to the relevant Programme Board to approve progression to the next stage. The GRP will also advise if it considers an area does not fully satisfy the requested review and evidence criteria.

6.10.3 A programme definition document for this package has been submitted and approved by GRP in accordance with TfGM's governance procedures.

Figure 6.2: Three Lines of Defence



6.11 Communications and Stakeholder Management

6.11.1 Engagement to develop our LSTF programme

TfGM's June 2011 proposal to DfT was built around extensive dialogue with stakeholders to refine scheme propositions and test support. Since the summer TfGM has worked with a wide range of stakeholders to iterate designs and finalise the scope of the overall package. Feedback from across Greater Manchester proves that:

- The proposed schemes address real issues in Greater Manchester;
- The schemes provide real benefits, both economic and low carbon; and
- The outcomes of the schemes are realistic and achievable.

6.11.2 Our list of stakeholders is comprehensive covering the various categories as illustrated in the figure below.

Figure 6.3: Stakeholder Categorisation

6.12 **Summary of Engagement**

6.12.1 Annex 2 contains a full set of letters from stakeholders who support our LSTF proposals. The table below provides a summary of responses.

Table 6.1: Stakeholder Reponses

Stakeholder	Description	Summary of support
Arriva NW	Bus operator	Confirm in a Memorandum of Understanding how they will work with TfGM to deliver the LSTF package.
Asda	Distribution Warehouse at Kingsway	Confirm transport issues raise employment costs and difficulties in recruitment/retention. Support broad range of schemes including community transport to Kingsway, new cycle routes, travel planning for Asda specifically, jobseeker travel planning. Commit to develop a travel plan & work with Kingsway travel planner in implementing LSTF related solutions
Ashton, Leigh and Wigan NHS	Healthcare provider	Confirm support for the bid and providing match funding for walking and cycling programmes in Wigan as part of Outdoor Physical Activity programme.
Ask Property Developments	Property Developer	Support Irwell River Park proposals and generally the improvements around Salford Quays
Avanta	Work Programme contractor	Confirm that transport issues often are barriers to jobseekers finding work. Agree that new cycle routes, access to journey planning, bike back to work and free ticketing will address the issues. Commit to their staff's involvement in delivery during LSTF and beyond. Also specific support for Oldham based schemes
BBC	Media in Salford Quays	Support access improvements to MediaCityUK (Irwell River Park, Water taxi, new cycle routes) pointing out it will enable local residents to access employment opportunities. Also support real time passenger information and Smart Ticketing
Bentleys Chartered Accountants	Accountants in Bolton	Support the East Bolton cycle route, on behalf of accountants firm plus local chamber of commerce
Bolton Chamber of Commerce	Local business chamber	Support the East Bolton cycle scheme, confirming it would benefit the business community through easier recruitment i.e. increased potential labour pool and retention improvements due to ability for employees to travel in sustainable ways
Bolton CVS	Supporting Voluntary Groups	Support the LSTF bid in particular praising work done to involve stakeholders in identifying problems and constructing solutions. Praises the real-time passenger information and community transport proposal
Bolton NHS Foundation Trust	Hospital plus community health services	Confirm public transport network needs improvement to decrease dependency on private transport. Keen to promote cycle routes (including East Bolton) and take steps to increase staff cycle commuting. Patients, staff and visitors to benefit from wide range of schemes in proposal. Will improve their staff retention.
Bridgewater Residents Association	Residents Association	Confirm support for schemes to improve access from Broughton & Blackfriars to MediaCityUK and into the Regional Centre, pointing out the improvements to social mobility and employment, education access etc.

Brinnington Neighbourhood Partnership	Management Board	Support stations improvements in Brinnington (part of Stockport Community Rail Projects).
British Cycling	National Governing Body for cycling in GB	Specifically support marketing of new cycling facilities, workplace journey planning and educating, delivery of direct support such as match funding for cycle facilities in work places and development of new/enhanced routes. BC will participate in marketing facilities, enhance PR and marketing efforts by providing high profile personalities, develop new rides/maps/information around new facilities and taking workplace cycling initiatives into businesses/major destinations
British Waterways	Statutory governing body for canals etc.	Support the use of the Rochdale canal and Huddersfield canal for traffic free routes between areas of employment, education and residential areas.
Bruntwood	Property company	Generic support for the bid including journey planning tools, IRR improvements, cycling improvements for staff out of hours.
Business Leadership Council	Private sector board providing business advice to local authorities	Support the overall bid, and are keen to work with TfGM and LEP to track ongoing schemes, and focus on how range of initiatives can best support business across GM. Will promote benefits of schemes, for example championing the Workplace Travel Planning facilities as they are developed, and supporting Smarter Travel initiatives and sustainable travel.
Cargill	Manufacturer in Trafford Park	Recognise current travel issues in Trafford Park, with lack of cycling infrastructure and public transport meaning most employees drive. They also recognise that as jobs growth in the park increases this will drive up congestion hence modal shift will be important. They support the package as a whole and see it building on projects they have successfully implemented. In particular they support the Bridgewater Way and smarter travel
Cheadle Business and Traders Association	Local forum for organisations	General support for Stockport schemes within the bid.
Christie	NHS Acute Trust	As large employer & destination confirm alternative travel options support their strategies and policies
CityCo	City centre management company	Support smart card ticketing, real time information, live journey planning, improving access to regional centres and improvements for the Inner Ring Road. *Representing Bruntwood, Manchester Arndale, Cobbetts LLP, Argent and hundreds of other city centre organisations*
Co-operative Group	Large business employer headquartered in Manchester	Confirm support for overall bid. Believe success and growth of business can be achieved through provision of high quality transport infrastructure. Commuting requires high quality, flexible and affordable transport network. Support smarter ticketing to allow public transport to be more attractive to people who occasionally work from home. Support RTPI and ability to tailor information to a personal journey, which would be greatly utilised enabling employees to manage travel around work patterns. Keen to see improvements in cycle facilities throughout city and to transport interchanges. Their employee travel surveys show that their labour markets are constrained where potential employees can't easily access the city centre
Corridor Manchester	Represents education, health and businesses in	Corridor has 55,000 staff and 70,000 students in the area. LSTF proposals will enable sustainable travel and hence make the Corridor more viable and attractive for future expansion

