



Greater Manchester Growth and Reform Plan

Transport Strategy and Investment Plan

March 2014



Executive Summary

Greater Manchester has consistently placed connectivity and transport at the heart of our economic strategy. The GM Transport Fund (GMTF), which was established in 2009 as a key component of the first GM Strategy, demonstrated this by committing almost £800 million of local borrowing as part of a £1.5 billion fund. The GMTF is supporting a targeted programme of transport priorities identified for their significant potential impact on output (GVA), which is now being delivered through to 2016.

This multi-modal programme, including the significant expansion of the Metrolink light rail network; a major bus priority programme; new town centre transport interchanges; additional park and ride facilities; cycling improvements; and targeted highway network enhancements, reflects Greater Manchester's overarching and critical objective of economic growth that is at the heart of the GM Strategy. Our analysis indicates that, when complete, the GMTF programme will enable in excess of £1 billion additional economic output in Greater Manchester, by supporting new employment in the order of 20,000 jobs.

The establishment in April 2011 of the Greater Manchester Combined Authority, the UK's first, was built upon strong leadership that transcended political differences to enable the ten local authorities to prioritise economic growth in partnership with the Local Enterprise Partnership.

As part of the 2012 City Deal, GMCA agreed the principle of an Earn Back model with Government, which builds on the GMTF approach of increasing self-sufficiency in delivering infrastructure investment. The Earn Back model uses a formula, to provide a long-term revenue stream to support further long-term investment, subject to additional GVA being created as a result of our primary GMTF commitments; and it will remain as an important funding backdrop to the additional growth-based investment priorities that we are seeking to establish through the future Growth Deal.

Funds have already been agreed through Earn Back for re-investment into a further local transport scheme, the A6 to Manchester Airport Relief Road, which will offer congestion relief and connectivity benefits in and around the Airport City Enterprise Zone. We remain actively engaged with Government on opportunities to extend the model in support of the Trafford Park Metrolink extension, which is Greater Manchester's primary transport investment priority, to extend the conurbation's highly successful light rail system through one of Europe's largest industrial parks to the retail and leisure sectors around the Trafford Centre.

These major spending programmes have also been complemented by innovative travel promotion initiatives and a renewed approach to the way in which we view local, sustainable and active travel options as further components of an integrated transport system that supports an effective economy. We have developed a unique programme of Travel Choices measures, focussed on supporting businesses, housing growth and job-seekers, which will help to ensure that the benefits offered by our current investment programmes and future plans are fully realised. Alongside this, we have embraced technology, from electric vehicles and broadband to smart ticketing and information systems, so as to establish our credentials as a leading smart city of the future. Through strong support for the Local Sustainable Transport Fund (LSTF) and our Cycle City Ambition Grant (CCAG), we are repositioning cycling as a long-term element of the commuting mix in Greater Manchester, with an ambitious target of 10% cycle mode share by 2025.

Through our Growth & Reform Plan, we will continue to focus investment on the city region's strategic transport network to further enhance local, national and international connectivity. Our approach to transport strategy is not driven by hard economic analysis alone, albeit that all of the priorities set out in this Plan are supported by strong evidence of their transport, regenerative and wider economic benefits. Our transport planning processes are shaped by a clear understanding of how effective connectivity can directly enable growth, productivity and sustained prosperity in a manner that also meets the low carbon challenge.

We welcome the opportunity offered by the Growth Deal process to carry forward our approach to the devolved management of transport funds to best meet local priorities, as established by the GMTF. We warmly welcome the Government's initiative in this regard, which has enabled us to develop a strong blend of large and small scale investment measures that consistently meet the growth challenges set out in this Plan, without the constraint of the ring-fences that have applied in the past.

This transport strategy document is submitted in support of this headline Plan so as to set out the context, challenges and opportunities, driven by the priorities within the GM Strategy, which we will address through our transport investment programme.

A Prioritised Programme for Growth

Through our experience in co-designing transport and economic strategies, we have a clear understanding of the role of effective and reliable transport networks in connecting businesses with their supply chains, their customers, and their labour markets; and in controlling costs, promoting competition and spreading opportunity.

Major Schemes Priorities

In preparing the programme, GMCA and GMLEP have combined through the GM Local Transport Body to oversee a rigorous review of major investment priorities, which have been challenged for their costs, deliverability, value for money, strategic fit and economic impact, to develop a prioritised programme, as summarised below, that will offer a significant early contribution to the GMCA/LEP's growth strategy. This investment plan for transport is a pre-cursor to our longer term transport strategy which is currently being developed through the longer term GM employment, housing and land strategies which are currently in progress.

In July 2013, DfT confirmed that the devolved major schemes allocation for Greater Manchester was to be £110m from 2015/16 to 2020/21, with the LEP having the opportunity to secure additional funding through the competitive element of the Local Growth Fund. Whilst our core allocation is welcome, **to maximise Greater Manchester's contribution to the UK growth strategy, we are seeking enhanced funding of £204 million from the LGF to enable our full major scheme investment priorities to be delivered to enable us to sustain the city region's early growth potential.** This will equip us to capitalise on the maturity of the collaborative governance arrangements and global connectivity to promote GM as the most attractive UK City in which to do business outside of London. Through this funding arrangement, we will deliver the following package of major schemes, which are also set out spatially on the map at page 12.

GREATER MANCHESTER GROWTH & REFORM PLAN TRANSPORT MAJOR SCHEMES

South Heywood M62 J19 Link Road

A new link road from M62 junction 19 to unlock access to existing and planned employment sites, including the Heywood Distribution Park/Simplified Planning Zone, and future housing and employment development in the South Heywood area.

Wigan A49 Link Road

A vitally important strategic link providing a connection from the J25 of the M6 motorway network to Wigan Town Centre and strategic sites, which will act as a catalyst for further economic development and growth.

Salford Central Rail Station

Improved passenger facilities and additional platforms to maximise the benefit of Northern Hub investment and serving increased demand in a key regeneration area of the Regional Centre.

City Centre Transport Strategy – Inner Relief Route improvements - Regent Road

Major re-configuration at the western gateway to the Regional Centre to reduce delays on the most congested point of the Inner Relief Route, thus improving journey time reliability.

Wigan M58 Link Road

A new link from Junction 26 of the M6 (with the M58 and A577) into west Wigan and Wigan town centre from the M58 and assist in the delivery of a major employment site, Pemberton Park

City Centre Transport Strategy – Inner Relief Route improvements - Great Ancoats Street

To facilitate development and reduce congestion around eastern section of the Regional Centre's Inner Relief Route.

Wigan Gateway - Hub - Phase 1

A significant enhancement of the bus station to confirm its presence and sense of place, in order to support the wider delivery of commercial/economic development within Wigan town centre.

Stockport Town Centre Major Scheme

A package of measures to transform the accessibility and connectivity to and around Stockport town centre by all modes and to ease congestion for buses and general road traffic, as part of an ambitious new vision and development framework for investment in the town centre.

Ashton Town Centre Interchange

Development of a new interchange facility within Ashton Town Centre replacing the current 'island' style waiting shelters with a single high quality interchange building, incorporating bus and Metrolink within one site to create an attractive public transport gateway to the retail and commercial offer.

Stockport Interchange

Development of a new bus station to provide improved integration with both the town centre and rail station at this major transport hub and focus for economic regeneration.

Route 8 Bus Rapid Priority

A comprehensive package of bus priority measures on Bus Route 8 (Bolton to Manchester) to address constraints to bus commuting through this growth corridor to key destinations, including the Regional Centre, particularly from those areas with limited rail connectivity.

Metrolink Service Improvement Package

Fleet and infrastructure enhancements to support economic and travel demand growth, safeguarding access to jobs, leisure and services for residents and for businesses.

