

Local Sustainable Transport Fund - Large Project Bid



What our partners think of our bid

Greater Manchester Health Commission

The Commission welcomes the measures identified within the bid, including the recognition of the health benefits of a modal change in transport behaviour.

Greater Manchester Environment Commission

This is an excellent proposal that looks to take up this policy agenda in real, practical terms.

Greater Manchester Local Enterprise Partnership

We are very much encouraged by and supportive of the innovation shown in the LSTF bid package, which clearly has a strong fit with the Greater Manchester low carbon economic strategy. I am therefore very happy to write to you to confirm our full support for this submission.

New Economy

We see this project as securing improved connectivity by offering attractive and affordable alternatives to car travel for a wide range of commuters.

Greater Manchester Chamber of Commerce and Manchester Solutions

The proposals present an important opportunity to encourage a sustained modal shift amongst commuters, shoppers and visitors with Greater Manchester.

Stagecoach Metrolink

We are particularly keen to look at opportunities to encourage more people to walk or cycle to the stations, and to explore the development of real time travel information which would align the transport offer with the needs and expectations of modern commuters.

Greater Manchester Bus Operators Association (GMBOA)

Integrated, smart-based ticketing will grow the bus market by making travel across modes and across operators easier.

Network Rail

We will continue to work with TfGM in developing a programme of works aligned with Network Rail's planning strategy which would deliver the maximum benefit to passengers.

First Transpennine Express

We would welcome the opportunity to discuss and develop further access improvements to stations and key destinations through measures that encourage more walking, cycling and improved integration with other forms of transport.

Highways Agency

This bid will lead to building up real choice for the traveller to make a contribution to reducing carbon emissions, lessening congestion and growing a healthy society.

The Ramblers Association

The bid utilises the skills and experience of the voluntary and private sectors in an intuitive and sensible way, linking their particular qualities to the policy and delivery expertise of TfGM.

pro.manchester

By supporting this bid, pro.manchester hopes that Transport for Greater Manchester will be able to deliver significant benefits not only to the local community but also to the businesses of Greater Manchester.

Greater Manchester Combined Authority
c/o Manchester Town Hall,
Manchester.
M60 2LA



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Telephone No: 0161 234 3006

E-mail: h.bernstein@manchester.gov.uk

Mr Norman Baker MP
Parliamentary Under-Secretary of State for Transport
Department for Transport
Great Minster House
76 Marsham Street
LONDON SW1P 4DR

6 June 2011

Dear Minister

Greater Manchester Large Project Submission to the Local Sustainable Transport Fund

We are delighted to make this Large Project submission to the Department's Local Sustainable Transport Fund, which has the full support of the Greater Manchester authorities and the support of the new Greater Manchester Local Enterprise Partnership, alongside a range of public, private and community sector partners.

As you are aware from our earlier Key Component submission, Greater Manchester's low carbon economic strategy identifies attractive and sustainable transport solutions as an essential ingredient of a low carbon economy.

This has been enshrined in our recently published Greater Manchester Local Transport Plan (LTP3) with a particular focus on maximising the economic efficiency of our networks and minimising the carbon impact of growth, whilst also promoting public health levels.

The package of measures set out in this Large Project submission has been designed to specifically build upon our LTP3 strategy and a legacy of investment in sustainable commuting over the past 20 years, including the current activity underway through the ground-breaking Greater Manchester Transport Fund agreement.

By blending a combination of marketing, technology and infrastructure measures, we aim to establish innovative smarter choices and active travel solutions that will secure real additional benefits that meet local community, economic, carbon and public health objectives.

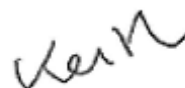
This is evidenced by the wide-ranging support that our bid has attracted from the Greater Manchester Commissions for Environment, New Economy and Health, through a broad spectrum of major business and transport industry interests, to local community and cycling groups.

We look forward to working with the Department to deliver our shared objectives through the Local Sustainable Transport Fund.

Yours sincerely



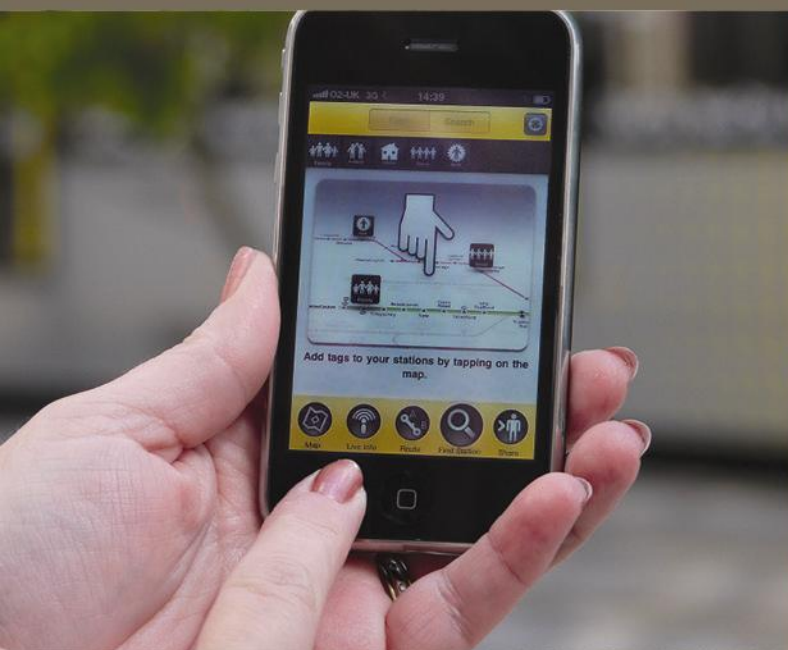
Lord Peter Smith
Chair, Greater Manchester
Combined Authority



Councillor Keith Whitmore
Chair, Transport for
Greater Manchester Committee

Vision for sustainability

Local Sustainable Transport Fund





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Sustainable travel in Greater Manchester: The journey to a low carbon economy

Greater Manchester has a vision of sustainable commuting at the heart of its blueprint for a low carbon economy, as set out in the ambitious Greater Manchester Strategy. We want to give local people the travel choices that will allow them to take an active role in our future low carbon economy. We have already gone a long way locally to set the foundations for our vision:

- **By leading from the front**, the Greater Manchester partners have committed nearly £1 billion of local spending over this decade to support the uniquely ambitious Greater Manchester Transport Fund that will deliver the largest public transport investment programme outside London;
- **By shaping our future**, through the establishment of the new Greater Manchester Combined Authority and the Local Enterprise Partnership, Greater Manchester has a distinctive and unique governance system in place that will drive the low carbon and economic growth agendas in a powerful and mutually supporting way; and
- **By getting into shape to deliver**, the establishment of Transport for Greater Manchester provides a new model of working that can effectively bring together integrated public transport, active travel and smarter travel initiatives across the entire local economy.

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, and the new Local Transport Plan sets out clear growth ambitions for active travel for the coming years;
- in Manchester city centre, public transport, cycling and walking now account for 70% of morning trips, compared to 61% in 2002;
- investment of over £1 billion in the Metrolink expansion programme now under way will treble the size of the light rail network and generate 30 million additional journeys by tram;
- Metrolink Smartcard ticketing and real-time information, provided through smartphone 'apps', will improve accessibility and encourage integration across different transport modes; and
- commuter bus developments and other key initiatives are programmed through the Greater Manchester Transport Fund to provide additional commuter options over the next few years.

Regeneration and reduced worklessness dominate our economic agenda:

- Greater Manchester is the largest and strongest economic engine in the North of England, accounting for more than 50% of the North West's total productivity;
- but it is also home to 75,000 JSA claimants and over 300,000 claimants across all benefits; recovery in many town centres and housing markets remains fragile.
- The Greater Manchester Combined Authority and the Local Enterprise Partnership recognise the critical role of connectivity in stimulating growth and through the Greater Manchester Transport Fund, investment in access to employment has been placed at the heart of Greater Manchester's growth policy.

We are committed to a low carbon economic future:

- with a carbon footprint of 17.5 million tonnes (2008), we have a long way to go, but at 7.1 tonnes per person Greater Manchester is already well below the national average of 8.7 tonnes per person;
- the local low carbon sector is already worth £4.4 billion, supports 34,000 jobs and is projected to grow at more than 4% per annum over the next five years; and
- our transport policy is at the low carbon vanguard – from the wholly renewables-powered Metrolink system and Green Buses to the Greater Manchester Electric Vehicle Infrastructure Scheme and smarter choices plans for the future.
- The Greater Manchester Environment Commission and Transport for Greater Manchester are committed to repositioning the future trajectory for growth-related carbon emissions across the conurbation.

Public health levels remain a stark characteristic in many of our most deprived communities:

- coronary heart disease and obesity are priority local public health concerns - seven out of the ten Greater Manchester districts record Cardio Vascular Disease levels higher than the national average and one in four residents are currently classed as obese; and
- ill health is one of the main causes of worklessness in Greater Manchester.
- The Greater Manchester Health Commission and Transport for Greater Manchester are committed to collaborative working to drive up active travel levels.



Delivering our vision through the Local Sustainable Transport Fund

In delivering our low carbon objectives, our priorities are local commuters and job-seekers, and our strategy has been shaped by their travel needs and solutions that meet them in a truly sustainable way.

In a complex urban economy like Greater Manchester, these needs are diverse and so are our solutions. Through the Local Sustainable Transport Fund, we aim to bring together technology, smarter choices travel marketing and active travel measures to build the future travel markets that will lie at the heart of our low carbon economy.