	central Manchester	
CVS Rochdale	Represents 203 voluntary/community groups in Rochdale	Support bid and its ability to improve recovery from recession in Rochdale. In particular approve of plans for real-time journey planning and provision of free bike schemes for jobseekers
Environment Commission	AGMA commission	Confirm support for bid and that proposals support economy in a cheap and clean way.
First Group	Bus operator	Confirm in a Memorandum of Understanding how they will work with TfGM to deliver the LSTF package.
Four Heatons Traders Association	Local forum for organisations	General support for Stockport schemes within bid including Heaton Chapel railways station improvements, Heatons Cycle Link completion, improving traffic-free linkage to East Didsbury Metrolink stop and signage improvements between Heaton Norris and Stockport Town Centre.
Friends of Heaton Chapel Station	Local community organisation	Support quiet but direct walking and cycling routes to stations and to work and Trans Pennine Trail enhancement and integration with East Didsbury Metrolink stop.
Friends of the Earth Manchester	Local arm of national organization	Generic support including smarter and active travel.
FTA	Freight Transport Association	Support delivery and servicing plans (DSPs) and network management improvements.
Fujitsu UK	Technology developer/ manufacturer	Welcome support with cycling routes and journey planning/car sharing tools. Have car parking constraints so keen to incentivise other travel modes
G4S	Work Programme contractor	Confirm that transport issues often are barriers to jobseekers finding work. Agree that new cycle routes, access to journey planning, bike back to work and free ticketing will address the issues. Commit to their staff's involvement in delivery during LSTF and beyond. Support Oldham specific schemes such as local access improvements linking unemployed with employment opportunities
GMBOA	Bus Operators Association	Confirm in a Memorandum of Understanding how they will work with TfGM to deliver the LSTF package.
GM Chamber of Commerce	Business Representative Body	Support the bid as they feel tackling congestion and increasing accessibility is vital. Improving walking and cycling routes is vital. Smart ticketing is long overdue and real-time passenger information is key. Support the workplace and jobseeker travel planning, plus the active network management of the road network
GM CTF	Community Transport Forum	Fully support the bid components, especially enhanced DRT services to improve access to employment, "train, learn, drive and earn" training and work experience programme and enhancement of ICT infrastructure to support delivery of services.
GM CVO	Represents 11,000 voluntary/community groups across GM	Support the bid and are keen to help TfGM in implementation through their extensive networks. In particular praise the focus on jobseeker travel planning, real-time journey planning, and active network management, improvements to cycling/walking and community transport
GM DPH	GM Directors of Public Health	Confirm the package will support areas of most socio-economic need to access jobs, which will have significant health benefits. Support focus on cycling (both infrastructure and behaviour change). Link the increase in cycling & walking to economic improvements via increased health and increased access to work

GM Fire	Fire service	Generally support the LSTF bid as it will complement measures already delivered in-house. They present evidence in Bury & Rochdale that improved cycle routes would make employees more likely to cycle to work. Support walking/cycling routes to the Chamberhall site. Confirm it would support easier access to their site for visitors and staff.
GM Health Commission	Partnership of health, university and council bodies in GM	Support the bid due to the direct improvements in health it will provide, indirect benefits caused by improvements to the Environment and indirect benefits to health that an improved economy will bring. In addition, support the improved access to health services for patients and staff
GMTL	Ticketing provider	Confirm in a Memorandum of Understanding how they will work with TfGM to deliver the LSTF package.
Goyt Valley Rail Users Association	Rail lobby group	Support schemes to improve access to stations in the Goyt Valley (Stockport Community Rail Projects).
Hattersley Neighbourhood Partnership	Regeneration Partnership	Support the improvements to Hattersley railway station access and community transport improvements, pointing out how they will support the regeneration Master Plan for Hattersley. In the main this is through increased connectivity into Hattersley to support new developments, and out of (deprived) Hattersley to allow residents to access opportunities across GM
Highways Agency	Manage element of road network in GM	Confirm the issue that increasing growth could be constrained by increased congestion. Agree that the improved driver information and intelligent traffic system will complement their plans to manage the road network. Also that journey planning tools and smart ticketing will promote modal shift, reducing potential congestion on the road network
Highways Agency (specific to Oldham scheme)	Delivery partner for cycle route	Support the plans for the 'Arc of Opportunity' cycle routes
JD Sports	Warehouse operations at Kingsway	Confirm transport issues raise employment costs and difficulties in recruitment/retention. Support broad range of schemes including community transport to Kingsway, new cycle routes, travel planning for JD Sports specifically, jobseeker travel planning. Commit to develop a travel plan & work with Kingsway travel planner in implementing LSTF related solutions
Job Centre Plus Bolton, Bury & Wigan	Supporting jobseekers	Complements the broader JC+ GM East & West letter. Confirms the transport issues that prevent jobseekers finding work in key communities in Darcy Lever (Bolton), Brandlesholme, Higher Woodhill, Radcliffe, Prestwich (all Bury), Bickershaw (Wigan) and prevent access to Bolton and Leigh town centres plus Chamberhall, Agecroft and Clifton business parks. Support solutions that address problems in these geographies and connect the communities to the work locations
Job Centre Plus GM Central & Cheshire	Supporting jobseekers	Confirm that transport issues (real & perceived) make it difficult to access employment. Confirm that community transport improvements, new cycle routes, free tickets & bike schemes, and journey planning support will help address the issues. Commit to train staff and promote the Journey Planning improvements, and to work with community transport operators to support Train, Learn, Drive & Earn programme
Job Centre Plus GM East & West	Supporting jobseekers	Confirm that transport issues (real & perceived) make it difficult to access employment. Confirm that community transport improvements, new cycle routes, free tickets & bike schemes, and journey planning