Prioritised Minor Works Programme

In addition, we have set clear outcomes for an integrated programme of smaller investment schemes that elicit the significant value that these schemes can have in unlocking specific transport constraints to growth, improving integration across the network and enabling more sustainable commuting patterns from door to door.

Greater Manchester has a strong track record of integrated transport planning and network development that has promoted a significant shift from commuting by car to key employment centres, notably the Regional Centre, in support of sustainable growth. Crucially, our success to date has come from integrated solutions that blend local measures and mass commuter transport systems to provide an alternative that is attractive for modern commuters and defines Greater Manchester as a competitive, globally connected place to do business.

A prioritised programme of smaller investment measures has been developed through a policy-driven exercise to establish a growth-led minor works programme, which is shown on the map at page 13 below. This programme is critical in ensuring a robust investment pipeline of smaller transport measures to provide the local infrastructure that is an essential component of locally driven growth, including:

- targeted town and city centre transport improvements, such as improved public transport interchanges in key local regeneration areas and traffic management measures, to support the economic renewal of our key local centres of activity and growth potential;
- enhanced local access measures to support first/last mile access to major schemes, including the Metrolink system, enhanced local rail links and Cross City Bus routes, so as to maximise the realised impact of primary investment in sustainable commuting solutions;
- bus market growth measures on key commuter routes to complement market development work with bus operators through the Greater Manchester bus partnership and smart travel promotion initiatives;
- local pinch point access to key development and employment sites, including the Airport City EZ;
- further measures to promote Greater Manchester as the foremost cycle city region outside London to support further phases of the Greater Manchester Cycle City programme (Velocity) agreed with Government; and
- Innovative smarter choices programme that supports improving access to employment and training opportunities.

Building on our existing LSTF programme, which facilitates integration through the use of smart technology, including smart ticketing, and through targeted local access improvements, our future programme of minor works and LSTF schemes is designed to support our economic and social objectives through the further promotion of seamless journeys.

The formula that will determine Greater Manchester's core ITB allocation (from the ring-fenced £258 million per annum) over the period 2015/16 to 2020/21 is yet to be set. However, based on a per capita allocation this is likely to be in the order of £90-100 million over the six year period, suggesting the need for at least a matched level from the competitive element of the LGF.

To maximise Greater Manchester's contribution to the UK growth strategy, we are seeking additional funding of £110 million for our minor works programme from the competitive element of the LGF, in addition to £5 million LSTF capital funding for 2015/16, which will complement a parallel £5 million bid that we have made to the 2015/16 LSTF revenue competition.

This investment programme across major and minor schemes has been developed in dialogue with our key transport partners to ensure that we are making best use of this funding opportunity to deliver shared growth objectives in partnership, in addition to building upon the strong foundations established through our current GMTF, LSTF and CCAG investment programmes. In particular, our investment plan here will add significant value to:

- The Northern Hub rail investment programme, by further expanding the capacity for passenger rail services in the Regional Centre (at Salford Central Station) and establishing improved local access and passenger facilities in targeted commuter localities;
- The emerging Highways Agency Route Based Strategy priorities for Greater Manchester, by complementing the current HA pinch-point programme and supporting key local highway investment measures that improve the flow between strategic and local highway systems;
- The continued development of Manchester Airport as the nation's foremost international air facility outside London and the heart of the globally connected business facility that is Airport City Local Enterprise Zone (which has already secured an £800 million investment) through improved local access measures to maximise the impact of the new Metrolink extension and fourth rail platform at the Airport Ground Transport Interchange;
- The investment of local bus operators in new bus fleet and smart-ticketing equipment through further bus priority and interchange facilities.
- Ongoing business development within the freight and logistics sector; and
- The establishment of a baseline network, from which to plan for the local connectivity needs of HS2 and bring forward investment in a world class transport hub at Piccadilly and a new interchange station at Manchester Airport.

Transport Reforms for Growth and Efficiency

Greater Manchester has been at the forefront of transport delivery and governance reforms that have secured efficiencies and better aligned transport services with the city region's wider growth agenda. We are therefore in a unique position in terms of mature and successful governance arrangements and well placed to extract the maximum value from LGF to benefit the UK as a whole. The Growth and Reform Plan offers the scope to develop new models of working across our local highways, rail and bus networks.

On the **highways system**, Greater Manchester partners are now committed to build on the unique transport governance and delivery arrangements here to establish optimal models of devolution that secure the efficiency benefits of service delivery at scale, whilst retaining a local highways provision that is responsive and accountable to local communities so as to:

- provide a new level of integration and secure economies of scale to ensure that priorities are addressed at a strategic economy-wide level;

- secure a depth of skills and organisational capability that improves overall service provision and enhances resilience in responding to planned and unplanned events;
- progress collaboration with the Highways Agency to establish effective arrangements in advance of the Agency's transition to a publicly-owned corporation from 2015;
- meet the challenges of maintenance funding limitations to ensure the long-term reliability of the GM network;
- develop and promote one consistent highways investment pipeline for Greater Manchester that maximises GMS outcomes;
- establish a single co-ordinated network management body for GM;
- improve communication with, and information for, all road users;
- increase reliability and consistency of service delivery to all road users to support enhanced access to employment and markets, including ensuring the efficiency of freight and logistics in GM; and
- provide an efficient and structured approach to connectivity and spatial planning, attracting inward investment to GM.

Through our Growth deal, we are seeking a collaborative working arrangement with DfT that allows for a partnership review of:

- **current regulations and funding structures for local highway authorities to identify any freedoms or flexibilities that may assist in enabling GM to deliver services efficiently as one place;**
- **highways funding regimes, with a view to identifying opportunities to best align local and national funding streams in support of shared growth objectives; and**
- **opportunities offered by the Government's Highways Agency reform programme to integrate and align priorities across the local and national highways networks in Greater Manchester.**

On our rail system, we have established a ground-breaking Rail North/DfT partnership structure with the shared objectives of:

- Growing the railway to maximise the benefits of infrastructure investment and linking this to railway efficiencies;
- Having a platform for determining investment priorities within the Partnership;
- Risk and reward sharing between members of the Partnership, including the potential for revenue or profit-sharing mechanisms that could allow reinvestment into rail services ; and
- A partnership structure that allows the balance of risk to change over time.

Through our Growth Deal, Greater Manchester and our Rail North partners are seeking to ensure ongoing Government support and funding for the partnership, its principles and its objectives. By enshrining the Rail North partnership in a series of Northern Growth Deals, we can ensure that it remains as a pan-regional priority for Government and local partners across all Northern LEPs

growth strategies and establish a clear mechanism to ensure that decisions on franchise implementation are taken on a clear understanding of their impact on shared growth objectives.

On our **bus system**, we want to develop practicable market reforms to ensure it more effectively supports our wider growth and reform ambitions, and reflecting the fact that the local bus market has lagged behind the renaissance that we have seen on our rail and tram systems since 2000.

We see this as a shared challenge between GM and Government. Therefore, **through our Growth Deal, we are seeking a partnership with DfT to challenge the structural constraints of the current bus market framework in GM and develop an ambitious shared vision for bus travel and sustained bus market growth that will fully contribute to the economic, social and environmental well-being of GM, including:**

- **a simple fares and ticketing system, which encourages patronage growth, easily enables multi-modal travel and provides for affordable travel;**
- **a core bus network for GM that is promoted to commuters, business and inward investors as a consistent part of the city region's transport infrastructure in the same way as our fixed track network;**
- **a bus market that is responsive to the needs of our social priorities, particularly young people in a modern training environment requiring flexible travel between education, training and work opportunities; and**
- **a sustainable revenue system across public and private sector partners that can provide patronage growth, fair returns for operators, network stability and is supportive of our last mile initiative.**

Getting Ready for HS2

The debate on HS2 now is not about whether HS2 will bring significant economic benefits, but how they can be maximised. The economic benefits of HS2 are forecast to be significant to Greater Manchester, with planned and additional activity estimated as supporting up to 180,000 new jobs in Greater Manchester by the early 2040s.