Our approach encompasses a Key Component and four further strategic components set out in our comprehensive Large Project bid:

Key Component Bid: Greater Manchester Commuter Cycle Project

Transport for Greater Manchester submitted a “Key Component” bid in April to support the delivery of the Greater Manchester Commuter Cycle Project, designed to increase the number of people cycling to work at a number of major commuting destinations through a series of interventions, which our research shows will open up cycling as a genuine commuting option for many more employees.

Through this Key Component, we will provide a total of 650 cycle parking spaces at seven cycle centres across Greater Manchester. These centres will have covered, secure cycle parking, lockers for clothing and personal effects, toilets, and shower and changing cubicles. In the region of 450 additional spaces will also be provided at a number of cycle compounds, targeted at shorter-distance commuter cyclists who do not require shower or changing facilities, providing covered, enclosed and secure cycle parking with lockers suitable for storing cycle helmets and wet weather clothing. In addition, the Key Component is designed to deliver a range of cycling information, training and promotional support to build confidence with users of the scheme and to break through barriers that currently hold people back from commuting by bike.



Large Project Bid Component 1: ‘Sustainable Access to Key Destinations and Transport Hubs’

Greater Manchester benefits from a rapidly-improving core public transport system and many of our communities are clustered within a relatively short distance from a local town centre, offering access not only to a public transport interchange but also to local jobs, shops, education and health facilities. So most of our residents are within a potential walk or cycle ride from access into the public transport system and to other local facilities, but often too many physical and cultural barriers remain for this to happen in practice.

From circuitous routes out of housing estates to a lack of confidence in where to park your bike when you get there, walking and cycling to their local station or transport hub currently seems just one complication too many in the busy lives of most local commuters. This contributes significantly to local carbon and network efficiency problems: 15% of our peak-time car trips are currently less than 2km and more than 30% no more than 5km – distances that many of us could easily walk or cycle.

Our solution to this is grounded in the techniques encouraged by the recent Local Transport White Paper. We want to combine targeted investment in relatively small (“choice architecture”) measures that make walking or cycling to a local station/transport hub or key centre a real option and community-based (“nudge”) marketing techniques that take the very best lessons from elsewhere to reshape cultural cycles and deliver real local carbon, economic and health benefits.

Examples of our approaches here include:

- the Bolton to Bury Cycle Route, which will serve key employment destinations - as well as key public transport interchanges and proposed cycle centres - in both the town centres from a series of residential areas along its route;
- a package of local infrastructure measures around Rochdale Rail Station to maximise access from neighbouring communities; and
- a programme of travel planning and marketing activities in communities along Metrolink expansion corridors to maximise usage and promote sustainable travel to local stops.

Large Project Bid Component 2: 'Supporting sustainable choices'

Building upon our Key Component, our sustainable travel development agenda requires a wider package of measures aimed at embedding smarter choices across a wider commuting market.

Working with key partners, including the ten local authorities, local business groups, local cycle groups, walking groups and others, we have mapped out a series of initiatives that target those communities where these initiatives can offer the greatest value, including:

- kickstarting adult cycle training and local community walking campaigns to establish a longer-term legacy maintained by community champions;
- providing travel planning start-up support for employers at larger business sites and other key destinations; and
- providing travel advice to expand the journey horizons of job seekers to establish this as a longer term service delivered through the traditional employment search bodies.

Large Project Bid Component 3: 'Smarter Travel'

New technologies are increasingly shaping all our lifestyles and the daily choices that we make. Our approach embraces the enormous potential that these technologies offer.

We have already committed to delivering a Smartcard system for our Metrolink network and supporting vehicle location technology that will provide real-time information across the tram system. This complements the Government's incentivising of smart-reader investment across the bus industry and commitments to smart ticketing as part of future rail franchises.

Our vision aims to build upon these foundations in three key ways:

- We want to capitalise on the implementation of smart-card readers that is taking place through our local investment on the Metrolink system, alongside Government initiatives for the bus and rail systems, to provide an integrated smart-ticketing system across our public transport system. Through the Fund, we propose to invest in a comprehensive back office system that will act as the control centre for a Greater Manchester Travel Smartcard, which will provide the capacity for one comprehensive electronic travel card covering the bus, train and tram networks as well as other services including the proposed new cycle centres, the Greater Manchester Electric Vehicle project and park-and-ride facilities.



- We want to respond to the rapid uptake of smartphones: over 50% of 24-35 year-olds in the UK are now estimated to own a smartphone and 2010/11 smartphone sales have been reported to be as much as 20 times up on the previous year. Over the next two years, smartphones will become the prime source of information for more and more commuters, and we see great scope to use them to provide real-time information straight to travellers' pockets. Our proposal is to invest in an information management system that will gather the real-time data from bus, train and tram vehicle location systems. This live travel information will be provided by us as open data to support journey planning smartphone applications run by technology entrepreneurs, which will give a new generation of commuters the information and confidence that they need to make smarter travel choices. This will complement the smartphone initiatives already being provided through our Metrolink investment programme.
- We want to use the information gathered through these new systems to deliver improved traffic management through targeted traffic signal improvements on key routes to provide improved reliability and punctuality for buses and other primary users, including freight and commercial traffic, as the need dictates. In this way, we can lock in the benefits of investment that has gone before, including the £88 million investment in Quality Bus Corridors over the past decade. We will also help to maximise the potential of new joint working arrangements with the Highway Agency, which are unique to Greater Manchester, to effectively manage our networks to the benefits of all users.

Large Project Bid Component 4: 'Enabling community transport'

Transport for Greater Manchester and the Greater Manchester Centre for Voluntary Organisations have worked closely for several years to build the role of community transport at the heart of our local transport system. With the sector now carrying over 800,000 journeys each year, employing over 130 people and a further 700 volunteer drivers, we are keen to take it to the next level of development. In particular, we see a key role for community transport in developing access-to-work services from our more isolated communities and deprived communities where public transport services are limited.

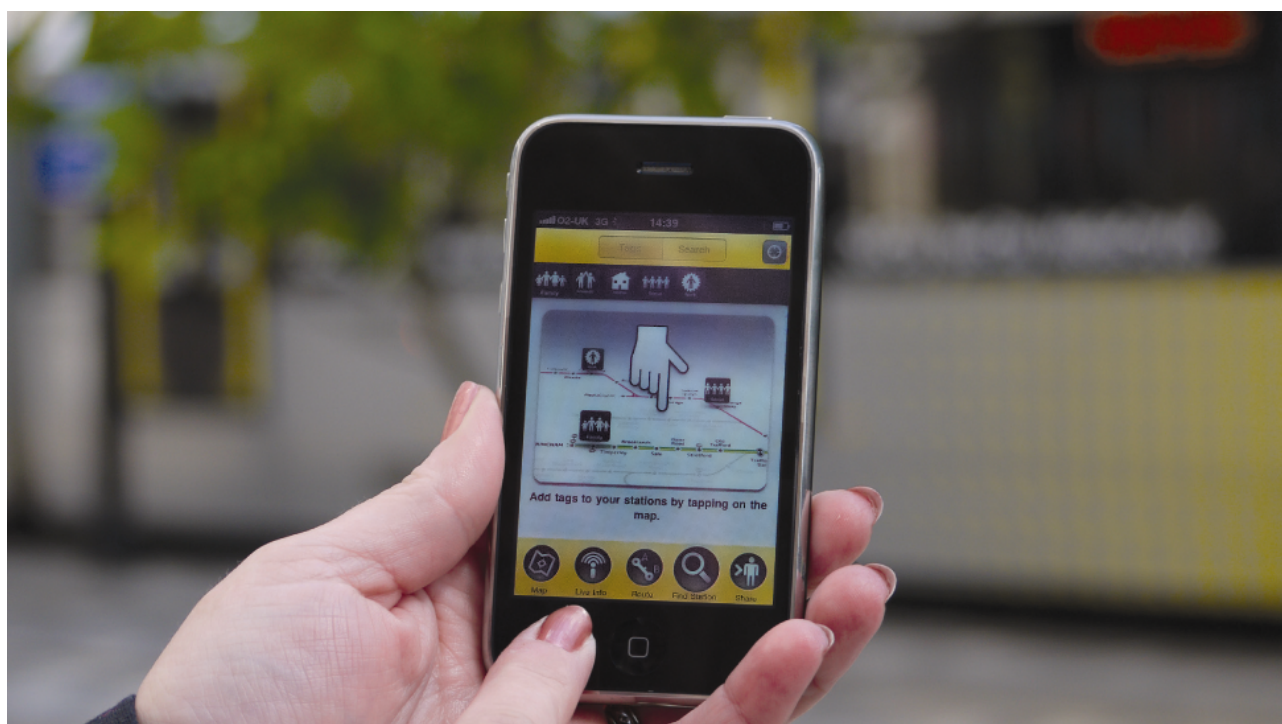
We see real potential for LSTF support for further capacity-building of the sector, alongside some short-term kickstart funding of new services, to deliver a sustainable legacy of communities delivering their own links back into employment in support of the local economy and national objectives for community-led service developments. This will be supported by the upgrading of vehicles through use of non-LSTF resources and potentially securing additional funding through ERDF channels.

Delivering real outcomes

Our Key Component and Large Project Components have been identified as holding the greatest potential to complement Transport for Greater Manchester's wider investment and operational activities in support of the low carbon economy. Collectively, these initiatives will reduce the carbon impact of growth by directly expanding both the labour market catchment area of our key centres and the travel horizons of local workers without the detrimental scale of carbon impact that this would otherwise be expected to bring.