		support will help address the issues. Commit to train staff and promote the Journey Planning improvements, and to work with community transport operators to support Train, Learn, Drive & Earn programme
Job Centre Plus Oldham, Rochdale, Stockport, Tameside	Supporting jobseekers	Complements the broader JC+ GM East & West letter. Confirms the transport issues that prevent jobseekers finding work in their geographies. In particular confirm the idea of Kingsway business park improving prospects for local job seekers.
JW Lees	Brewery – employer and distributor	Support off road cycling schemes along Rochdale canal to enable improved access for a local workforce including shift working
Kingsway Business Park	Business Park	Provided detailed case study summarising business issues and detailed solutions covering all aspects of the LSTF package. This focuses on increasing the growth potential of a business park between Oldham and Rochdale, by extending labour markets (new cycle & community transport routes, improved access to public transport) and reducing congestion for both private car and freight traffic.
Leigh Sports Village	Retail/Leisure/Business destination in Leigh	LSTF package will have many benefits for their employees/visitors/customers. This is across improvements to public transport, cycling/walking and also better management of the road network
LEP	Local Enterprise Partnership	Fully supportive of all elements, especially sustainable access, smarter travel and community transport for access to employment opportunities. Work with BLC to promote programme (through BLC's transport sub-group).
LGC Standards Proficiency Testing	Business on Chamberhall business park	Confirm the walking/cycling routes to Chamberhall would be utilised and allow mode shift away from vehicles
Living Streets	Charity representing Pedestrian interests	LSTF package supports their work and they confirm it will improve economic activity
Logica	Technology supplier	From their experience worldwide, confirm that Smarter Travel initiatives deliver benefits. Confirm that the solutions proposed in Greater Manchester are deliverable and based on current good practice. Confirm that the solutions fit with the investment strategy of government and the technology marketplace, and that Logica would be interested in working as a supplier to TfGM
Love Your Bike	Cycling promotion campaign	Generic support including smarter and active travel and Manchester specific cycling improvements.
Manchester Airport	Large employer, tourism destination	Strong supporter of LSTF bid, specifically community transport enhancements around the Wythenshawe area, which complements training programme aim to up skill potential employees in that area. Keen on mode shift as currently most staff drive meaning the Airport has to provide car parks and shuttle buses to get the staff on site. Better driver information and road network management improve journey reliability – vital to the competitive offer for time-sensitive Airport services. Cycle schemes within package will enable greater use of on-site cycle facilities and targeted travel advice and traveller information systems will improve awareness of travel options for residents and visitors for employment, business and onward travel purposes, therefore enhancing economic potential of Airport City area.
Manchester Central	Major convention complex	LSTF package will increase attractiveness of Manchester as a destination, make them more attractive to customers, improve recruitment/retention and help their low carbon agenda. In particular they comment

		positively on walking/cycling routes and smarter travel
Manchester City Football Club	Football club, large employer and leisure destination	LSTF package will have many benefits for their employees/visitors/customers. This is across improvements to public transport, cycling/walking and also better management of the road network
Manchester Green Travel Employers Forum (MaGTEF)	Forum to share best practice, pool ideas and debate issues to break barriers to greener commuting	Confirm support for overall bid. Believe success and growth of member businesses can be achieved through provision of high quality transport infrastructure. Commuting requires high quality, flexible and affordable transport network. Support smarter ticketing to allow public transport to be more attractive to people who occasionally work from home. Support RTPI and ability to tailor information to a personal journey, which would be greatly utilised enabling employees to manage travel around work patterns. Keen to see improvements in cycle facilities throughout city and to transport interchanges. *Chaired by The Co-Operative Group. Representing Manchester Arndale, The Trafford Centre, Manchester University, Manchester Science Park, Manchester Airport, Pannone, North West Property Company, Parsons Brinckerhoff and The Bridgewater Hall.*
Manchester Metropolitan University	Major employer and large attraction	Confirm support for LSTF, as an enabler to make it easier to travel to Manchester by sustainable modes. Support integrated ticketing, smartcard technology and cycling, walking and public transport infrastructure improvements. Support revenue funding aspect which will add value to proposed capital schemes through behavioural change and innovative smarter choice strategies. Believe LSTF will allow Manchester to remain competitive within global, national and local economy as well as bringing many benefits such as job creation, environmental benefits and the population's health.
Manchester Pub & Club Network	Represents 650 licensed premises in city centre	Confirm that a wide range of LSTF schemes will benefit the entertainment industry. Firstly by improving recruitment/retention and keeping employment costs down. Secondly by making it easier for customers to use public transport to access the city centre, increasing the likely spends in licensed premises. Thirdly by reducing congestion and hence improving the environment in the city centre which will attract visitors/customers
Manchester United Football Club	Football club, large employer and leisure destination	LSTF package will have many benefits for their employees/visitors/customers. This is across improvements to public transport, cycling/walking and also better management of the road network
MediaCityUK	Major business/cultural destination	LSTF improvements will support their expansion plans, enabling local residents and those from further afield to access employment opportunities. Particularly support the cycle links, Irwell River Park and the complementary solutions delivered via commuter cycle project.
Muse Developments	Commercial property developer	Support The Tameside Ashton Moss cycle route
mxData	Technology supplier	Confirm overall LSTF bid support. Confirm mobile based real time journey applications as a key method of disseminating information to customers quickly and easily when they need it and at a relatively low cost (their Metrolink application is a good example)

N Brown	National retailer headquartered in Manchester	Have city centre location plus distribution centre in Shaw. Support improvements around journey planning, passenger information, walking and cycling infrastructure (particularly for shift work), road network management, smart ticketing
New Economy	AGMA commission	Confirm validity of schemes and their effect on business, especially linkages between transport and economic growth
NHS Bolton	PCT (Director of PH)	Confirm that the LSTF bid will contribute to improvements in health, and that the LSTF package will complement and sustain other health programmes on offer. In particular support the proposals for new cycle routes linking East Bolton to the town centre.
NHS Bury	PCT (Director of PH)	Confirm that the LSTF bid will contribute to improvements in health, and that the LSTF package will complement and sustain other health programmes on offer.
NHS Oldham	PCT	Confirm support or cycling.
NHS Salford	PCT	Support Irwell River Park for the health benefits it will generate
Northern Rail	Rail Operator	Support overall strategy behind the package. Confirm a major issue for passengers is the lack or real-time integrated information and endorse TfGM's proposals here. Commit to working with TfGM in the future on the whole smarter travel proposal.
Parsons Brinkerhoff	Engineering services based in Manchester	Recognise the package will improve transport choices to staff, increasing their potential talent pool for recruitment to aid future growth and also employee productivity. Also confirm Manchester will be a more attractive place to live and do business, increasing its attractiveness as a business location
Passenger Focus	Passenger Watchdog	Confirm that major issues faced by passengers will be addressed via smart-ticketing (to make ticketing easier to use & understand, speed up journeys), bus priority measures to improve punctuality, real-time information to drive up satisfaction and hence patronage. Support the LSTF bid as a means of introducing the right solutions to address passengers key issues
Pennine Acute NHS Trust	Healthcare provider in North Manchester, Rochdale, Oldham and Bury	Confirm support for bid, particularly journey planning, RTPI on smartphones, potential to reduce car parking provision, walking and cycling improvements, intelligent traffic management and community transport improvements around Rochdale site.
Pro Manchester	Business, financial and professional services representatives	250,000+ jobs in sector in GM, could increase by 60,000 in 10 years. Support walking and cycling routes, smart ticketing and real time passenger information – latter being attractive to potential professionals and support staff. Community transport will fill gaps in existing network. Carries support and co-operation of member firms in implementation for the development of information, education and nudging strategies. *Representing Deloitte, Cobbetts LLP, BT, Barclays Corporate, HSBC, KPMG, Co-Operative Bank, Ernst & Young, PwC, Eversheds LLP, Pannone, RBS and Lloyds corporate banking*
Property Alliance Group	Landowner at Chamberhall	Improved cycle routes to Chamberhall will make it more attractive to tenants and bring forward development plans for the site
Ramblers Association	Walkers' rights organisation/charity	Wholeheartedly support the bid, especially traffic free routes across GM.