The transport investment programme set out above provides a strong framework to address key connectivity and growth priorities for the remainder of this decade. However, encouraged by Sir David Higgins' Review and the Growth Task Force report *High Speed 2: Get Ready*, our Growth Deal also needs to pave the way for a planning and investment relationship with Government and our partner agencies to make Greater Manchester 'HS2-ready', so that we fully capitalise on the unique opportunity that HS2 will present to accelerate growth across the city region and rebalance the economic geography of the country.

The Taskforce report provides a strong framework here. We will embrace the Taskforce's recommendations by developing an HS2 Growth Strategy to ensure that our city region, and its transport network, our people and our businesses are ready to maximise the opportunities for economic growth, through a clear roadmap to HS2.

Getting our City Region Ready for HS2

The economic potential of HS2 can only be turned into reality if the local conditions are right. This will require strategic decision-making and long-term planning to facilitate the local growth potential around the proposed HS2 stations at Manchester Piccadilly and Manchester Airport and its Airport City Enterprise Zone. In each case this is about more than local growth; it is also about maximising the productivity gains from HS2 which means national as well as local benefits.

Locally, we have already mobilised to bring this about. At Piccadilly, the Strategic Regeneration Frameworks for the adjacent Piccadilly and Mayfield areas have been reviewed in the light of the HS2 proposals, with the potential for commercial development identified that could secure up to 30,000 additional jobs, alongside scope for greater housing opportunities and wider renewal across a key focus of regeneration for the city centre. However, the achievement of the full potential on offer here will only be determined by the final design and scope of station facilities that are provided at Piccadilly Station; and the ability to accelerate the delivery of these facilities. Therefore, our Growth Strategy will set out a blueprint for early transformation of the station by 2026 or earlier, including opportunities for early delivery of additional conventional rail capacity, to accelerate adjacent development and productivity. In addition, we aim to ensure that investment is sequenced efficiently across Northern Hub, Metrolink investments and HS2 to avoid duplicated costs and excessive constraints to adjacent regeneration.

At Manchester Airport, HS2 offers further significant scope for jobs and productivity growth, at the heart of our Airport City EZ, in addition to maximising the potential of the Airport itself, recognising its capacity to grow and ultimately handle up to 55 million passengers per annum. Locally, again, we have worked to unlock this potential, with GMCA and Manchester Airports Group (MAG) having given an “in principle” commitment to make a local funding contribution towards the costs of the new station, in recognition of the long-term economic returns that investment would bring. However, there must be a level playing field with other similar HS2 investments and that the role of local funding contributions, drawing on the precedent of the Battersea/Nine Elms deal, to deliver a fit for purpose Airport Hub and to unlock the surrounding development.

We will progress the development of our Growth Strategies for Piccadilly and Manchester Airport Stations as a matter of priority, including the establishment of clear bodies to oversee their delivery, and encourage Government to work with us from the outset to establish the partnership arrangements needed to realise the growth potential on offer here.

Getting our Transport Network Ready for HS2

The Taskforce has also rightly concluded that “HS2 needs to be at the heart of an effective transport network which spreads the economic benefits of the project as widely as possible”. GM has embarked on the development of a future Local Transport Plan (LTP4), which we aim to publish later this year, to establish a clear local transport investment roadmap to HS2 in the city region that prioritises the most effective local connections into our future HS2 termini at Piccadilly and Manchester Airport that will:

- maximise businesses' access to the valuable markets of London, the Midlands and the South East through the enhanced services offered by HS2, so as to allow businesses in GM to access existing markets at a lower cost, and to extend their reach to new markets further afield;
- give our businesses access to a wider and deeper pool of labour through improved services on the classic rail network that is made possible by the capacity HS2 frees up, and provide GM residents and wider commuters with the ability to access a wider range of employment opportunities;
- improve businesses' access to their customers, by expanding GM's footprint for example, in leisure, retail and conference travel, and enabling greater access by visitors, not just to the locations directly on the HS2 network but to key all key centres of growth potential across the city region;
- exploit the full potential of the additional capacity of regional rail links into Piccadilly, provided by the Northern Hub enhancements, and the Rail North Partnership in helping to ensure that the services using this expanded system are best deployed to support regional and local growth priorities; and
- enable the capacity freed up by HS2 to support significant growth in rail freight to deliver additional cost savings to businesses across GM and the North, supporting in particular the significant regional growth potential offered by Atlantic Gateway.

In addition, we strongly share the view of David Higgins, as set out in the *HS2 Plus* report that HS2 offers significant potential to promote a vibrant North from east to west, encompassing Greater Manchester alongside the Leeds, Sheffield City Regions and Liverpool city regions – an area that contributes more than £150bn GVA (2013) to the UK. We will build on strong planning relationships across the Northern LEP areas, as established through programmes such as Rail North, to develop an East-West Connectivity Plan. This will establish the optimal pan-regional transport solutions, including the need for additional rolling stock to a level that is fit for purpose given our growth ambitions, to maximum the Northern economic potential offered by HS2.

Getting Our People and Businesses Ready for HS2

HS2 offers the UK and Greater Manchester huge opportunities to develop a 20-plus year strategy to contribute to, and benefit from, the catalytic effect on employment and skills that HS2 can make upon our economy. We are committed to working with DfT and HS2 Ltd to ensure that a clear plan is established within a coherent national framework to increase the capacity of the appropriate sectors to absorb increased demands, so as to reflect the lead time required to mobilise at this scale.

Compared to other parts of the UK, Greater Manchester has expertise in a number of sectors relevant to HS2's construction and operation. However, supply chain development activity needs to begin now. We welcome the Government's intention to develop a national procurement strategy for HS2, recognising the range of agencies that will need to be aligned in their delivery to secure best practice, integrated delivery and, critically, to enable the nation to respond in a competitive way. A similar approach was developed for the Olympics with some success, but we will need to ensure that the HS2 project fully learns from that experience to ensure that the outcomes are maximised this time.

A similar approach is required on skills. In Greater Manchester, we are ready to develop skills requirement forecasts with HS2 Ltd for the short/medium and long-term to underpin a long-term labour market programme between GMCA/GMLEP, further/higher education institutions and future employers, so as to develop a pipeline of talent to meet the demands of HS2.

Conclusion: A City Region Ready to Grow

Since the ground-breaking Manchester Independent Economic Review in 2008, Greater Manchester has become consistently recognised as the location from where the economic renewal of the North will be driven. As the GM Strategy and the Growth & Reform Plan clearly set out, we have the governance in place to make this happen and a clear view on the conditions, investment and reforms that we need to put in place to deliver a platform for sustained growth.

This transport strategy and investment plan is a key element in bringing this about. By putting in place the investment priorities and transport reforms, set out here, we can:

- build upon the £1 billion-plus productivity benefits offered by our current GMTF investment, and the further potential associated with investment such as the Northern Hub, to secure enhanced employment and economic impacts in the order of 4,500 jobs and £300 million GVA p.a.;
- ensure that the investment made across these spending programmes is supported by new levels of efficiency in the delivery of transport services; and
- establish the city region on a stronger footing to prepare for the next phase of development that will put us on the path to maximising the significant further opportunities that HS2 will herald in the coming decade and beyond.