The sustainable commuting agenda set out in our bid will reduce road traffic congestion, support local employment and drive real efficiencies across the local transport sector. Some projected highlights include:

- A doubling of commuter mode share for cycling into the Regional Centre and a 50% increase elsewhere, delivering over 7,000 additional commuter cycle trips per day and replacing around 420,000 car trips per year. This would reduce the cost of local traffic congestion by £0.85 million per year and generate a direct reduction in carbon of 170 tonnes per year, alongside improvements in public health worth £1.4 million per year in reduced absenteeism costs to business alone.
- 8% increase in bus travel in five years, potentially removing over 2 million car trips per year off our roads, saving 900 tonnes of carbon and providing decongestion benefits of £4.5 million, supported by reduced peak time delays of 15% on key bus routes, benefiting bus commuters by the order of £4 million per year.
- The potential to double the volume of Community Transport journeys for employment purposes, expand the role of Community Transport as a substitute for ambulance services, saving up to £100 per trip, and reduce the long-term costs of local service provision to the public sector as a whole.



Making it happen

Greater Manchester is in a uniquely strong position to deliver its vision of a low carbon economy. Through the establishment of the Greater Manchester Combined Authority and the Local Enterprise Partnership, we have the leadership and management structure that can drive truly integrated economic and carbon agendas. This leadership has defined the vision and priorities set out in this Local Sustainable Transport Fund strategy.

Transport for Greater Manchester sits at the heart of this structure and is, therefore, well-placed to coordinate local transport, economic, environmental, health, community and commercial partners to deliver our strategy and to collectively support its on-going legacy beyond 2014/15.

The total value of the package proposed in this bid is £67.2 million made up of £45 million Local Sustainable Transport Fund capital and revenue grant plus £22.2 million of local contributions. Transport for Greater Manchester and the ten Greater Manchester authorities have a track record of partnership working to deliver transport investment. In developing this bid we have engaged with a range of partners who have identified support if the specific proposals are taken forward, including a wide array of voluntary / third sector partners, from Sustrans, the Ramblers Association and local cycle groups to community transport operators and the Greater Manchester Centre for Voluntary Organisations. Other supporters include commercial bus and rail operators; local employers and developers; and other key partners such as technology providers, British Waterways and the Highways Agency.



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Further information can be found at www.tfgm.com

Alternatively, please write to:
Transport for Greater Manchester
2 Piccadilly Place
Manchester
M1 3BG

Or telephone:
0161 244 1000

Local Sustainable Transport Fund - Application Form

Applicant Information

Local transport authority name(s)*:

Transport for Greater Manchester (TfGM – formerly GMPTE) 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

Contact telephone number: 0161 244 1279

Email address: dave.newton@tfgm.com

Postal address: 2 Piccadilly Place, Manchester, M1 3BG

Website address for published bid: www.tfgm.com

SECTION A - Project description and funding profile

A1. Project name:

Sustainable Travel in Greater Manchester

A2. Headline description:

Greater Manchester has a vision of sustainable commuting at the heart of our blueprint for a low carbon economy. Through the Local Sustainable Transport Fund we aim to bring together technology, smarter choices travel marketing and active travel measures to build sustainable future travel markets:

- Building on the proposals put forward in our Key Component bid, we plan to improve walking and cycling access to stations/public transport hubs and to key local centres, whilst also developing training and promotional packages to encourage a cultural shift towards active travel.
- We aim to build on existing technology investment schemes regarding 'Smarter Travel' through the provision of live travel data to our customers; widening our Smart Ticketing concept; and using real-time data to support active network efficiency systems.
- Finally, we will empower our local communities to address more of their travel needs through a series of measures based around improving Community Transport.

A3. Geographical area:

The activities contained within this bid will cover the ten Districts that form Greater Manchester: an area with a population of approximately 2.6 million, the second most populous conurbation outside London.

A4. Type of bid (please tick relevant box):**Small project bids**Tranche 1 bid ☐

Expression of interest for Tranche 2

☐ (please complete sections A and B only)Tranche 2 bid ☐**Large project bids**Key component bid ☐Large project initial proposals ☒**A5. Total package cost (£m):** 67.170**A6. Total DfT funding contribution sought (£m):** 44.980**A7. Spend profile:**

£k	2011/12	2012/13	2013/14	2014/15	Total
Revenue funding sought	0	7,190	8,990	8,370	24,550
Capital funding sought	0	7,770	5,690	6,970	20,430
Local contribution	0	6,540	7,130	8,520	22,190
Total	0	21,500	21,810	23,860	67,170

Please note: the figures above exclude £6.416 million of costs (£4.938 million of LSTF funding and £1.478 million of local contributions) in respect of the previous Key Component bid.

A8. Local contribution

Our LSTF bid represents a strong opportunity to leverage in significant further local investment and commitments from a range of public, private and third sector partners in order to deliver long term benefits and ensure that the measures are sustainable beyond the period of the Fund.

As such, the total value of the package proposed in this bid is £67.2 million, resulting from our intention to target £45 million of LSTF funding in order to unlock access to a further £22.2 million of local contributions, alongside on-going local spending on sustainable transport including over £1 billion of spending that has been committed locally through the Greater Manchester Transport Fund (GMTF). We see the delivery of the measures set out in this bid as a unique opportunity to maximise and 'lock in' the benefits offered by the GMTF investment programme.

The Supporting Information Pack for this bid covers how both LSTF and local funding will be used to deliver and sustain the initiatives that we are seeking to put in place through our bid. Final contributions will be dependent on the detailed projects and initiatives that are agreed through the bidding process. A brief summary of how local contributions will be applied is set out below:

Large Project Component 1 – Sustainable Access to Key Destinations and Transport Hubs - contributions towards the costs of delivering this component via a range of supplementary and enabling activities.

Large Project Component 2 – Supporting Sustainable Choices – the delivery of a range of supplementary and enabling activities.

Large Project Component 3 – Smarter Travel – funding the acquisition, development and enhancement of systems, the installation of smart ticketing/AVL technology and meeting the on-going operating costs of the programme of measures.

Large Project Component 4 – Enabling Community Transport – funding the acquisition of vehicles and meeting the on-going delivery costs post LSTF.

A9. Partnership bodies

In developing the bid, we identified through consultation, a number of partners that will contribute to the design and delivery of the project. These partners fall into three categories; Delivery Partners, Business Support Partners and 3rd Party Organisations.

Delivery Partners are those who will contribute towards scheme delivery and/or funding and include:

Large Project Components 1 and 2: Local Authorities, British Waterways, Ramblers Association, Network Rail and Train Operating Companies

Large Project Component 3: Local Authorities, Bus Operating Companies, Stagecoach Metrolink, Train Operating Companies and Highways Agency

Large Project Component 4: Community Transport Operators via the GM Community Transport Operators Forum

Business Support Partners are those who will contribute to the operational success of the project. We are actively promoting opportunities for private sector partners to get involved, especially in relation to large project components 1 and 2. This builds on the proven track record Greater Manchester authorities have in working with local businesses to secure commercial support for major projects. This is demonstrated by the letters of support received from the LEP, the Chamber of Commerce and major businesses, as summarised in C4 below.

Finally, we have had a great deal of support from 3rd Sector Organisations. These groups have played an important role in shaping the development of this bid and will continue to make important contributions through promoting the initiatives that we are implementing which will ensure our projects reach an even wider audience and user group.

SECTION B – The local challenge

B1. The local context

Greater Manchester is uniquely placed to establish itself as the driving force behind the UK's future low carbon economy. As the largest and strongest economic area in the North of England, accounting for more than 50% of the North West's total GVA, Greater Manchester has significant opportunities for future growth. Moreover, the local low carbon sector is already worth £4.4billion, supports 34,000 jobs and is projected to grow at more than 4% per annum over the next five years.

Alongside these strong economic foundations, Greater Manchester has also put into place a governance system that is specifically designed to align economic and carbon objectives to maximum effect. The establishment of the Greater Manchester Combined Authority 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 Combined Authority is complemented by the Greater Manchester Local Enterprise Partnership to provide effective direct business leadership and to ensure that our low carbon economy is developed in a manner that maximises business growth potential.

The Combined Authority and LEP are supported by a series of strategic policy Commissions, which have been operating for several years, and by Transport for Greater Manchester, the new body responsible for delivering and coordinating local transport across Greater Manchester. Transport for Greater Manchester 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 platform for partnership working to deliver local transport priorities.

The Greater Manchester Strategy, which was developed by the conurbation partners in 2009, following the ground-breaking Manchester Independent Economic Review, provides a clear direction for the work of the Combined Authority structure. The Strategy, which draws together all key policy areas to establish cross-sector priorities to stimulate recovery and growth in a sustainable and inclusive manner, provided the local policy framework for the new Greater Manchester LTP, which will be complemented over the next year by a Greater Manchester Climate Change Strategy and Spatial Framework.

The strong history of cooperative working between the Greater Manchester partners has enabled Greater Manchester to prioritise investment in sustainable local transport solutions, supported by local planning policies that have promoted growth in Manchester city centre and main town centres – those locations that have seen consistently prioritised investment in improved public transport, cycle routes and cycle parking. Our approach has delivered significant growth in public transport commuting over the past decade and more latterly supported a revival in the number of people cycling, which has increased by 17% since 2005.

The Regional Centre, which is the primary economic driver for Greater Manchester, has experienced significant economic growth over the past 15 years, resulting in daily traffic flows into the centre that are second only to those in London. Through our consistent prioritisation of sustainable commuting, public transport, cycling and walking now account for 70% of morning trips into Manchester city centre, compared to 61% in 2002. However, further activity is required if we are to maintain a sustainable core for our future low carbon economy.