RATP Dev.	Metrolink operator on behalf of TfGM	Confirm support for accessibility schemes around Metrolink stations, as well as co-operation and information sharing with real time traveller information and smartcard proposals. Also contribute towards positive PR when Metrolink services, ticketing or information is involved
Reddish Business Forum	Local forum for organisations	Support improvements to Nelstrop Road with links to Manchester Cycleway and signage/dropped kerbs to form a cycle route between South Reddish and North Reddish
RNIB	Royal National Institute of Blind	Confirm support to bid, specifically real time passenger information through multiple media for blind, enabling unaided travel, and therefore encouraging the blind and partially sighted to engage in society and travelling to work
Romiley Village Partnership	Local community organisation	Generic support for overall Stockport schemes
Salford Cycle Forum	Cycle Forum	Support Irwell River Park scheme for commuters, visitors and residents in the area
Salford Royal NHS Trust	Hospital plus community and tertiary health services	Supports the Community Transport proposals for Partington, as local residents access Salford Royal for work, visiting or appointments. Keen on promoting cycle routes and smarter travel to help modal shift, as currently a high reliance on private car travel. Support the walking/cycling routes in Salford Quays and the water taxis.
Seetec	Work Programme contractor	Confirm that transport issues often are barriers to jobseekers finding work. Agree that new cycle routes, access to journey planning, bike back to work and free ticketing will address the issues. Commit to their staff's involvement in delivery during LSTF and beyond
SEGRO	Commercial property owner in Heywood & Trafford Park	They support the package and believe it will benefit their tenants in Heywood and Trafford Park, making these destinations more attractive. In particular support smarter travel (both for public transport and private car) and walking/cycling infrastructure
Sian Berry, Campaign for Better Transport	Sustainable Transport Campaigner	Support the proposals and confirm they are built on what has worked well elsewhere. In particular the combination of smarter travel alongside infrastructure improvements.
Siemens (as technology supplier)	Technology developer/provider, large employer	Support journey planning tools which will improve punctuality and recruitment/retention of staff. Previously implemented similar traffic management systems in Wuhan, China which saw improved traffic flow and journey time reliability and are applying to implement in Quito, Ecuador which guarantees at least 18% improved traffic flow – happy to make same promises through approach in GM. Support RTPI, walking and cycling improvements and improved driver information to increase attractiveness as Region.
Siemens (as major Manchester business)	Large Manchester employer	RGF funded expansion plans depend upon attracting highly skilled professionals, at the same time as reducing car parking provision. LSTF will complement the GMTF funded Metrolink expansion by opening up labour markets around GM (staff will find it easier to access the network via new cycle routes and to use the network due to smart ticketing and traveller information)
Stagecoach Manchester	Bus operator with regional base in Stockport	Confirm in a Memorandum of Understanding how they will work with TfGM to deliver the LSTF package. Support traffic management to reduce congestion in Stockport which will make bus journeys more punctual and therefore attractive and assisting in modal shift towards buses to meet targets on carbon emissions and air quality

Stockport Community Cycling Club	Support people returning to cycling for commuting & leisure	Support expansion of cycling provision across Stockport and evidence the increase in cycle commuting amongst their membership
Stockport Town Centre Business and Retail Forum	Local forum for businesses in the area	Generic support for Stockport specific schemes, particularly schemes improving access to the town centre
Sustrans	Promote smarter and active travel	General support for the overall LSTF Package, with specific comments on a number of schemes. As freeholder and lease owner of elements of proposed East Bolton cycle corridor, Sustrans confirm they would support construction of the route. Confirm the route would provide access to employment sites in the area. Also confirm support for proposal in Stockport to improve access to local stations, to increase accessible labour markets, increase accessibility of local centres and reduce congestion. Also confirm support for the Irwell River Park confirming it will improve economic potential in the surrounding area
Tameside Third Sector Coalition	Voluntary, community and faith group organisation	Support the LSTF bid in particular praising work done to involve third sector. Praises the jobseeker travel planning, real-time passenger information and community transport proposals
Trafford Centre	Major retail/leisure destination	Confirm major issues in recruiting 'entry-level' staff due to the requirement to have own transport to meet shift patterns. Need for multi-operator journeys currently deter potential employees/customers from using public transport. Smart ticketing will help resolve this. Support cycle routes, in particular Bridgewater Way. Confirm the Partington Link upgrade, as part of community transport proposals, will increase ability to recruit local employees.
Trafford Cycle Forum	Forum between council and cyclists	Confirm support for Bridgewater Way and evidence the success of stretches already upgraded to date
Trapeze Group	IT software supplier	Confirm that the LSTF proposals relating to new technologies are based on practical systems already in operation and delivering benefits elsewhere, and that the extensions to current capability are in line with their development strategy. Also confirm that any contracts let by TfGM to Trapeze would help secure and sustain UK IT jobs
TWB Architects	Employer	Support off road cycling and pedestrian route along Rochdale canal which will improve access for employees and other surrounding attractions (schools) to enable cycling and walking. Employee cycling improves health and productivity, whilst freeing up car parking spaces for customers from further afield.
UHSM	Large hospital trust in South Manchester	Currently have major issues around private car traffic which is impacting their ability to create new business 'Medi-Park'. They see LSTF as providing health benefits to their population, but also major benefits to them as an employer and major destination. They will see labour market improvements from smarter travel, jobseeker bike schemes etc. and also the community transport proposals for Wythenshawe. They want to use the workplace travel planning improvements to build on their successful schemes. They want to install display screens for real-time information
University of Bolton	University based in Bolton town centre	Confirm support for LSTF package as improving access for community and employees. In particular support the proposal cycle links with East Bolton