We look forward to working with DfT, other Government departments and our transport sector partners to make this happen.

Project and Programme Information Table

Name of LEP:	Greater Manchester Local Enterprise Partnership
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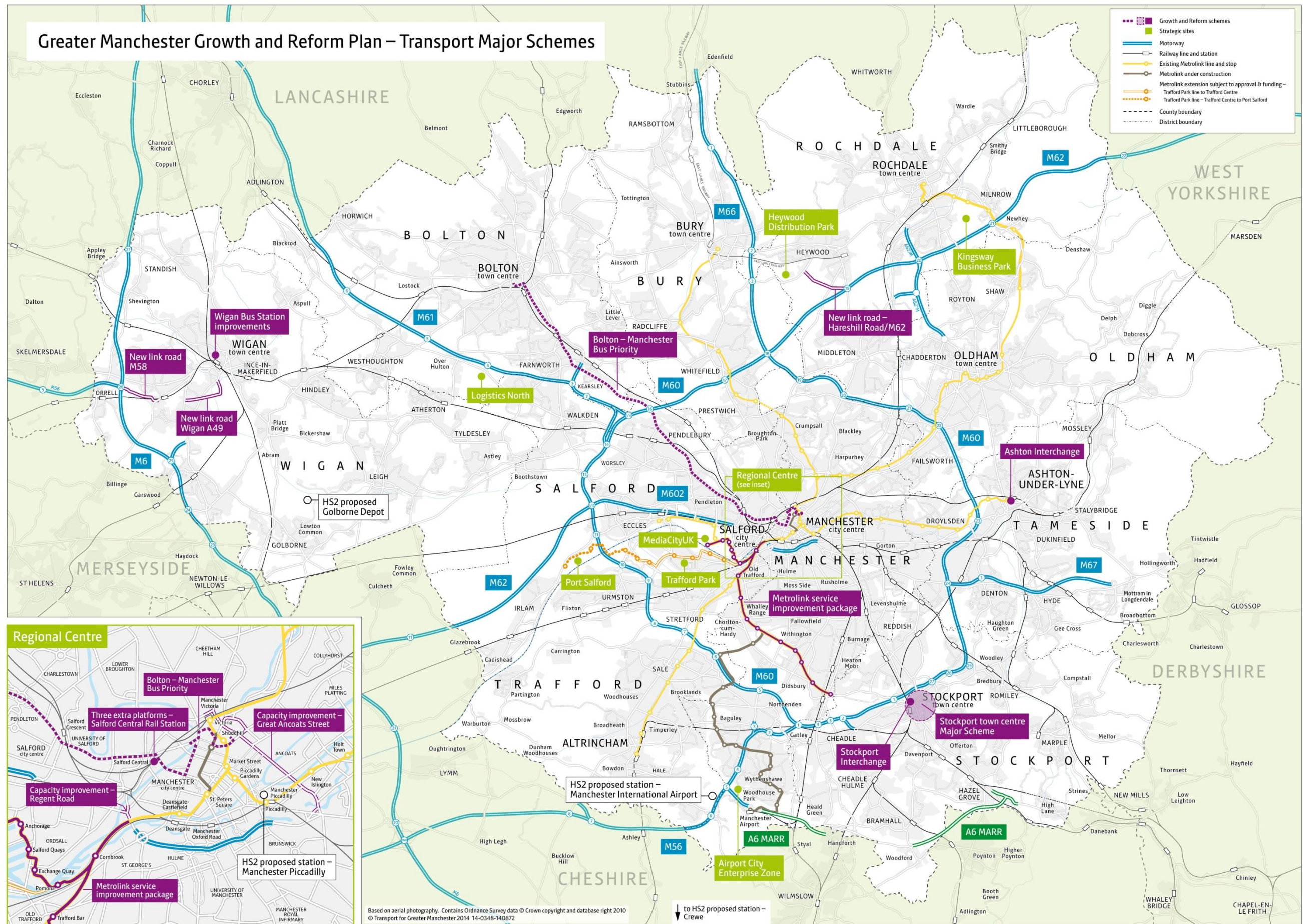
Summary ask of LGF (15/16)

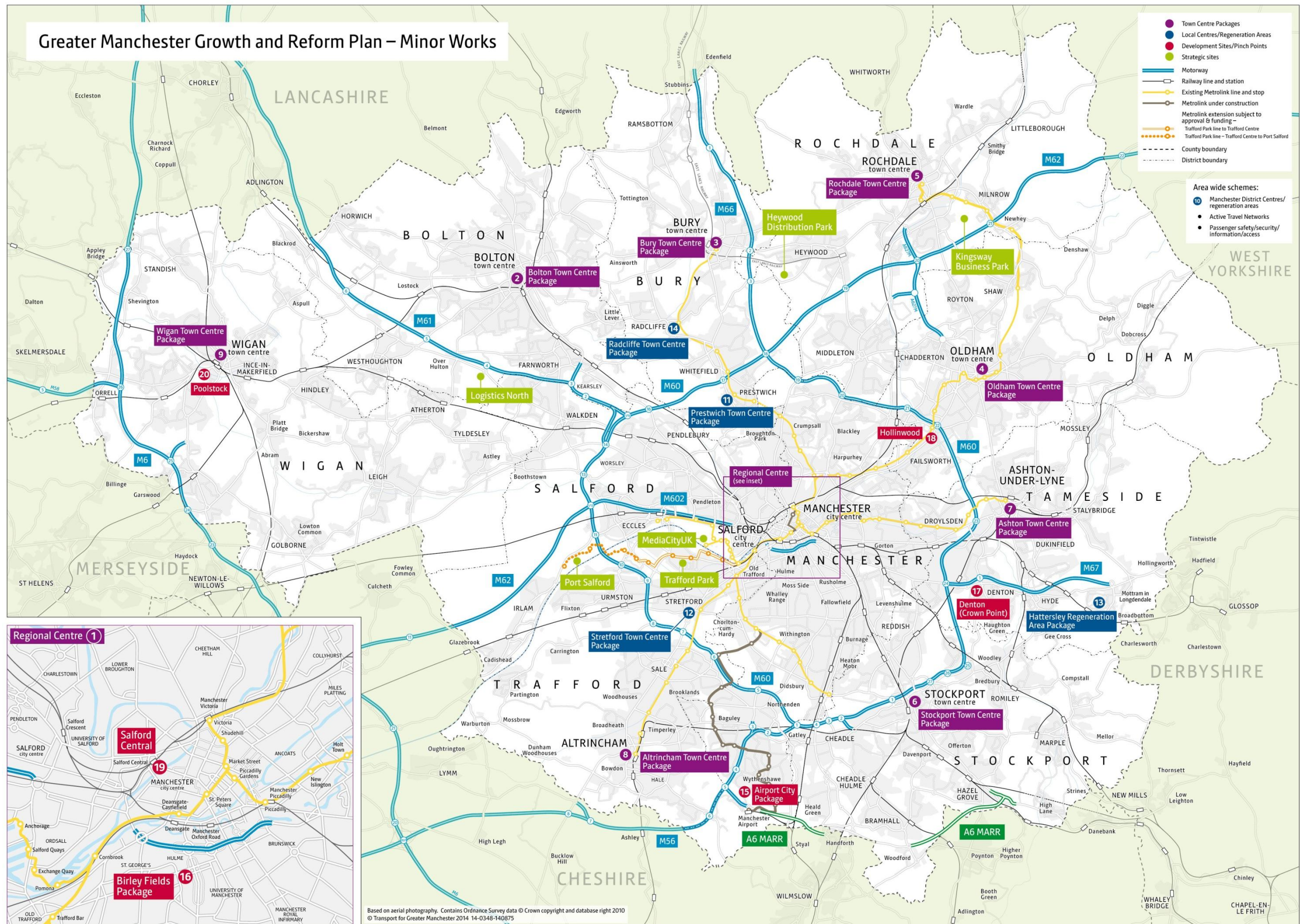
Area	Total LGF 15-16	Outputs/Impact
Transport	£113.4m	Job growth and GVA through major scheme package, plus additional significant economic growth benefits through minor schemes package through a range of different outputs.
Skills Capital		
Housing		
Other		