In 2009, the Greater Manchester authorities demonstrated their commitment to local transport investment through the landmark Greater Manchester Transport Fund agreement, which commits nearly £1 billion of local resources to securing a £1.5 billion public transport-led investment programme over the next few years.

Investment in the £1 billion Metrolink expansion programme is now under way, which will treble the size of the light rail network and generate 30 million additional journeys on the system by 2016. This will be supported by the roll out of Metrolink Smartcard ticketing and real-time information initiatives. Commuter bus developments and other key strategic investment initiatives are also programmed through the Greater Manchester Transport Fund to assist in managing the demands of future growth.

The current difficult economic conditions demand more than ever that transport investment needs to be focussed where it can be of greatest benefit to the economy in getting people into education/training and work, and in supporting further regeneration. The Greater Manchester Transport Fund prioritised those transport schemes offering maximum economic benefit whilst also collectively delivering carbon and social inclusion benefits. This bid has been developed on the same principles.

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 health issues.

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. We are conscious of the impact that economic growth has had on the increase in overall road travel in Greater Manchester, and congested key routes at peak times undermines the effectiveness of Manchester city centre in particular.

Greater Manchester currently has a CO₂ emissions footprint of 17.5 million tonnes per annum (2008), of which more than 30% is from road transport. Whilst this represents a lower per-capita footprint than the national average, the carbon total needs to be reduced to below ten million tonnes by 2020, and to below four million tonnes by 2050 in order to meet Government targets.

In addition, many areas within the conurbation exceed EU thresholds for nitrogen dioxide (NO₂) concentrations, particularly those areas adjacent to key commuting routes, and are forecast to exceed the limit values by 2015. The Greater Manchester Air Quality Strategy identifies transfer from travelling by car to cycling as a key priority in addressing these trends.

Despite its economic strengths, Greater Manchester is home to some of the most deprived areas in the country, with the most significant concentrations in the heart of the conurbation, north and east of Manchester and central Salford, alongside clusters largely concentrated in neighbourhoods surrounding the town centres.

Promoting regeneration and tackling social exclusion are key economic priorities, with a focus on addressing the issues that prevent some communities from benefiting fully from local opportunities, and in addressing persistent worklessness that inhibit Greater Manchester's productivity. Despite this, a third of Greater Manchester's households were found to have no access to a car in the 2001 Census, rising to 50% of households in some wards, emphasising the critical importance of sustainable transport opportunities for our local population.

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; 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.

Manchester city centre holds the potential to deliver a further 50,000 jobs over the next ten years, alongside significant employment growth at Airport City (one of the country's first new Enterprise Zones), Sportcity, Salford Quays/ Trafford Wharfside, MediaCityUK and the

Kingsway development in Rochdale. Through the development plans of the ten local authorities, there are also plans for 200,000 new homes by 2026.

The investment activities of Transport for Greater Manchester and the ten Greater Manchester local authorities in public transport, active travel and network efficiency measures; our work with the Department to secure additional rail carriages and network capacity; and our on-going work with operators to make bus services more attractive to commuters are all designed to support sustainable growth in the coming years.

The Greater Manchester partners view the Local Sustainable Transport Fund as a significant opportunity to complement local activities and address local priorities further. There is great potential to support our economic, carbon and health priorities through further investment and activity aimed at increasing local levels of cycling and walking for everyday journeys. There is also potential to further increase the contribution of public transport to support longer journeys by improving community access to local stations/transport hubs; increasing confidence in services through improved reliability and real-time information; and through simpler, more flexible ticketing solutions. This is the context for the bid strategy set out in this application.

B2. Evidence

In drawing on evidence to develop our priorities, we have adopted three principles of “People, Purpose and Place” to define the markets that our strategy is aimed at shaping and supporting:

- People: who are the communities that most need our support to contribute to the low carbon economy?
- Purpose: what are the travel needs of these communities?
- Place: where are these communities located and where do they most need to travel to?

Given the low carbon economy priorities set out in B1 above, our “People” priorities are local commuters and current and future job-seekers.

In defining the travel needs (or “Purpose”) of our target communities, we have got inside the real drivers that shape local commuting patterns. To do this, we have drawn firstly on the wealth of data that Transport for Greater Manchester holds through on-going commuter consultation exercises and attitude surveys, which consistently highlight the value of:

- integration measures to support combined cycle/public transport journeys;
- safe and secure cycle storage at key destinations;
- cycle promotion, primarily through cycle training and support programmes, and the creation of safer cycle routes;
- integrated ticketing and real-time travel information to reduce the uncertainty and complexity of public transport travel;
- flexibility in public transport service provision to meet modern commuters’ needs in a community of diverse working patterns and lifestyles; and
- improved network reliability.

In addition, in preparing our Local Transport Plan and this bid, we have carried out an extensive programme of engagement with community groups, cycling and walking charities,

local businesses, local transport providers and other interested parties to gather a clear picture on the real local factors that shape people's travel choices at present.

In identifying the "Place" priorities for our approaches, we have focussed on two dimensions:

- firstly we have undertaken initial target market analysis. Through close working with British Cycling, local cycling support groups and others, supplemented by research of the evidence gathered through the Cycle Demonstration Towns, we have identified market segments that have the maximum propensity for improvements in cycling. Building on this, we have used CACI market segmentation tools to identify specific Greater Manchester markets that are well-placed to respond to the measures proposed to determine spatial and community priorities across the range of measures set out in this proposal.

- secondly, we have reviewed the media that most attract the attention and shape the decision-making processes of our target communities. In particular, we have identified the fast-growing potential of the smartphone on our target market, which is supported by recent market research (YouGov 2011) findings that 53% of 25-34 year olds; 44% of 35 to 44 year olds; and 25% of 45-54 year olds now have a smartphone; and supplier reports (Carphone Warehouse, 2011) of 2010/11 smartphone sales increasing by up to 20 times of the volume in 2009/2010.

B3. Objectives

The vision of the White Paper, 'Creating Growth, Cutting Carbon' is for a transport system that is an engine for economic growth, but one that is also greener and safer and improves quality of life in our communities.

This vision, and the accompanying emphasis on developing local solutions to encourage sustainable local transport choices, is strongly reflected in Greater Manchester's third Local Transport Plan (2011/12-2015/16) (LTP3), with its objectives of economic growth, environmental sustainability, health and wellbeing, sustainable neighbourhoods and value for money.

The White Paper builds upon the Government's primary objectives of securing the efficient delivery of services that support low carbon economic growth through a clear commitment to localism, which is the primary purpose of the wider Greater Manchester economic strategy. The following paragraphs provide a summary of how our bid package offers significant potential to progress the Government's key objectives of supporting economic growth and reducing carbon emissions, while delivering wider social, environmental, health and safety benefits for local communities (summarised as 'quality of life') and delivering local solutions.

Economic Growth

LTP3 identifies the critical importance of developing transport solutions that provide capacity for growth and social inclusion as an economic priority. The four interlinked components of this bid will contribute to this objective both directly by improving access to areas of opportunity and indirectly by improving the efficiency of the transport network and the productivity of the workforce through improved health.

In providing sustainable access to key destinations and transport hubs, including town centres, employment sites and key educational establishments, we will focus particularly on walking and cycling links from inner-urban neighbourhoods where the greatest levels of

worklessness predominate in Greater Manchester. The improved routes will link to the 'key component' cycle centres, further improving facilities for cycling to work. Other contributions to economic objectives secured through increasing levels of cycling include reduced levels of congestion (which will in turn support the revitalisation of town centres), giving more reliable journey times for buses, cars and commercial vehicles, lower transport costs for employees and reduced absences and a healthier workforce for employers.

Our approach to supporting sustainable choices will support the economy both by providing travel advice and assistance to support job seekers to enter and remain in work and by helping businesses to improve the accessibility of their sites, thereby helping to attract and retain staff.

Our approach to Smarter Travel will improve the efficiency of the highway network, by allowing the GM Traffic Control Centre to better respond to incidents, planned events and traffic flow conditions and by empowering individuals to adapt their travel decisions in response to the prevailing conditions. This will complement the traffic management initiatives, such as better freight routes, that we aim to secure through our working protocol with the Highways Agency and commercial opportunities, such as freight consolidation activities, that may follow from this. It will also directly improve the reliability of bus services through the introduction of selective priority at traffic signal junctions.

The introduction of additional community transport services in selected areas will make it easier for those relatively isolated communities, and individuals with mobility problems, to access employment.

Carbon Reduction

LTP3 identifies shorter distance trips as a key priority for Greater Manchester in addressing unnecessary carbon impact of growth. By providing a genuine and attractive low carbon alternative for journeys of up to 5 km into centres of activity, and local stations/transport hubs for onward travel, this project provides a solution that is both targeted on LTP3 objectives and relevant to modern travel markets.

The inclusion of adult cycle training and of measures to build confidence in walking within the project removes one of the perceived barriers to active travel. Alongside the enhanced travel planning and promotion measures in this bid, this will maximise the number of people making a modal switch to sustainable travel.

We recognise that a wide range of Smarter Travel measures are key in addressing carbon levels through cultural change. This bid sets out a series of travel support, information and marketing measures that are designed to remove key barriers to travel by walking, cycling and public transport; and measures to assist businesses in managing their travel needs in a more sustainable manner.

Network efficiency is a further 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.