University of Manchester	University based in the Corridor	Confirm support for package, and encourages sustainable travel through its Travel Plan. Support smart ticketing, improving links to hubs, and technology-based provision of information. These are all reasons cited in student surveys as to why students don't use public transport.
University of Salford	University based in Salford town centre and at MediaCityUK	Fully support the bid, especially integrated ticketing, real time passenger information, cycling improvements and smarter choices.
University of Southampton	Transportation Research Group	Strongly confirm the proposals for Bluetooth sensors to manage the road network. Confirm the technology is the right one and believe it will facilitate great improvements to network management. Will work with TfGM in implementation
VCAT	Represents 500 voluntary/community groups in Trafford	States LSTF package will improve lives in communities of Trafford, in particular support extensions to cycling provision and smarter travel. They point out that improvements in travel choices and opportunities will allow all communities to contribute to economic growth, increasing the growth prospects of Greater Manchester
Voluntary Action Oldham	Represents 550 voluntary/community groups in Oldham	Support bid and its ability to improve recovery from recession in Oldham. In particular approve of plans for Community Transport and provisions of free bike schemes for jobseekers
VVTARA	Residents association in Salford	Confirm support for schemes to improve access to MediaCityUK and into the Regional Centre, pointing out the improvements to social mobility and employment, education access etc.
Waterways Trust	Independent national charity	Confirm support for Rochdale canal towpath improvements and volunteer time to help develop the scheme
Web Applications UK	Technology developer – large employer	Support off road cycle and pedestrian routes along Rochdale canal which will improve access to employees and visitors. Also support improved Cross Street junction and links with Metrolink
Wigan & Leigh College	Education	Support the Leigh Sports Village link
Wigan & Leigh CVS	Represents 265 voluntary/community groups in Wigan	Supports bid and praise the consultation with the sector in developing proposals. Confirm need to join up isolated communities, in particular linking Wigan into Greater Manchester. Praise plans for free bikes for jobseekers in particular

6.13 **Communications and Stakeholder Plan**

6.13.1 We will continue to engage with a wide range of stakeholders during implementation, to aid delivery of schemes and to ensure high take-up of the solutions provided. The key stakeholder groups and how we will engage with them are discussed in the remainder of this section.

6.13.2 **Business Leadership Council & LEP**

- Section 6.7 discusses at length how we will work with the Greater Manchester Business Leadership Council (BLC) who will provide guidance and scrutiny of our LSTF implementation and will also work closely with TfGM on communications and championing activity to ensure high take-up of the solutions we will deliver. The BLC works closely with the LEP in Greater Manchester, and key members of the LEP will be invited to work with the BLC's transport sub-group in such activities.

6.13.3 **Bus Operators**

- A partnership approach has been developed jointly by TfGM and GMBOA (Greater Manchester Bus Operating Association). A TfGM/GMBOA working group meets regularly to progress the partnership agreements. The group has director level representation from TfGM and involves the Managing Directors from the two largest bus operators in Greater Manchester.
- In addition, Greater Manchester Community Transport Operators Forum (GMCTF) will work closely with TfGM to implement the proposals around Community Transport

6.13.4 **Chambers of Commerce**

- The various chambers across the region are very supportive of the idea of working with TFGM to roll out solutions as they are developed, in particular where a regional chamber is directly relevant to a specific scheme. So for example; holding business breakfasts to educate the business community on workplace travel planning capabilities, utilising Chamber contact lists to update businesses when new commuter cycle routes are opened.

6.13.5 **Health Sector**

- The various acute trusts, PCTs and the Health Commission are keen to support the rollout of the LSTF package. For example, promoting travel planning for their workforces, aligning cycling programmes with their wider health promotions.

6.13.6 **Job Centre Plus and related agencies**

- TfGM will work closely with Job Centre Plus and the local work programmes agencies (Avanta, G4S, and Seetec). This will be to develop the jobseeker travel planning capabilities, which at the end of the LSTF programme will form a key part of the core business activity for these delivery agents.

6.13.7 **Voluntary Organisations**

- GMCVO and other 'umbrella' bodies will work with TfGM to coordinate connections and communications with the third sector and its stakeholders

6.13.8 **Business Parks / Large Employers**

- There are a range of key business parks and large employer sites that will form the core customer base for much of the Workplace Travel Planning capability developed under the LSTF programme.

6.13.9 **Passenger Focus**

- TfGM will continue to use Passenger Focus research to refine detailed scheme designs, in particular around smart ticketing and traveller information.

6.13.10 **British Cycling**

- British Cycling share in TfGM's objectives of increasing cycling take up and particularly for commuter cycling. They will work with TfGM to help market new facilities, enhance public relations activities, develop new rides/maps/information around new routes and take workplace cycling initiatives into businesses and major destinations.

6.13.11 **Key Suppliers**

- TfGM will continue to liaise with the various potential suppliers essential to the delivery of LSTF schemes, ultimately into procurement activities to secure appropriate suppliers for implementation.

6.13.12 **Key Destinations**

- Key destinations (e.g. retail parks, business parks, leisure and cultural destinations), will work with TfGM to provide travel information to their staff/visitors/customers (e.g. via electronic display boards) and also engage on workplace travel planning.

6.14 **Project plan**

6.14.1 This type of scheme package lends itself to parallel working and staged delivery enabling sections of the package to be fast-tracked so that they are implemented and generating benefits quickly; whilst more complex sections of the package are being finalised.

6.14.2 Taking this approach and assuming an immediate start in July 2012, a summary of the key milestones that can be achieved are summarised in the table below: Key milestones are provided the Table below. A detailed delivery programme schedule is included in Annex 5.