Financial information

Project or Programme Name & Brief Summary	Theme of Project or Programme	Sources of funding [include rows for each funding type: pre-committed LGF; competitive LGF; LA funding; private investment etc]	Funding type [Capital or Resource]	Profile (£m)							Further info on project * (SEP page reference)	Project output information (e.g. jobs, houses, qualifications– specify all that apply)
				2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total		
Major Schemes	Transport	Major Funding Confirmed	Capital	47	48	12	3	0	0	110	Section 5.1	4,500 jobs and £300 million GVA pa. This would be achieved through time savings, improved connectivity, reliability and resilience and access to key sites of employment.
		Major Funding to be Allocated	Capital	29	70	60	40	5	0	204		
		Local Authority	Capital	14	6	3	4	0	0	27		
		3 rd Party Contributions to Majors	Capital	5	5	0	0	0	0	10		
Minor Schemes	Transport	Minor Funding Formula Allocation	Capital	16	16	16	16	16	16	96*	Section 5.2, 5.3	Economic growth, achieved through access to town centres and key sites of employment, time savings, improved connectivity, reliability and resilience.
		Minor Funding Competitive Allocation	Capital	16.4	19.6	18.5	18.5	18.5	18.5	110		
		LSTF Capital 2015/16	Capital	5	0	0	0	0	0	5		
		Local Authority Contributions to Minors	Capital	11	12	tbc	tbc	tbc	tbc	23		
Sub Total (Competitive LGF only)				50.4	89.6	78.5	58.5	23.5	18.5	319		
Sub Total (LGF – all sources)				113.4	153.6	106.5	77.5	39.5	34.5	525		
Total Funding (All sources)				143.4	176.6	109.5	81.5	39.5	34.5	585		

*awaiting DfT confirmation





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1. Introduction

This transport strategy and investment plan supports Greater Manchester's Growth and Reform Plan for an ambitious Growth Deal with Government to progress our common commitment to all our communities, driven by a shared ambition to deliver prosperity and reform.

As the Growth and Reform Plan sets out, our city region has become increasingly interconnected over time, including labour, housing and retail markets, transport networks, cultural attractions, education and training opportunities and the provision of public services. Our approach recognises that working at the geography of the city region makes sense.

This understanding, driven by the evidence from the Manchester Independent Economic Review¹, was articulated in the first Greater Manchester Strategy (2009), which prioritised those strategic issues that we must address to maximise the growth of the conurbation, including improving transport connectivity, addressing worklessness, up-skilling our residents and improving early years provision.

Since then:

- Greater Manchester established the first Combined Authority in the country to provide strong and effective governance, with statutory responsibilities and powers covering transport-related functions and a remit in relation to economic development and regeneration, and our Local Enterprise Partnership, empowering business leaders to determine local economic priorities to drive job creation and growth;
- With this strong governance in place, we secured a City Deal with Government in 2012, the first deal of its kind in the country, setting out a range of bespoke agreements relating to skills and local economy, a low carbon hub, business transport, trade and investment, housing and transport;
- We have established and managed with success a GM investment framework for growth and a £1.5 billion Greater Manchester Transport Fund (GMTF) investment programme, shaped by a robust assessment process that prioritises projects on the basis of GVA and employment benefits, to enable GM businesses across to grow; and
- We have piloted new ways of delivering public services, through our Whole Place Community Budget Pilot, to shape the case for reform in four key areas, including early years, troubled families, transforming justice and health and social care.

Despite all this, we are aware that much more needs to be done if we are to realise the full potential of Greater Manchester, which is why last year we refreshed and repositioned the Greater Manchester Strategy around the twin themes of Growth and Reform. Stronger Together² sets out a series of strategic priorities to secure the sustainable economic growth of the conurbation and to enable the residents of Greater Manchester to access the opportunities that such growth presents.

Those priorities include delivering an investment strategy based on market needs, revitalising our town centres, taking an integrated approach to infrastructure planning, improving connectivity,

¹ <http://www.manchester-review.org.uk/>

² http://www.agma.gov.uk/gmca/gms_2013/index.html

placing GM at the leading edge of science and technology, supporting business growth with a strong, integrated offer, improving our international competitiveness and reforming the way that public services are delivered to build independence and raise expectations amongst our residents.

Underlying each of these priorities is the aim for Greater Manchester to become a financially self-sustaining city, closing the gap between the tax that is generated through growth and the cost of delivering public services. We can make significant progress towards reducing the deficit by 2020 by investing in growth and reforming our public services.

This provides the backdrop to our Growth and Reform Plan, which seeks to create a platform for self-reliance in Greater Manchester empowering local authorities to undertake their place-shaping role to create high quality places that attract and retain more productive people and businesses and reform the way that public services are delivered to improve outcomes for our people. This “place-based” approach will enable us to better understand both spend and tax take to produce a true picture of how resources are aligned to outcomes. We are seeking to work with Government to understand the inter-dependencies of budgets and to examine how different funding streams can be accessed in a coordinated way to facilitate the delivery of the component parts of our strategy in a planned, sequential manner. Furthermore, this will identify the benefits and any risks associated with devolution of transport funding.

We have made good progress by investing in infrastructure, skills and businesses. These investments have made GM resilient to the worst effects of recent recessions – as demonstrated by GVA for 2012 increasing more quickly in Greater Manchester than anywhere outside London and the South East. However, we recognise that generating growth and jobs will not be sufficient to close the gap or deliver our second priority, of ensuring all residents can contribute to and benefit from growth. We also need to reform our public services to help all residents be independent and self-reliant, connecting our communities to economic growth. This means reducing levels of worklessness and improving residents’ skills, and tackling the complex barriers to independence that many people face.

As the Growth and Reform Plan clearly articulates, our transport system has a major role to play in achieving our objectives. Through this transport strategy, we have identified the investment priorities that are most critical in the next few years to strengthen the attractiveness and productivity of our key growth centres, and delivery reforms will better align transport services with the city region’s growth priorities.

Our transport growth and reform plan supports the actions requested by Government, namely:

- **Demonstrating wider commitment to growth:** Our GM growth investment programme focuses on four key areas of GM the Regional Centre - our Enterprise Zone Airport City, the Western Gateway (the largest concentration of employment and investment outside the regional centre) and the GM town centres. These areas are all hubs of activity that we will seek to maximise the agglomeration of economic activity in these areas. From a reform perspective, our overarching agenda is to create efficiencies and maximise public sector spending that will ensure GM is better positioned for long term sustainable growth.
- **Aligning or pooling local authority capital and revenue spend on growth:** We have continuously demonstrated a robust track record in which we have ensured that funding has been spent across the district authorities to ultimately deliver the maximum economic benefit (GVA) to Greater Manchester, consistent with positive social and environmental outcomes.

- **Effective collaboration on economic development activities:** We are committed to ensuring that the best outcomes are achieved for the GM economy, whilst developing sustainably and reviewing carbon emissions. We propose to implement a more joined up approach through the three reform transport agendas of rail, bus and highways. The GMS recognises that we cannot deliver jobs and additional GVA without also delivering reform in the way that public services are operated.
- **Maximising the synergies with wider local growth programmes:** The GMS articulates our overarching economic strategy which also defines local growth programmes. We support the Government's localism agenda of ensuring decisions are made at the local level that tackle and respond to local economic, and specifically for this document, transport conditions. The investment programme articulated in this document outlines the different sources of funding that will support our growth agenda.