Quality of Life

Cycling not only has great potential to improve health and fitness, including wellbeing and mental health, but also has wider social benefits. By making it easier for people who do not

have access to a car to travel to key facilities, we can help to improve their life chances, particularly in the early years of their lives. This bid will encourage cycling through the provision of cycle routes; more support facilities at the destination end of the cycle trip; and through training and promotion. Where off-road routes are provided, such as currently under-utilised canal towpaths, safety for cyclists will be increased. By encouraging a switch to sustainable travel, the project will also contribute to improved health through reduced air pollution.

LTP3 and the Greater Manchester Strategy identify inner-urban neighbourhoods as key targets for addressing public health levels. This project will provide a stimulus to drive up active travel levels from these neighbourhoods in particular. The provision of improved links to key destinations and the encouragement of active travel through training and promotion will help to open up opportunities, particularly for work and education, to deprived communities, as will the provision of community transport services. Increased walking and cycling will reduce local car use and congestion, making neighbourhoods more pleasant to live in and providing more opportunities for social interaction. In addition, universality of access to cycling is at the heart of this bid through its approach to remove current social barriers to cycle commuting.

Local Choices and Priorities

Whilst the Smarter Travel component of our bid is designed to provide Greater Manchester-wide support for a switch to sustainable modes, the other three components (Access to Key Destinations and Transport Hubs, Supporting Sustainable Choices and Enabling Community Transport) have been designed to improve travel choice at the local level. They achieve this by tailoring the types of intervention offered to the needs of particular areas, reflecting the different types of intervention needed to effect travel behaviour change throughout our diverse conurbation.

The proposed use of open data systems to encourage the development of local travel applications is a key example here of how we want to use local channels to ensure that specific market needs are met and to secure maximum value for money. Alongside this, through the development of community transport services and community-based active travel initiatives, this strategy will maintain its legacy in part through localism in action.

SECTION C – The package bid

C1. Package description

Large Project Component 1: Sustainable Access to Key Destinations and Transport Hubs
Greater Manchester benefits from a rapidly improving core public transport system and many of our communities are clustered within a relatively short distance from a local town centre, offering access to local jobs, shops, services and public transport interchanges through which destinations further afield can be reached. This component of the bid, therefore, is based on encouraging access by sustainable modes to key destinations and transport hubs through a combination of capital infrastructure measures and supporting revenue-based activities, including education and training. Given the scale of Greater Manchester, the number of potential schemes far exceeds the level of resources available; therefore we have focussed on delivering accessibility improvements to:

- Town centres because of the concentrations of employment and other key facilities which allow us to maximise the economic and environmental benefits of proposed investment. An example is the Irwell River Park Sustainable Transport Corridor proposal which involves

creating a high quality and DDA-compliant, segregated 8km pedestrian and cycle route linking MediaCity UK and Salford Quays to Manchester/Salford City Centre and the University of Salford. The capital investment would be supported by marketing activity to raise awareness and drive usage of the improved facilities amongst local residents and businesses.

- Key railway, Metrolink and bus stations, to address accessibility constraints, maximise the proportion of access trips being made by sustainable modes and improve connectivity for onward journeys to key destinations. Stations and other local transport hubs will be prioritised on the basis of high usage, service frequencies and where improvements complement existing investment. Cycling infrastructure will be targeted at geographical areas where there is evidence of high potential for future growth in cycling. An example of the type of measure being proposed is the accessibility improvements to Rochdale Rail Station which include reinstating the eastern entrance to connect to an upgraded network of pedestrian and cycle routes serving the surrounding areas including to the Cycle Centre proposed at the nearby Rochdale Station as part of the LSTF Key Component bid. Within the station, improvements would be made to interchange facilities linking the rail and Metrolink services including improved signage, passenger information and lighting. The capital investment would be supported by travel planning activities, cycling and walking training and a marketing and promotion campaign which would target residents and businesses in the areas around the station.

- Large Business or Educational Sites at specific locations in Greater Manchester where there is significant development being undertaken. This is illustrated by proposals for a mix of capital and revenue expenditure based on the new educational establishments being delivered through the Oldham 'Building Schools for the Future' programme.

The five schools that are part of the Programme are: Oasis Academy, Waterhead Academy, Oldham Academy North, Blessed John Henry Newman and North Chadderton. These schools are being constructed on both new and existing sites. The proposed measures in this element of the bid include improving active travel links to the sites from neighbouring residential areas, provision of cycle racks, cycle training and promotion.

Large Project Component 2: Supporting Sustainable Choices

In order to complement our Key Component bid, our sustainable travel development agenda includes a wider package of measures aimed at embedding smarter choices across a wider commuting market. Working with key partners, including the ten local authorities, local cycle groups, the Ramblers Association and others, we have included a series of initiatives that target those markets where there is greatest potential for travel change, including:

- Cycle Training: This activity provides a cost-effective means of giving adult cyclists the confidence to cycle to work and to cycle as part of their daily lives. It has already been successfully trialled in Manchester and Trafford, and the bid includes proposals to roll this out across the rest of the conurbation.

- Walking Training: This type of training is aimed at 'difficult-to-reach' groups and provides tuition and mentoring to promote, encourage and sustain independent walking activity to promote physical fitness and wellbeing amongst vulnerable groups, with an emphasis on journeys of 2 miles or less. A "Get Walking Keep Walking" (GWKW) programme of measures to underpin this activity is being developed in partnership with the Ramblers Association. The basic principle of the programme is that people can gradually increase their level of

walking through a 12-week programme to overcome perception barriers associated with walking. The proposal is focused on previously inactive and insufficiently active people. A pilot has been carried out in Manchester, where 75% of participants were female; 45% were from a Black and Minority Ethnic background; and 19% had a health condition. The pilot found that, on average, beneficiaries were more active after participating in GWKW Manchester. In the follow up, beneficiaries reported being active for thirty minutes or more on 4.1 days a week compared with 2.7 at the time of registration, an increase of 1.4 days (or 52%) per week.

-Travel Planning at Key Destinations: An example of the type of measure being proposed is the further development of the Smarter Travel Trafford Park project. Trafford Park is Europe's largest industrial estate with around 1400 businesses employing over 30,000 people. Proposed activity includes promotion of car sharing, support to the critical freight and logistics sector in Trafford Park, production of sustainable travel information materials/systems, free cycle training for workers and measures to improve public and community transport coverage in the area. Considerable work has already been undertaken and private sector funding pledges obtained for this project. Through pump-priming the project using LSTF funding, we aim to develop a long term commercially sustainable area-wide travel plan funded by local businesses, for the benefit of local businesses.

- Travel Planning at Job Centres: This joint initiative would provide sustainable and low-cost travel options for job seekers, including, for example free bike loans, discounted and free public transport tickets and personalised travel planning. The LSTF funding would allow partnerships to be created to provide travel advice and free or subsidised travel for job seekers when travelling to interviews and new jobs. Personalised journey plans would be developed for the individuals to widen their travel horizons and consequently job search areas. This project would promote sustainable travel while also tackling worklessness. Similar projects, including in the Wythenshawe area of Manchester, have been demonstrated to enhance return-to-work rates and to result in a continuation of public transport use for commuting after the free travel has expired.

- Freight Travel Planning: We will build on previous work we have done on providing freight mapping for Greater Manchester by focusing on site-specific materials on routes to key destinations for HGV traffic. This will be tailored to integrate with electronic forms of navigation. We will partner this with 'Exchanging Places' "blind spot" training for both cyclists and HGV drivers and route management commitments that have been made through the Greater Manchester Network Management Strategy.

Large Project Component 3: Smarter Travel

The Smarter Travel large project component will deliver a package of interlinked technology-based interventions which will facilitate easier and more efficient and reliable travel by all modes on a Greater Manchester-wide basis. This component involves three elements:

- Integrated Ticketing: Smart-ticketing is recognised as a valued facility amongst modern commuters. Through this bid, we propose to introduce comprehensive smart-ticketing across Greater Manchester. We have already committed to delivering a Smartcard system for our Metrolink network and vehicle location technology that will provide real-time information across the tram system. This complements the Government's incentivising of smart-reader investment to make travel easier for passengers across the bus industry and commitments to smart ticketing as part of future rail franchises. We want to capitalise on the implementation of smart ticketing that is taking place on the Metrolink system to provide an integrated smart ticketing system across our public transport system. Through

the Fund, we propose to invest in a comprehensive back office system for a Greater Manchester smart-ticketing solution covering the bus, train and tram networks as well as other services including the new cycle centres proposed within our Key Component bid; the OLEV-supported Greater Manchester Electric Vehicle Infrastructure Scheme; and Park-and-Ride facilities.

- Network Efficiency: We see significant scope to exploit new technology that supports network efficiency to improve both carbon levels from local traffic and the economic performance of the network to further complement the investment in bus smart-ticketing and automatic-vehicle-location equipment that the Department is currently incentivising through its BSOG policies. Through the Fund and local investment, we propose to develop a number of capabilities in the Greater Manchester Urban Traffic Control (UTC) network that will provide:

- (i) selective priority for late-running buses through junctions on key commuter routes across the conurbation to further enhance the attractiveness of bus travel;
- (ii) Bluetooth capabilities (driven by the devices found in mobile phones) to deliver real-time data on traffic flows across the key sections of a local network to support the Travel Information Systems described below and to enable real-time management of the local network; and
- (iii) an enhanced network of cycle traffic counting systems and local carbon monitoring systems to monitor the effectiveness of measures delivered through this bid and complementary local activities.