Table 6.2 Key Project Milestones – Local Sustainable Access Projects – Capital Projects

Geography/theme	Schemes	Start On Site	Finish On Site
Bolton/Bury	Bolton East Cycleway	June 2013	February 2014
Bolton/Bury	Cycle Route from Radcliffe to Agecroft & Manchester	October 2012	January 2013
Bolton/Bury	Sustainable access to Bury town centre	September 2012	December 2012
Regional Centre	Cycle Access to Regional Centre	September 2012	January 2013
Regional Centre	Junctions Improvements on MSIRR	September 2012	January 2013
Oldham/Rochdale	Sustainable Access to Metrolink in Oldham • Mumps • Westwood	 January 2013 July 2013	 March 2014 September 2014
Oldham/Rochdale	Sustainable Access to Kingsway	February 2014	March 2014
Oldham/Rochdale	Rochdale Canal Access Improvements	October 2012	January 2013
Oldham/Rochdale	Sustainable access to the Arc of Opportunity	June 2013	August 2013
Oldham/Rochdale	Sustainable access to rail and Metrolink in Rochdale • Newhey • Milnrow • Kingsway • Newbold • Smithy Bridge • Castleton – • Mills Hill • Littleborough	 March 2013 September 2012 November 2013 January 2015 August 2014 March 2013 December 2012 September 2012	 January 2015 March 2015 October 2014 March 2015 March 2015 March 2013 March 2014 September 2013
Salford Quays/Trafford Park	Irwell River Park access improvements	April 2013	March 2015
Salford Quays/Trafford Park	Salford Quays Cycle Routes	January 2013	September 2014
Salford Quays/Trafford Park	Irwell –Water Taxi Infrastructure	December 2012	January 2013
Salford Quays/Trafford Park	Bridgewater Way	July 2012	December 2014
Stockport	Sustainable access to Stockport stations	January 13	March 15
Stockport	Sustainable access Stockport Town Centre	January 2013	March 2015

Tameside	Sustainable access to Tameside stations	September 2013	March 2014
Tameside	Peak Forest Canal access improvements	January 2014	March 2015
Tameside	Ashton Moss access improvements	February 2013	March 2013
Leigh Transport Project	Leigh Sustainable Transport Project	July 2012	September 2013

Table 6.3 Key Project Milestones – Local sustainable access projects – Sustainable Choices

Geography/theme	• **Schemes**	**Development**	**Roll Out**
Countywide	Sustainable Choices - Overall Branding and marketing	December 2012	April 2013
Countywide	Countywide Sustainable Choices- Workplaces • New Way to Plan/ Freight Travel Planning • Marketing and Collateral • Capital Grants • Central Support for Workplaces – Recruitment • Websites	 October 2012 September 2012 September 2012 July 2012 January 2013	 June 2013 April 2013 April 2013 September 2012 April 2013
Countywide	Countywide Sustainable Choices – Job Seekers • Central Support for Job Seekers- Recruitment • Marketing and Collateral • Ticketing Support for Job Seekers • Bike Back to Work	July 2012 September 2012 July 2012 July 2012	September 2012 April 2013 January 2013 January 2013
Countywide	Countywide Sustainable Choices – Personal Travel Planning • Delivery	February 2013	May 2013
Countywide	Countywide Sustainable Choices - Measures to boost cycle economy • Cycle Grants and Training	July 2012	January 2013
Countywide	Countywide Sustainable Choices - Station Travel Plans • Station Travel Plans	January 2013	February 2013

Table 6.4 Local Sustainable Access Projects – Community Transport to Employment

Geography/theme	• Schemes	Development	Roll Out
Community Transport to Employment	Hattersley, Kingsway, Partington / Trafford Park and Wythenshawe /Airport	July 2012	March 2013
Community Transport to Employment	Community Transport – Training/E-Learning	July 2012	April 2013
Community Transport to Employment	Community Transport – Capacity building	July 2012	November 2012

Table 6.5 Key Embedding Travel Behaviour

Geography/theme	• Schemes	Development	Roll Out
Active Traffic Management	Active Traffic Management	June 2012	May 2014
	AVL Bus priority	May 2012	May 2014
Smart ticketing	Smart ticketing	September 2012	March 2014
Countywide	Smart travel information	December 2012	May 2014

6.15 **State of Readiness**

6.15.1 Each of the individual elements of the programme of works have been reviewed with regards to design, approvals, Traffic Regulation Orders (TROs), resource levels, and approach to procurement to allow for the robust programme provided above.

6.16 **Evidence of Similar Projects**

6.16.1 Over the past ten years or so, TfGM has worked in partnership with the ten Districts and bus operators to deliver the £88m Quality Bus Corridor (QBC) programme. TfGM has managed the programme and allocated funding. The Districts have procured the design work, processed Traffic Regulation Orders, and supervised and managed the construction contracts associated with the implementation of the individual projects. Schemes were identified and developed through whole route implementation plans, with detailed proposals being developed through technical group meetings, which also involve full operator input. This delivery model has been successful for the types of highway measures and individual contracting approach of QBC projects. The infrastructure elements associated with the Local Sustainable Access schemes are similar to the QBC Programme.

6.16.2 TfGM has successfully delivered numerous bus, rail and Metrolink projects across the conurbation of Manchester working in close collaboration with the districts. This close working relationship has delivered many benefits to both partners and has resulted in best in class transportation facilities for the people of Greater Manchester.

6.16.3 Greater Manchester has a strong track record in delivering sustainable transport for growth:

- Public transport, cycling and walking have been our priorities for the past 15 years;

- Local planning policies have focused on growth in our town and city centres, which are more accessible by public transport;
- Through investment in cycle routes, improved cycle parking and marketing/training initiatives, cycling numbers have increased by 17% since 2005;
- Investment of over £1 billion in the current Metrolink expansion programme will treble the size of the light rail network and generate 30 million additional journeys by tram; and
- Metrolink Smartcard ticketing and real-time information, provided through smartphone 'apps', will improve accessibility and encourage integration across different transport modes.

6.17 **Risk management**

6.17.1 The management of risk is an integral part of TfGM's programme and project management processes. The approach for managing risk is to establish an iterative and ongoing cycle of risk management activity, which includes identifying, assessing, mitigating, reporting (including escalation) and reviewing risk.

6.17.2 To support the effective management of risks, issues and opportunities, TfGM uses the Predict Risk Management system. The system serves as a database for all risk information including risk mitigation actions, pre and post mitigation assessments, qualitative and quantitative cost, time and other impacts. In addition the risk analysis tool provides the necessary functionality to run Quantitative Risk Analysis (QRAs).

6.18 **Risk Management Approach**

6.18.1 **Risk Identification and Assessment**

Risk identification and assessment has been undertaken through a series of scheme and programme level risk workshops. They led to the development of scheme and programme risk registers, which include risk causes and consequences, mitigation measures, risk ownership and a qualitative assessment of risk likelihood and impact. These risk registers will continue to be reviewed and updated on at least a monthly basis. In addition to risk workshops, risk identification can also take place through meetings, risk interviews and structured questionnaires. Risks may be identified by any project member at any time.

6.19 **Risk Planning and Mitigation**

6.19.1 All mitigation measures, once identified, are assigned to a risk owner who has responsibility for ensuring that the risk is managed and monitored over time and that the mitigation measures are undertaken to the agreed timescales. The Risk Management Plan defines five key strategies for managing risk and includes:

- Treat the risk;
- Transfer the risk;
- Tolerate the risk;
- Terminate the risk; and

- Fall back planning.