Our GMS sets out a clear and deliverable strategy for growth, which also includes a vision for the GM transport network that improves connectivity locally, nationally and internationally. The GMS fuses together our strong plans for reforming public services with a continued and determined drive for growth and prosperity. This transport document further builds upon the GMS and clearly sets out the vision for growth. It describes how we will create the necessary structures that will allow us to progress with our programme of public service reform alongside the co-ordination of funding streams to deliver a focused set of objectives that establishes a future where Greater Manchester takes care of business both itself and for the wider UK economy.

Within the GMS, we articulated our overarching goal of ensuring that we become more self-reliant and self-sustaining in our delivery of sustainable economic growth. In achieving this, we have developed a Growth and Reform Plan that provides us with more control over how we deliver public services and invest available funding streams. This approach is underpinned by our strong partnership arrangements and collaboration on transport matters with the GM districts and other key stakeholders such as the Highways Agency and Network Rail. We have closely collaborated with the GM districts in the development of this transport document. It will be clear from this document that TfGM and the GM districts have a combined role in the development and delivery of transport schemes and initiatives with support both financially and from a resource perspective.

Our proposals are underpinned by our innovative approach to investment, focused on generating returns that can be recycled and reinvested, maximising the value of every pound spent. We are achieving this through the alignment of delivery and regeneration programmes, minimising network disruption and maximising the impact of economic reform. As always, transport is at the heart of our economic strategy and our submission includes a series of strategic transport priorities along with local funding on minor transport works that support our vision for transport in Greater Manchester.

In summary our key priorities for transport (set out in section 3) include:

- **Future Planned Investment** – such as Trafford Park Metrolink
- **Strategic Highway Network** – Route Based Strategy
- Interventions to support our **Logistics and Freight Strategy**
- **Major Scheme Investment** priorities for the period 2014/15 to 2020/21
- **Minor works / ITB Investment and LSTF**

Our submission, in section 4, also outlines a series of reform propositions for further discussion with Government, including relating to:

- **Rail Franchising**
- **Bus Reform**
- **Highways**

We are already underway with the development of our future Local Transport Plan (LTP4) that we aim to publish later this year. Our LTP4 will build upon the analysis set out in this strategy document and, critically, respond to the challenge set down by Growth Task Force to establish a clear local transport investment roadmap to HS2 as part of a comprehensive HS2 Growth Strategy. In doing so, we will ensure that we have the necessary strategy in place to allow us to capitalise on the significant benefits that HS2 will deliver for Greater Manchester and the wider northern region. We support the recommendations made by David Higgins in the HS2 Plus Report that accelerate the programme for HS2. Our holistic approach is also critical to ensuring that we capture the benefits of the significant number of additional investments that will be delivered in Greater Manchester and beyond in the coming years.

Section 2 outlines the transport challenges we face within Greater Manchester. However, we are well equipped to rise to and meet this challenge and with Governments assistance exceed expectations for Growth in GM. Key headlines that support our outlook include:

- Greater Manchester accounts for 7.5% of the economy outside London and the South East and its GVA per head has grown in absolute terms over the last 13 years.
- GVA per head for Greater Manchester was £18,025 in 2010, compared to the national average (England excluding London and the South East) of £17,720.
- Underlying job growth over the next 20 years is expected to be near 120,000 with almost half of these jobs expected in Manchester alone and a large proportion of them will be located in the Regional Centre.
- The growth pattern for Greater Manchester represents two-thirds of the growth across the North West as a whole to the early 2030's.
- 70% of Greater Manchester's job growth is forecast to occur in the highly productive commercial and professional services sectors.
- The £1.5bn plus GM Transport Fund is forecast to deliver a further 20,000 jobs across Greater Manchester.
- A further 15,000 jobs expected as a result of the Northern Hub Rail investment
- Planning for the longer term, a local economic impacts assessment of HS2 identified that planned and additional activity can deliver up to 180,000 new jobs in Greater Manchester by the early 2040's
- We have a range of development sites, ready to come on stream, that will produce jobs and economic growth as we move forward.

In pursuit of the shared objective of growth, we look forward to working with Government in partnership in delivering the transport component of the Growth and Reform Plan.

2. Transport and Growth Context for our Strategy

2.1. The Vision

In 2013, we refreshed and repositioned the Greater Manchester Strategy: Stronger Together³ (GMS) around the twin themes of Growth and Reform. The SMS sets out a series of strategic priorities to secure the sustainable economic growth of the city region and to enable the residents of Greater Manchester to access the opportunities that such growth presents. The SMS has defined an overarching vision for Greater Manchester, which is:

“By 2020 the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city-region, where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.”

However, we are aware that circumstances have changed drastically since the first SMS strategy was written in 2009, with the global economic downturn creating unprecedented and extremely difficult economic conditions. Our approach, as set out in the revised SMS, is based on a series of strategic priorities to secure the sustainable economic growth of the conurbation and to enable the residents of Greater Manchester to access the opportunities presented by that growth. These include delivering an investment strategy based on market needs, revitalising our town centres, taking an integrated approach to infrastructure planning, and improving connectivity.

To help achieve the SMS vision, the supporting transport strategy needs to:

- Facilitate and support regeneration and economic growth / improve access to opportunities (Economic Growth);
- Improve the quality of life, health and make travel safer and more secure across GM (Wellbeing); and
- Reduce transport emissions and make transport more resilient (Environment)

The following outlines the key challenges we face and the type of solutions needed to support the SMS.

2.2. Travel to work in Greater Manchester

The population of Greater Manchester increased from approximately 2.5 million in 2001 to approximately 2.7 million in 2013. Future forecasts predict that it will have risen to approximately 2.9 million by 2033, a rise of 7.5%. Between 2001 and 2011, the following main commuting trends have been identified:

- Car and van driving are identified as the most prominent mode of travel to work, remaining relatively static over the period (57.6% of individuals in 2001 compared to 57.8% in 2011);
- The number of individuals walking and cycling has increased slightly from 11.7% in 2001 to 12.0% in 2011;
- Public transport use increased from 13.5% in 2001 to 14.3% in 2011; and
- The number of individuals working from home has increased from 7.7% in 2001 to 8.5% in 2011.