- Traveller Information Systems: This component recognises the importance of robust real-time travel information in supporting smarter travel choices. Through the Fund and local resources, we propose to invest in information management systems to provide a central repository for the data gathered through the above and other activities to make real time information available to travellers through commercially developed smart applications and other media. This will enable individual commuters and travellers to access bespoke information feeds providing up-to-date advice on all their travel options (including cycling and walking opportunities). These information feeds will include web-based pre-trip journey planning systems and in-journey real-time information via smart-applications, developed by entrepreneurs utilising the open data provided through our systems. In addition, through effective management of UTC data flows, we will also be able to provide specific information channels for commercial traffic to help manage the local carbon and network efficiency impact of freight and other traffic particularly at peak times of the day.

Large Project Component 4: Enabling Community Transport

This component provides an integrated package of measures to develop, expand and improve the quality and coverage of services operated across Greater Manchester through the following activities:

- Building capability and capacity within the sector: In recent years, the Greater Manchester authorities have supported the establishment of the Greater Manchester Community Transport Operators Forum as a body to help develop the institutional and commercial capabilities of local Community Transport operators. This bid would build upon these foundations by providing professional training for Community Transport drivers and supervisors with a view to further bolstering the capacity of the sector to deliver local services that address specific community needs. In addition, LSTF resources would also be used to improve the sector's ICT infrastructure for service scheduling and booking, so as to enable more optimal use of staff and vehicles in service delivery. This component will

expand the role, coverage and quality of flexible transport services in the supported service network and improve links with the conventional bus, rail and Metrolink networks.

- Enhanced and new services improving access to employment: The network of services operated will be expanded to improve links from areas of deprivation to key employment destinations. An ERDF Interreg Bid for £550,000 (capital), the outcome of which will be known by end June 2011, has been submitted to fund the cost of twelve additional vehicles and these would be supplied to community transport groups successful in the tendering process to run the services.

- Direct training and employment opportunities: Direct training and employment opportunities would be provided for individuals returning to work. This includes a 'Train, Drive, Learn, Earn' (TDLE) initiative, developed with the Operators Forum, which will provide a means of engaging local people in voluntary activities within Community Transport and providing relevant training such that they are able to gain employment within the sector or related areas. An equivalent scheme is also proposed for local private hire companies.

C2. Package costs

The table below sets out the forecast cost profile for each Large Project Component across the funding period. In addition, a more detailed cost breakdown is provided at the end of this submission. It should be noted that due the flexible nature of the schemes and the scale of the figures discussed, there may be a minor adjustment on the final profile. In deriving these figures a number of assumptions have been made. More detailed information is provided in the pack of supporting evidence, although the key assumptions are mentioned here. The values below are expressed as nominal amounts. The forecast costs include allowances for inflation, indicative quantified risk allowances and contingency allowances which reflect the nature of, and the relative state of, scheme development.

Costs have been estimated on the basis of an appropriate combination of:

- Costs of current or recently completed projects;
- Indicative tender costs;
- Current delivery costs for the provision of, for example, cycle training;
- Indicative supplier pricing; and
- Discussions with potential suppliers.

Large Project Component 1	£k	2011/12	2012/13	2013/14	2014/15	Total
Sustainable access to key destinations and transport hubs	Revenue	0	2,060	3,190	3,230	8,480
	Capital	0	1,280	4,260	5,960	11,500
Large Project Component 2	£k	2011/12	2012/13	2013/14	2014/15	Total
Supporting sustainable choices	Revenue	0	1,270	1,940	1,940	5,150
	Capital	0	60	190	260	510
Large Project Component 3	£k	2011/12	2012/13	2013/14	2014/15	Total
Smarter travel	Revenue	0	3,550	3,040	2,370	8,960
	Capital	0	6,430	1,240	750	8,420
Large Project Component 4	£k	2011/12	2012/13	2013/14	2014/15	Total
Enabling community transport	Revenue	0	310	820	830	1,960
	Capital	0	0	0	0	0
GRAND TOTAL		0	14,960	14,680	15,340	44,980
Local contribution	£k	0	6,540	7,130	8,520	22,190

Please note: the figures above exclude £6.416 million of costs (£4.938 million of LSTF funding and £1.478 million of local contributions) in respect of the previous Key Component bid.

C3. Rationale and strategic fit

The strategic approach behind this bid, including the 'key component' Greater Manchester Commuter Cycle Project, has been designed to complement on-going transport investment and operations activities in Greater Manchester in support of the low carbon economic growth strategy (the Greater Manchester Strategy) agreed in 2009.

This approach acknowledges that there is no single solution, that will ensure the desired outcome, and therefore a package of measures is needed to tackle the different barriers, both actual and perceived, that currently inhibit behavioural change. Some of these measures have already been introduced in Greater Manchester, or are in the process of being delivered through the Greater Manchester Transport Fund; the project set out in the bid is intended to complement, lock-in and maximise the benefits of those initiatives.

A revised Local Transport Plan (LTP3) has been developed, reflecting the Greater Manchester low carbon economy objectives. It specifically identifies and addresses the unique nature of travel markets in Greater Manchester and supports an emerging revival in cycling levels around local centres of activity. It builds upon early "smarter choices" successes, with a renewed focus on commuting and access to work in particular. This project has been designed to build upon LTP policies, reflecting a unique set of circumstances across Greater Manchester that offer significant scope to maximise the local impact of the Fund.

For short journeys, the project will improve access to key destinations by walking and cycling and remove barriers to active travel through training, promotion and the provision of cycle centres at destinations. By improving access to local stations/transport hubs, and therefore widening the catchment of public transport, the first leg of longer journeys can also be made by a sustainable mode.

For longer journeys, the provision of smart, real-time information and smartcard ticketing removes a significant barrier to public transport use, enabling more people to take full advantage of the major improvements, such as the expansion of Metrolink, already being made to the public transport network. Improved management of the highway network, fleet management and selective bus priority at traffic signal junctions, all facilitated by centralised data management, will improve the reliability of the bus network, building on the previous investment in Quality Bus Corridors and complementing the on-going joint working with bus operators to improve performance (through performance monitoring, a Code of Conduct and Voluntary Quality Partnerships), as set out in LTP3. Reliability is consistently identified as a key concern of passengers, and these improvements will help to build confidence in the services.

In some of Greater Manchester's more isolated communities, the barrier to sustainable travel is the lack of a public transport connection to work or education. Community Transport services provide a cost-effective way of opening up these opportunities. Linking the short and long-distance journey elements of the project are travel planning and promotion, which raise awareness of travel options and solutions for both individuals and businesses.

The revised governance arrangements in Greater Manchester, based around the establishment of the Greater Manchester Combined Authority, provide a firm platform for partnership working with public health bodies in particular adding further value to the active travel promotion outcomes anticipated through this project. This new model of working has seen the establishment of specialist Greater Manchester Commissions on a range of policy

areas, including Environment, Public Health, Spatial Planning and Economic Development, alongside the establishment of Transport for Greater Manchester.

This has allowed us to shape our proposals to secure what the Transport Minister accurately identifies in his foreword to the Local Transport White Paper as “that short term boost to growth, and the early reductions in carbon, that action locally is best placed to deliver.” In addition, through the Greater Manchester Health Commission, we also have the scope to align the active travel activities set out here with the wider public health promotion work of our health sector partners.

This is effectively complemented by the Local Enterprise Partnership (LEP), which brings together nine business leaders and three local authority leaders to shape and guide the future economic growth of the conurbation. This submission also fits closely with the intentions of the Greater Manchester LEP to drive effective integration across economic growth, planning and transport activities. The approach set out in this bid seeks to integrate active travel into the commuting mix, to improve the efficiency of the highway network and to maximise the benefits from the improved connectivity brought about by major public transport improvements. Going forward, the LEP will play a key role in challenging our LSTF strategies to achieve its own objectives. In addition, the LEP will seek to actively engage with DfT on the wider relationship between congestion and growth, as identified in the Local Transport White Paper, and we welcome every opportunity to take an active role in the joint work proposed to identify congestion hotspots to the further benefit of our LSTF approach.

The establishment of Transport for Greater Manchester provides an opportunity to establish and manage a strategic, conurbation-wide approach to cycle commuting and smarter choices initiatives that can be delivered through local channels, best reflecting local markets. In addition, through the establishment of the unique protocols across Transport for Greater Manchester, the ten Greater Manchester highway authorities and the Highways Agency, it enables greater co-ordination of the management of the strategic highway network to maximise efficiency and collectively address the carbon impact of all local traffic.

C4. Community support

The Greater Manchester approach to the Local Sustainable Transport Fund has been strongly influenced by on-going and specific, LSTF-focussed community engagement. In particular, between October and December 2010, the Greater Manchester authorities undertook a thorough LTP3 consultation exercise, which elicited over 900 responses. These responses enabled us to refine our draft strategy, originally developed on the basis of consultation undertaken since the Greater Manchester TIF exercise in 2008.

In developing each element of our approach, we have consulted further with a number of key partners using a range of channels, including a dedicated seminar held in February 2011 attended by over 100 community and local business representatives. We have worked directly with voluntary sector partners to ensure that the proposals in this bid match the expectations of target communities. To date we have received letters of support from the following partners:

Arriva Ask Developments BBC BikeRight! British Waterways Bury Cycling Forum	Greater Manchester Fire & Rescue Service Greater Manchester Health Commission Greater Manchester Local Enterprise Partnership IBM Imperial War Museum Love Your Bike (Friends of the Earth)
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CityCo (formerly Manchester City Centre Management Company) Commission for the New Economy Corridor Manchester Ernst & Young Eversheds First First Transpennine Express Freight Transport Association Greater Manchester Bus Operators Association Greater Manchester Centre for Voluntary Organisations Greater Manchester Chamber of Commerce and Manchester Solutions Greater Manchester Community Transport Operators Forum Greater Manchester Environment Commission	Manchester Central Manchester Metropolitan University Marketing Manchester MIDAS Muse Developments Ltd Network Rail Northern Rail Parsons Brinkerhoff PricewaterhouseCoopers Pro Manchester Road Haulage Association Stagecoach Manchester Stagecoach Metrolink The Highways Agency The Ramblers Association Trafford Centre
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SECTION D – Value for money

D1. Outcomes and value for money

Our Key Component and Large Project Components have the greatest potential to complement Transport for Greater Manchester's wider investment and operational activities in support of the low carbon economy.