6.19.2 Our approach to risk management is proactive and focuses on taking mitigating action, rather than solely making financial provision for risk impacts.

6.20 Reviewing and Reporting

6.20.1 Risk information is required to be up-to-date at all times to facilitate reporting. Active risks and actions are updated in line with the monthly reporting cycle, and updates will be undertaken through meetings with the risk manager, project manager and appropriate members of the project/programme teams. In addition, risk reviews will be undertaken ahead of any major gateways or following any significant changes

6.21 Escalation of Risks

6.21.1 An important principle of TfGM's risk management approach is that the risk owner should be the person best able to manage the risk. This is often the person, with the appropriate accountability, that is closest to the risk.

6.21.2 Where an individual does not have appropriate accountability, the risk will need to be escalated and managed at a higher level. Risks may also require escalation if they cannot be resolved within the project or programme team, or if the risk has wider impacts beyond the scope of the project or programme area. Risk escalation levels are shown below. Risks flow upwards from 1-4:

- 1 Project Manager;
- 2 Senior Responsible Owner;
- 3 LSTF Programme Board; and
- 4 Executive Programme Board.

6.22 Risk Management Support

6.22.1 Project and Programme teams will continue to be supported by the experienced TfGM risk team to ensure the effective management of risk. The team has a proven track record of overseeing risk management activity across the organisation.

6.23 Key Risks and Mitigation Actions

6.23.1 The key risks and mitigation actions for the programme, identified through the risk identification and assessment process, are shown in the table below. A full risk register is available on request.

Table 6.6 Top Five Risks and Mitigations

Risk Name	Risk Description	Mitigation
Integration and Testing of IT systems	IT systems integration problems, due to system complexity, integration of equipment, or reduced system performance, leading to installation and commissioning delays, and/or additional costs.	Existing system interfaces confirmed to identify compatibility issues. Ongoing discussions with suppliers to ensure system compatibility. Planning for phased roll-outs, in order to minimise impact and resolve issues before complete roll-out. Allow adequate commissioning programme. Developing an upfront test-bed to test the equipment and testing regime in a 'live' environment prior to installation.
Unforeseen Physical Conditions	Additional works due to unforeseen ground conditions, the condition of existing structures leading to additional works and delays.	Planned detailed site investigations and surveys to inform design development. Programme allowances included for detailed survey activities.
Estimating Uncertainty	Actual tendered prices are higher than cost estimates, leading to additional cost and/or scope reduction.	Use of existing market estimates informing current cost plans. Robust risk assessment and management processes in place. Application of risk-based estimating techniques. Clear scope definition, fully understood by all bidders and competitive tendering.
Inflation	Inflation rate rises above the allowances in the cost plan.	Inclusion of realistic allowances for inflation in the cost plan. Detailed cost plan subject to scrutiny and approvals process and ensure that pricing by contractors is realistic prior to contract award. Ongoing monitoring of inflation to forecast outturn costs. Use of fixed price contracts, where appropriate, so that risk is transferred to the contractor post contract award, achieving value for money and price certainty.
Programme Delays	Programme delays due to late procurement or delivery, resulting in delay to benefit realisation and potential risk to funding during implementation period.	Programme control through robust and mature project and programme management procedures and processes, including monthly reporting and Project and Programme Governance. Realistic full schedule of activities, with key milestones for each project, including timescales for full statutory processes and delivery periods derived from supplier consultation. Flexible schedule management to allow funding take up and coordination with other projects and works.

6.24 **Quantitative Risk Analysis**

A series of qualitative and quantitative risk workshops have been undertaken to identify the programme package risks and develop fully quantified risk registers for all the schemes. Key members of the programme team attended the workshops and have contributed to development of the risk registers. Individual risks for each scheme were grouped under pre-agreed headings, which were then quantified using a percentage probability of occurrence

and a minimum, most likely, and maximum cost impact. This formed the basis for a Quantitative Risk Analysis (QRA), which was used to identify an appropriate allowance for both revenue and capital costs. Risks which fall outside the scope or timing of the LSTF programme have not been quantified, but have been recorded in the risk registers for risk management purposes.

6.24.1 The method of QRA adopted uses a Monte Carlo simulation method, where random number generation is used to select values of probability and cost (within pre-defined ranges) for each risk during multiple iterations. The total risk value is calculated and stored for each iteration. The results of multiple iterations are analysed to identify the required percentile value. A minimum number of 5,000 model iterations are carried out to develop an overall risk profile. The output from the QRA model has been used to provide an assessment of risk exposure on the project and a measure of the risk allowance required, based on the P50 and P80 (50^{th} and 80^{th} percentile) values for each scheme. To provide an input to the overall programme cost model, risk impacts were converted to a percentage of capital or revenue cost.

6.24.2 The QRA will continue to be reviewed on a monthly basis throughout the lifecycle of the projects and programme, to inform forecast cost estimates and ensure that budgets are not exceeded. Risk exposure outputs will be reported monthly at both the 50% confidence level (P50) and the 80% confidence level (P80), for the current state (pre-mitigation) and future state following the implementation of planned actions (post-mitigation).The P80 figure represents a risk exposure with a greater confidence level (80%) of not being exceeded. The P80 (post mitigation) risk exposure has been used to define the level of risk allowance to be included within the cost plans.

6.25 Benefit realisation

6.25.1 Benefits Realisation will be delivered for the GM LSTF programme via the standard TfGM Benefits Realisation Management Procedure. This sets out guidance for project programme managers to inform them of the best practice way of creating a Benefits Realisation Plan to define how their specific intervention will deliver its benefits in the time and manner stated. All programmes follow TfGM's Programme Management Procedures and must develop a Benefits Realisation Plan that is specific to their work and details how they intend to realise their benefits as they deliver their project.

6.25.2 The Benefits Realisation Plan will include:

- Benefits Profile: used to define each benefit and provide a detailed understanding of what will be involved and how the benefit will be realised.
- Benefits Map: illustrates the relationship between benefits, outputs and outcomes so that realisation between the benefits can be managed and tracked.
- Benefits Tracker: states each individual benefit and lists the expected delivery date. This document is used to monitor the progress towards the realisation of each benefit.
- Transition Plan: the Transition Plan is a crucial element in planning for realisation that is designed in conjunction with the delivery schedule to form one coherent programme schedule that covers delivery right through to benefit realisation. This link is made by identifying significant finish milestones in the delivery schedule and denoting them 'Benefit Triggers'. These 'Benefit Triggers' are then linked directly to a 'Benefit Event'

which is a task that will ensure the realisation of the benefit. Once complete the schedule will allow the continuous monitoring of benefit realisation throughout the programmes lifecycle.