³ http://www.agma.gov.uk/gmca/gms_2013/index.html

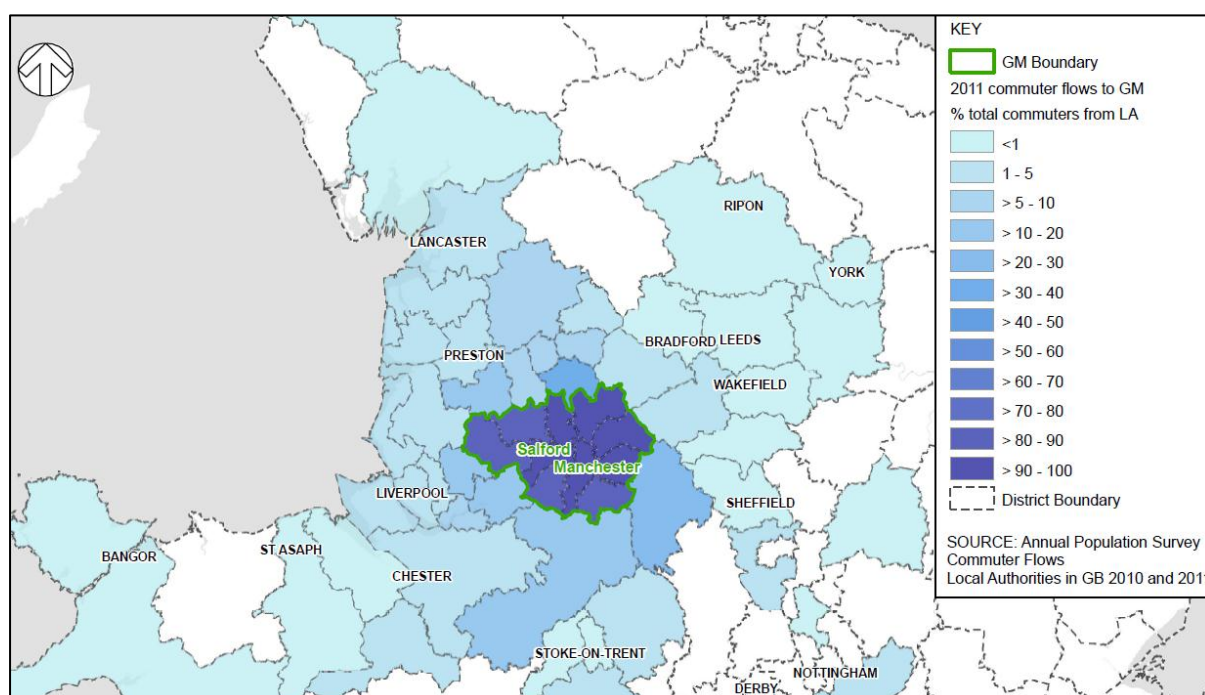
Measures to increase the proportion of trips that are made by sustainable modes of transport will therefore continue to be a priority.

Future predictions suggest that total patronage levels on public transport (train, bus and Metrolink) will rise by approximately 3.5 million between 2013/14 and 2016/17 from 268.4 million to 271.9 million. Specifically:

- Annual Metrolink patronage is forecast to increase from 29.3 million in 2013/14 to 41.7 million in 2016/17;
- Annual train patronage is forecast to increase from 25.4 million in 2013/14 to 28.2 million in 2016/17.

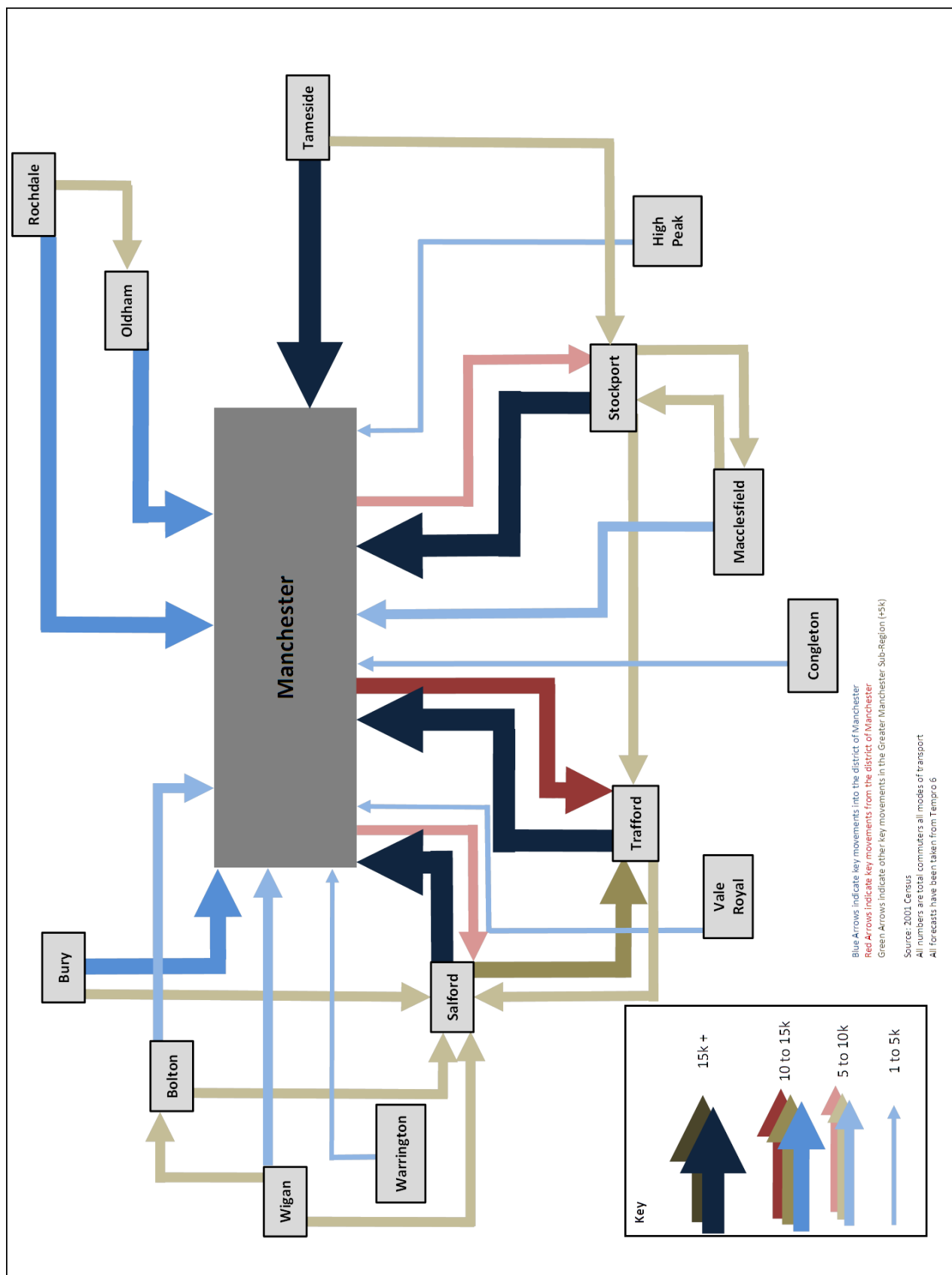
Analysis of key commuter flows within the Greater Manchester Sub-Region highlight the high demand for travel to Manchester and the Regional Centre, but also the forecast increasing demand for travel within Greater Manchester. Figure 2.1 shows commuter flows into and within Greater Manchester, based on 2010/11 annual population survey data. This figure clearly highlights that between 80 and 90% of people living in Greater Manchester commute to a place of work within Greater Manchester. This assessment clearly shows the importance of ensuring connectivity within the conurbation.

Figure 2.1: Commuter Patterns to Greater Manchester



Within Greater Manchester commuter movements have also been analysed. Figure 2.2 shows the most significant 2013 commuter flows within the Greater Manchester Sub-Region. This is made up of the ten district authorities that make up Greater Manchester plus key commuter areas of Cheshire, Derbyshire and Warrington (as defined in MIER). The diagram highlights the high demand for travel to the Regional Centre, in particular alongside large movements from Salford to Trafford and Stockport to Trafford. Other flows, not shown on the diagram are significant at the local level, e.g. flows from Tameside, Oldham and the High Peak into Stockport.

Figure 2.2: Key Commuter Flows within the GM Sub-Region -2013



Population and productivity growth will increase the demand for travel in Greater Manchester. The number of people living, working and visiting Greater Manchester has risen overall between 2000 and 2013. This is signified by increases in GVA levels, the number of people employed, overall population levels and the number of people commuting by all modes to work. The global recession between 2007 and 2011 had a significant impact on Greater Manchester including on travel demand, patterns and behaviour, however economic growth is taking hold within the Greater Manchester and population and productivity growth is forecast.