Collectively, these initiatives will reduce the carbon impact of growth by directly expanding both the labour market catchment area of our key centres and the travel horizons of local workers without the detrimental scale of carbon impact that this would otherwise be expected to bring.

In developing the bid, we have continued the approach taken within our third Local Transport Plan and have identified objectives and priorities for Greater Manchester; conducted an extensive evidence review; and consulted with our stakeholders, the output of which was our three key themes of Active Travel, Smarter Ticketing and Promotions. Again engaging with our stakeholders, a long list of over 100 potential solutions was produced and then sifted, via a process that followed the principles of the DfT's Early Assessment and Sifting Tool (EAST), to identify the priority interventions set out in this bid.

This programme sets out an agenda for sustainable development which will reduce road traffic congestion, support local employment and drive real efficiencies across the local transport sector. Some projected highlights include:

- A doubling of commuter mode share for cycling into the Regional Centre and a 50% increase elsewhere, delivering over 7,000 additional commuter cycle trips per day, replacing around 420,000 car trips per year. This would provide decongestion benefits of £0.85 million per year and a direct reduction in carbon of 170 tonnes per year, alongside improvements in public health worth £1.4 million per year in reduced absenteeism costs to business alone.
- 8% increase in bus travel in five years, which, under a conservative assessment, could be expected to result in at least 2 million less car trips per year on our roads, saving 900 tonnes of carbon and providing decongestion benefits of £4.5 million, supported by reduced peak

time delays of 15% on key bus routes, benefiting bus commuters by the order of £4 million per year

- The potential to double the volume of Community Transport journeys for employment purposes and to expand the role of Community Transport as a substitute for ambulance services, saving up to £100 per trip and reducing the long-term costs of local service provision to the public sector as a whole.
- Potential reduction in bus traveller delay of 15% on key corridors, by providing advanced signal technology, resulting in travel time savings to bus users in the order of £4 million per annum.

As part of the increased emphasis on joint working across policy areas, the Greater Manchester authorities have developed a Single Assessment Framework (SAF) to assist policy development in all areas focussed on delivering the outcomes of the Greater Manchester Strategy (GMS). Using the SAF, the Commission for New Economy has undertaken an initial assessment of this bid and has concluded that:
"the proposals seek to provide real and economically affordable travel options for people in our most deprived areas; to make better use of our existing infrastructure by improving access; making walking and cycling more secure; reducing the need to travel by private car and facilitating active lifestyles." In terms of Environmental Fit, the review concluded that, "the primary purpose of the overall package of proposals is to increase the use of sustainable transport modes, so it has a very positive impact in environmental terms."

A more detailed VfM assessment is set out in the Supporting Information Pack, including:

- Large Project Component descriptions, including inputs, outputs and outcomes;
- High-level appraisal of the Components;
- A review of our EAST-led sifting process;
- Summary information from the Greater Manchester SAF review; and
- A summary of the evidence base for this bid.

D2. Financial sustainability

This LSTF bid involves investment in both revenue and capital activities.

Large Project Component 1, Sustainable Access to Key Destinations and Transport Hubs, involves significant capital investment. This investment will require that those authorities who implement highway capital infrastructure works will absorb future maintenance liabilities within their mainstream revenue budgets. Revenue activities associated with promoting access to these locations will be time-limited, e.g. community travel planning involving raising awareness of new travel possibilities, such as the opening of a new Metrolink line. Whilst this is very intensive for the 12 – 18 month period immediately following the opening the activity thereafter becomes more of an occasional "refresh", which will be accommodated within mainstream promotion budgets.

Large Project Component 2, Supporting Sustainable Choices, is revenue intensive and involves significant staff resources. Post 2014/15, these revenue activities will continue to be funded from existing revenue budgets and justified on transport and health benefits. In addition, new sectors will be trained and equipped to provide travel planning advice (e.g. job centre staff for travel advice and assistance to job seekers programmes).

The investments in Large Project Component 3, Smarter Travel, identify a number of on-going operational costs that will be covered by a range of commercial activities. For example, costs associated with revenue apportionment activities linked to a Smart Ticketing scheme will be borne by those bus operators who are benefiting from the scheme and from the market growth arising from having simplified and integrated ticketing arrangements. Commercial software applications, developed using the real-time journey planner data, will have a financial value to end users with an assumed charge to cover operational and future development costs. In addition, there will be manual data collection cost savings and other organisational efficiency savings for Transport for Greater Manchester. The value of these savings off-set the future operational and maintenance costs involved with these technology-led initiatives.

For the Large Project Component 4, Enabling Community Transport, the investment to build up the capacity of the sector will be time limited however on-going funding for future services will be required. This will be met from existing Transport for Greater Manchester revenue budgets recognising that using the community transport sector will provide alternative solutions to conventional supported bus services and the more cost effective utilisation of budgets allocated for such service provision.

SECTION E – Deliverability

E1. Implementation

Transport for Greater Manchester will be the responsible organisation for securing the implementation of the measures included in this bid.

Through the establishment of the Greater Manchester Combined Authority and the LEP, we have the leadership and management structure that can drive truly integrated economic and carbon agendas. This leadership has defined the vision and priorities set out in this LSTF submission.

Transport for Greater Manchester sits at the heart of this structure and is, therefore, well-placed to coordinate local transport, economic, environmental, health, community and commercial partners to deliver our strategy and to collectively support its on-going legacy beyond 2014/15.

Capital investment will be managed in full accordance with Transport for Greater Manchester programme/project management procedures with which the DfT is familiar. Where capital investment is managed by a third party, Transport for Greater Manchester will undertake assurance checks to satisfy itself that appropriate project management procedures are in place. This is the same approach adopted as part of the delivery of the Greater Manchester Transport Fund.

Revenue grant funded elements will be managed through Transport for Greater Manchester and to assurance standards set by this organisation.

The package of works will be coordinated in a similar way to the Greater Manchester Transport Fund; however Large Project Components 1 and 2 will be largely delivered through partners and Large Project Components 3 and 4 through Transport for Greater Manchester.

E2. Output milestones

The overall programme of the capital grant funded measures will be subject to regular reporting to, and review by, the Transport for Greater Manchester Executive Programme Board, ensuring that scheme delivery is monitored to secure agreed benefits and within agreed timescales and budgets. The performance of the revenue grant funded measures will be monitored through the appraisal programme to be agreed with DfT and internally through the Executive Programme Board, ensuring that interventions are delivering required outcomes.

With regard to high level output milestones based on a decision on the bid being made in June 2012, the following would be achieved:

Large Project Component 1: Sustainable Access to Key Destinations and Transport Hubs
There are 3 clear strands to this large project component across Access to Town Centres; Access to Stations/Transport Hubs; and Access to Key Business and Education Sites. A detailed schedule will be developed for each of these strands for the Business Case, however, the majority of spend is allocated during years 2013/14 and 2014/15.

Large Project Component 2: Supporting Sustainable Choices
There are 5 clear strands to this large project component across Cycle Training; Walking Training; Travel Planning at Key Destinations; Travel Planning at Job Centres; and Freight Travel Planning. Again, a detailed schedule will be developed for these strands and the majority of the spend is allocated in years 2013/14 and 2014/15.

Key milestones, in developing the business case for these 2 large project components are as follows:

Stakeholder engagement	August 2011 - December 2011
Scheme definition refinement, costing and securing matched funding	October 2011
Risk Review at Programme level and across components	October 2011
Schedule developed	October 2011
VfM appraisal	November 2011
Business Case signed off	December 2011
Business Case submitted	20 December 2011
Commencement of work in line with schedule	Summer 2012

Large Project Component 3: Smarter Travel

Network Efficiency (including bus priority):	
Complete specification	December 2011
Start Tender process	Spring 2012
Complete procurement process	Summer 2012
Delivery of Phase 1	Spring 2013
Integration of system architecture	Summer 2013
Delivery of Phase 2	Summer 2013
The 'targeted measures at and on the approach to traffic signal junctions on key routes' tender process can be completed in the same tender timescales as above. Implementation will be during 2012/13 and 2013/14 following completion of the procurement process.	

Integrated Ticketing:	
Complete specification	December 2011
Start tender process	Ongoing as part of current tender as potential options for bus and rail
Place Contract	Summer 2012
Bus Delivery	Summer 2012 – Spring 2014
Rail Delivery	Summer 2014 – on-going
Passenger Information:	
System Specification completed	December 2011
Tender process commences	Spring 2012
Go Live	Summer 2012
Large Project Component 4: Enabling Community Transport	
Confirmation of ERDF support	end June 2011
Development work	Summer 2011 – Autumn 2012
Feasibility Study	Spring 2012 – Summer 2012 (funded by ERDF)
Procurement of vehicles	Summer 2012 – Autumn 2012 (ERDF)
Start of existing services extensions	Autumn 2012
Tender for new services	Autumn/Winter 2012
New vehicles start to enter service	Spring 2013
Full delivery schedules for all four components will be prepared as part of the full business case development process to 20 December 2011.	