6.26 **Evaluation**

6.26.1 DfT will lead on the post-implementation evaluation of the whole LSTF programme, working with scheme promoters to co-ordinate inputs and research as required.

6.26.2 TfGM supports this approach and has developed two possible ways forward consistent with how we conducted evaluation for our recent major scheme submissions to DfT.

6.26.3 The first approach would be to simply undertake monitoring of the GM LSTF programme, to inform management decisions and scheme development. This would be incorporated within the normal course of business and so incur no additional costs to TfGM or DfT. The outputs from this approach would allow for before and after monitoring of the programme but no research to understand why certain outcomes have, or have not, occurred. This monitoring will build on the processes being set up for the Key Component, including potentially expanding the remit of the Expert Review Panel.

6.26.4 The second approach would be to expand on the basic monitoring to include a research programme, which sought to explain the extent to which LSTF schemes were delivering their expected outcomes. The research programme would build on the existing approaches being taken in our post-implementation evaluation of the Metrolink expansion programme, where, with the knowledge of the DfT SRE team, we have sought to implement a Theory of Change approach to evaluation research.

6.26.5 This research would not seek to cover the whole programme, but would focus on those elements where both TfGM and DfT could see added value in conducting bespoke research. This would be developed with DfT officials and could potentially partner with organisations such as PTEG, universities and our LSTF delivery partners.

6.26.6 If an evaluation research approach was followed, the scope of the work would obviously be agreed with DfT but our initial ideas about the potential research areas are as follows:

- What evidence is there that LSTF measures are supporting economic growth?
- What is the internal TfGM business case for extending the Smarter Choices programme beyond the LSTF period?
- How can the understanding and representation of Smarter Choices be improved in policy and appraisal models?
- What are the lessons learnt for the process of delivering the ITS schemes?
- What are the impacts of dynamic urban traffic control and what clever things go in the big box?

6.26.7 We have made an allocation of £500,000 in the LSTF revenue to cover this evaluation research, with contributions from the potential partners named above to be agreed as and when the scope of work is refined.

GLOSSARY OF TERMS

Abbreviation	Explanation
AGMA	Association of Greater Manchester Authorities
AMCB	Analysis of monetised cost and benefits
ANPR	Automatic Number Plate Recognition
Apps	Applications
AST	Appraisal summary table
ATC	Automatic Traffic Counter
AVL	Automatic Vehicle Location
BCIS	Building Cost Information Services
BCR	Benefit-Cost Ratio
Bikeability	National Programme of Cycle Training
BLC	Business Leadership Council
BSOG	Bus Operators Service Grant
CCTV	Closed Circuit Television
CEO	Chief Executive Officer
CO2	Carbon Dioxide
CT	Community Transport
DfT	Department for Transport
DRT	Demand Responsive Transport
EU	European Union
EV	Electric Vehicle
FTE	Full Time Employees
GM	Greater Manchester
GMBOA	Greater Manchester Bus Operators Association
GMCA	Greater Manchester Combined Authority
GMCCS	Greater Manchester Climate Change Strategy
GMCTF	Greater Manchester Community Transport Forum
GMCVO	Greater Manchester Centre for Voluntary Organisation
GMFM	Greater Manchester Forecasting Model
GMITA	Greater Manchester Integrated Transport Authority
GMLTP3	Greater Manchester Local Transport Plan 3
GMS	The Greater Manchester Strategy
GMTF	Greater Manchester Transport Fund
GMUTC	Greater Manchester Urban Traffic Control
GRP	Gateway Review Panel
GVA	Gross Value Added
HCA	Homes and Communities Agency
HFAS	Highways Forecasting & Analytical Services
IRP	Irwell River Park
IRR	Inner Ring Road
ISO9001	Quality Management Standard
ITS	Intelligent Transport System

Abbreviation	Explanation
ITSO	Integrated Transport Smartcard Organisation
JSA	Job Seekers Allowance
LEP	Local Enterprise Partnership
LEZ	Local Enterprise Zone
LSTF	Local Sustainable Transport Fund
LSV	Leigh Sports Village
MBC	Metropolitan Borough Council
MIER	Manchester Independent Economic Review
MSA	Measurement Systems Analysis
MSIRR	Manchester/Salford Inner Ring Road
New Economy	One of the six Greater Manchester Commissions with the aim of creating economic growth
NHS	National Health Service
Northern Hub	The Greater Manchester rail network is made up of a number of rail corridors that come together in the centre of Manchester to form the Northern Hub
NOx	Oxides of Nitrogen, i.e. Nitrogen Dioxide (NO2) and Nitrous Oxide (NO)
NPV	Net Present Value
NTEM	National Trip End Model
NWDA	North West Development Agency
OGC	Office of Government Commerce
OJEU	Official Journal of the European Union
ORR	Office of Rail Regulation
PA	Public Accounts
PCT	Primary Care Trust
PMS	Programme Management Services
PVB	Present Value of Benefits
PVC	Present Value of Costs
QBC	Quality Bus Corridor
QRA	Quantitative Risk Analysis
R & D	Research and Development
RCIS	Royal Institute of Chartered Surveyors
Regional Centre	Manchester City Centre, plus adjacent parts of Salford and Trafford
RPI	Retail Price Index
RSSB	The Rail Safety and Standards Board
RUS	Route Utilisation Strategy
SEMMMS Scheme	South East Manchester Multi Modal Strategy
SK14	Partial postcode depicting a Greater Manchester location and development
SRO	Senior Responsible Officer
TEE	Economic Efficiency of the Transport System
TfGM	Transport for Greater Manchester
TfGMC	Transport for Greater Manchester Committee
TfL	Transport for London
TIF	Transport Innovation Fund
TRO	Traffic Regulation Orders

Abbreviation	Explanation
TUBA	Transport User Benefit Appraisal
UTC	Urban Traffic Control
VFM	Value for Money
VMS	Variable Message Signing
WebTag	Web Based Transport Analysis Guidance
WTP	Willingness to Pay
LTP	Local Transport Plan

Local Sustainable Transport Fund
Greater Manchester's Large Project Bid
Business Case

Transport for Greater Manchester

Designed and produced by Transport for Greater Manchester