E3. Summary of key risks

A risk workshop has been held and the following table identifies the key risks, together with the proposed mitigation measures, that were raised.

	Risk Description	Mitigation
1	Cost increases over the duration of the project in excess of the budget	Detailed cost plan subject to scrutiny and approvals process. Robust and mature project and programme management procedures and processes in place, including monthly budget reporting. Governance structure similar to GMTF. Funding agreements with staged payments. Any cost overruns would be managed by delivery partners.
2	Local level and/ or 3rd party contributions.	The level of local contributions is based on commitments from a range of partners. We will continue to identify and actively seek other funding streams to support LSTF activities and will establish funding agreements with commercial providers and other partners.
3	Programme delays resulting in delay to benefit realisation and potential risk to funding.	Robust and mature project and programme management procedures and processes in place, including monthly reporting and Project and Programme Governance. Full schedule with key milestones to be developed for each project. Flexible schedule management to maximise funding take up and coordination with other projects and works.
4	Failure to balance available resources with stakeholder expectations once the outcome of the bid is known.	Clear communication and management of stakeholder expectations once outcome of the bid is known. Stakeholder engagement plan. Ensure broad equitable approach to resource allocation across all districts and partners. Ensure continued senior management buy in of process and package.

5	Variable stakeholder capacity to support timely and effective delivery. For example reliance on bus operators and TOC's to cooperate and provide necessary support / infrastructure to help deliver the Smart card initiative.	Building and maintaining relationships with partners. Appropriate agreements in place. Regular review and monitoring of resource profile. Ensure broad equitable approach to resource allocation across all districts and partners.
6	Failure to fully exploit potential synergies and maximise integration of existing and future projects and initiatives in an effective manner, to avoid duplication or conflicting projects.	Active engagement with stakeholders to ensure the proactive identification of existing and future projects that may have interdependencies with LSTF Projects and seek to maximise opportunities for integration.

E4. Project evaluation

The bid submission includes our proposals for an evaluation workstream to be managed through locally-funded resources.

This will provide quarterly reporting to both the Greater Manchester Transport Strategy Group external experts who will act as critical friends. Progress against agreed outcomes will be reported to Greater Manchester Wider Leadership Team, the Transport for Greater Manchester Committee and the Greater Manchester Combined Authority.

Lessons learned and best practice will be shared with the DfT for further dissemination.

C2. Package costs-detailed breakdown

	LSIF					LOCALLY FUNDED					Overall
	2011/12	2012/13	2013/14	2014/15	Total	2011/12	2012/13	2013/14	2014/15	Total	Total
Capital - £k											
Large Project Component 1- Sustainable access to key destinations and transport hubs											
Access to key town centres	£0	£180	£580	£830	£1,600	£0	£130	£450	£630	£1,210	£2,810
Access to railway and Metrolink stations	£0	£390	£1,300	£1,810	£3,500	£0	£300	£980	£1,370	£2,650	£6,150
Access to key businesses or educational sites	£0	£710	£2,370	£3,320	£6,400	£0	£540	£1,790	£2,510	£4,840	£11,240
	£0	£1,280	£4,260	£5,960	£11,500	£0	£970	£3,220	£4,510	£8,700	£20,200
Large Project Component 2- Supporting sustainable choices											
Cycle training	£0	£30	£80	£120	£230	£0	£10	£40	£60	£110	£340
Walking training	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Travel planning at key destinations	£0	£30	£100	£130	£260	£0	£20	£60	£80	£160	£420
Travel planning at job centres	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Freight travel planning	£0	£0	£10	£10	£20	£0	£0	£10	£10	£20	£40
	£0	£30	£190	£260	£510	£0	£30	£110	£150	£290	£800
Large Project Component 3- Smarter travel											
Network efficiency	£0	£1,200	£1,080	£750	£3,040	£0	£0	£0	£0	£0	£3,040
Traveller information systems	£0	£2,940	£0	£0	£2,940	£0	£1,790	£1,100	£1,160	£4,050	£6,990
Integrated ticketing	£0	£2,290	£150	£0	£2,440	£0	£1,540	£0	£0	£1,540	£3,980
	£0	£6,430	£1,240	£750	£8,420	£0	£3,330	£1,100	£1,160	£5,590	£14,010
Large Project Component 4- Enabling community transport											
Building capability and capacity within the sector	£0	£0	£0	£0	£0	£0	£160	£280	£230	£670	£670
Enhanced and new services improving access to employment	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Direct training and employment opportunities	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Enhancements of ICT based infrastructure	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	£0	£0	£0	£0	£0	£0	£160	£280	£230	£670	£670
Total capital	£0	£7,770	£5,660	£6,970	£20,430	£0	£4,480	£4,710	£6,050	£15,250	£35,680
Revenue - £k											
Large Project Component 1- Sustainable access to key destinations and transport hubs											
Access to key town centres	£0	£230	£450	£450	£1,190	£0	£0	£0	£0	£0	£1,190
Access to railway and Metrolink stations	£0	£530	£790	£790	£2,110	£0	£0	£0	£0	£0	£2,110
Access to key businesses or educational sites	£0	£1,180	£1,760	£1,760	£4,700	£0	£10	£10	£10	£30	£4,730
Project & programme management	£0	£80	£190	£230	£480	£0	£80	£190	£230	£480	£960
	£0	£2,080	£3,190	£3,230	£8,480	£0	£70	£200	£240	£510	£9,390
Large Project Component 2- Supporting sustainable choices											
Cycle training	£0	£570	£860	£860	£2,290	£0	£150	£230	£230	£610	£2,900
Walking training	£0	£250	£380	£380	£1,010	£0	£70	£100	£100	£270	£1,280
Travel planning at key destinations	£0	£230	£340	£340	£890	£0	£80	£90	£90	£260	£1,150
Travel planning at job centres	£0	£190	£280	£280	£750	£0	£50	£80	£80	£210	£960
Freight travel planning	£0	£10	£20	£20	£50	£0	£0	£10	£10	£20	£70
Project & programme management	£0	£20	£80	£80	£140	£0	£20	£80	£80	£140	£280
	£0	£1,270	£1,940	£1,940	£5,150	£0	£350	£570	£570	£1,490	£6,640
Large Project Component 3- Smarter travel											
Network efficiency	£0	£1,610	£2,150	£1,480	£5,250	£0	£580	£890	£710	£1,980	£7,230
Traveller information systems	£0	£400	£410	£420	£1,230	£0	£110	£120	£120	£350	£1,580
Integrated ticketing	£0	£1,350	£370	£380	£2,100	£0	£710	£880	£710	£2,110	£4,210
Project & programme management	£0	£190	£110	£80	£380	£0	£190	£110	£80	£380	£760
	£0	£3,550	£3,040	£2,370	£8,960	£0	£1,590	£1,610	£1,620	£4,820	£13,780
Large Project Component 4- Enabling community transport											
Building capability and capacity within the sector	£0	£50	£50	£40	£140	£0	£30	£20	£20	£70	£210
Enhanced and new services improving access to employment	£0	£110	£560	£600	£1,270	£0	£0	£0	£0	£0	£1,270
Direct training and employment opportunities	£0	£110	£160	£130	£400	£0	£0	£0	£0	£0	£400
Enhancements of ICT based infrastructure	£0	£30	£30	£40	£100	£0	£0	£0	£0	£0	£100
Project & programme management	£0	£10	£20	£20	£50	£0	£10	£20	£20	£50	£100
	£0	£310	£820	£830	£1,960	£0	£40	£40	£40	£120	£2,080
Total revenue	£0	£7,190	£8,990	£8,370	£24,550	£0	£2,050	£2,420	£2,470	£6,940	£31,490
Project total	£0	£14,960	£14,650	£15,340	£44,950	£0	£6,540	£7,130	£8,520	£22,190	£67,140

Please note - the figures above exclude £6,416 million of costs (£4,998 million of LSIF funding & £1,478 million of local contributions) in respect of the previous key component bid

What our partners think of our bid

Road Haulage Association

The proper management of key routes allows freight operators to plan journeys confidently, providing a better service to their customers, while reducing CO₂ emissions by reducing fuel consumption, as trucks avoid congestion.

Greater Manchester Community Transport Forum (GMCTF)

We fully support the approach and aims of the bid, and we look forward to exploring how we can assist with 'locking in' the benefits of smarter travel marketing.

Love Your Bike (Friends of the Earth)

A successful bid would provide real opportunities for us to increase our partnership working and to continue to advocate for increased support for active travel measures within a policy context that reflects an ambitious approach towards modal shift in Greater Manchester.

BBC

Over the next year we are moving 2,300 roles from Manchester and London to MediaCityUK and the LSTF bid is an important opportunity to embed sustainable travel into employees' new travel patterns. The development of real time travel information and smarter ticketing would be particularly welcome.

The Trafford Centre

We fully support the bid and are committed to developing sustainable travel as a viable alternative to the car for travel to the Centre.

CityCo (formerly Manchester City Centre Management Company)

Transport for Greater Manchester's bid reflects our commitment to work with city centre businesses, residents and strategic partners to encourage low carbon travel options.

IBM

IBM is pleased to be combining TfGM's expertise with IBM's Smarter Cities and Smarter Transportation capabilities and experience.

Manchester Metropolitan University

In order to take further steps towards environmental sustainability, schemes such as those outlined in the LSTF are vital to creating a greener, healthier and more accessible city.

British Waterways

Our waterways and towpaths represent a truly multi-functional resource and we believe that Greater Manchester is well placed to make much better and smarter use of its waterways.

Local Sustainable Transport Fund - Large Project Bid



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