2.3. The Challenge

Greater Manchester continuously strives to place transport at the heart of its decision making. In line with current national transport policies, Greater Manchester's vision for the transport system is one that acts as an engine for economic growth which is greener, safer and improves the quality of life for local communities. Our investment is working towards delivering growth as well as tackling the significant challenges within Greater Manchester. Set out below are the key transport challenges, relating to Economic Growth, Wellbeing and Environment (as referred to in 2.1 above) that we will continue to target through our Growth and Reform Plan.

Economic growth

Figures for 2013 highlight that Greater Manchester currently generates annual GVA of approximately £48 billion, which is forecast to rise by 53% by 2033. Over the same period, the number of jobs is forecast to increase by 10% to approximately 1.4 million.

Since economic growth, combined with demographic changes, will increase the demand for travel there is a need to ensure that the considerable growth potential we have identified is not restricted by congestion in some of our key growth locations. Economic growth depends on Greater Manchester being known as a location with a high quality transport system, capable of moving high volumes of commuters and freight along key corridors. Congestion would not only restrict the labour market catchment of our town and city centres and other major employment areas, but would also reduce the reliability of the network for goods traffic.

We are continuing to work to minimise the economic and environmental impact of the congested areas of the highway network. In recent years, the average road speed across Greater Manchester during the AM peak period has broadly remained constant between 2006/07 and 2011/12 at approximately 18.0mph. However, approximately 74% of residents year on year have used the car to commute to work between 2002 and 2011. This trend is predicted to continue up to 2016 (Source: Labour Force Survey Department for Transport / Transport for Greater Manchester forecast to 2016). Furthermore, total cars per thousand of the population in Greater Manchester has risen from 409 in 2001 to 452 in 2013, with this figure forecast to increase to approximately 483 in 2033. Also relevant to the congestion issue is the need to maintain and improve the ageing transport infrastructure to ensure that it is fit for purpose.

It is estimated that a quarter of the productivity gap between Greater Manchester and the UK as a whole is caused by higher than average levels of worklessness and low levels of economic activity. Improving access to job opportunities is therefore not only important in terms of improving peoples' life chances but as an important contributor to improving economic performance overall. Improving

access to employment locations outside the traditional town centres, where commercial bus services may not operate, or where services do not run at times convenient for early/late shifts or 24/7 operation, will be problematic given the current pressures on public funding.

Wellbeing

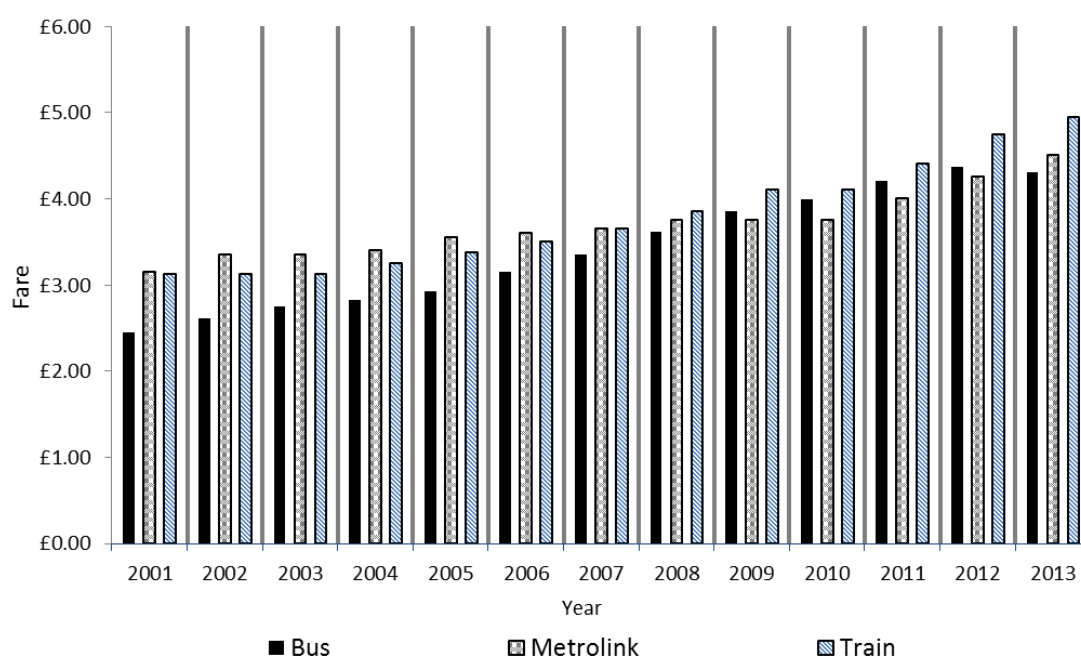
Within the overall increasing population there are specific challenges in relation to:

- **Ageing Population:** The percentage of the population aged 60+ is expected to rise significantly over the next 20 years with forecasts predicting that by 2033, as many as 1 in every 4 residents will be aged over 60 in each district except for Manchester and Salford; and
- **Increasing Numbers of Young People:** Forecasts suggest that the number of primary school and secondary school aged children will rise between 2011 and 2021 while the number of young people attending college (17-19 years of age) will decline over the same period;

These trends will create demands on the public transport network, both in terms of its coverage and its accessibility.

Cost is an important element of accessibility for anyone dependent on public transport and fares have risen for all three public transport modes (Bus, Metrolink and Rail between 2001 and 2013 (see Figure 2.3). This is a real barrier to access employment for some people, but in particular young people that might be for example, on apprenticeship schemes. In addition, Indices of Multiple Deprivation (IMD) data has identified that certain areas within Manchester are some of the most deprived areas in England. It is essential that the cost of travel is not a barrier to people in these areas being able to access employment opportunities.

Figure 2.3: Average Public Transport fares 2001-2012 by mode and average distance travelled in Greater Manchester.



Public health levels remain a worrying characteristic in many of our most deprived communities with ill health being one of the main causes of worklessness in Greater Manchester. Coronary heart

disease and obesity, both of which are linked to inactivity, 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 is currently classed as obese. Increasing the levels of walking and cycling will be important in tackling these issues. Through targeted investment in infrastructure and supporting revenue activities, cycling numbers have increased by 17% since 2005 and in Manchester city centre, public transport, cycling and walking now account for 70% of morning trips, compared to 61% in 2002. A further challenge for Greater Manchester is to therefore continue to increase this trend of people utilising healthier modes of transport for their journeys. This will depend, to a large extent, on our ability to make the network safer for active travel and to build people's confidence in walking and cycling.

Environment

National carbon targets (Climate Change Act 2008) are for a 34% cut in emissions by 2020 (on 1990 base) and an 80% cut in emissions by 2050.

However, the Greater Manchester Climate Change Strategy, adopted in 2011, contains a more ambitious target, of 48% in overall emissions between 1990 and 2020 and our transport strategy needs to contribute to this.







The UK is currently in breach of the European Ambient Air Quality Directive 2008 (2008/50/EC) in respect of particulate matter (PM10) and Nitrogen Dioxide (NO2) and many of the largest urban areas, including Greater Manchester, have areas which fail to meet emission standards. In Greater Manchester these areas largely mirror the motorway and major local highway networks, many parts of which pass through densely populated urban communities.

The impact of cleaner vehicles, combined with the recession, saw levels of CO2 and NOx emissions generated from vehicles on Greater Manchester roads declining between 2005 and 2011:

- CO2 emissions have reduced from 4.8 million tonnes to 4.3 million tonnes; and
- NOx emissions have reduced from 21,129 tonnes to 11,428 tonnes.

Our growth aspirations and the likely increasing demand for travel will make the reduction of emissions a greater challenge in the future and it will be essential to increase the proportion of trips by sustainable modes.

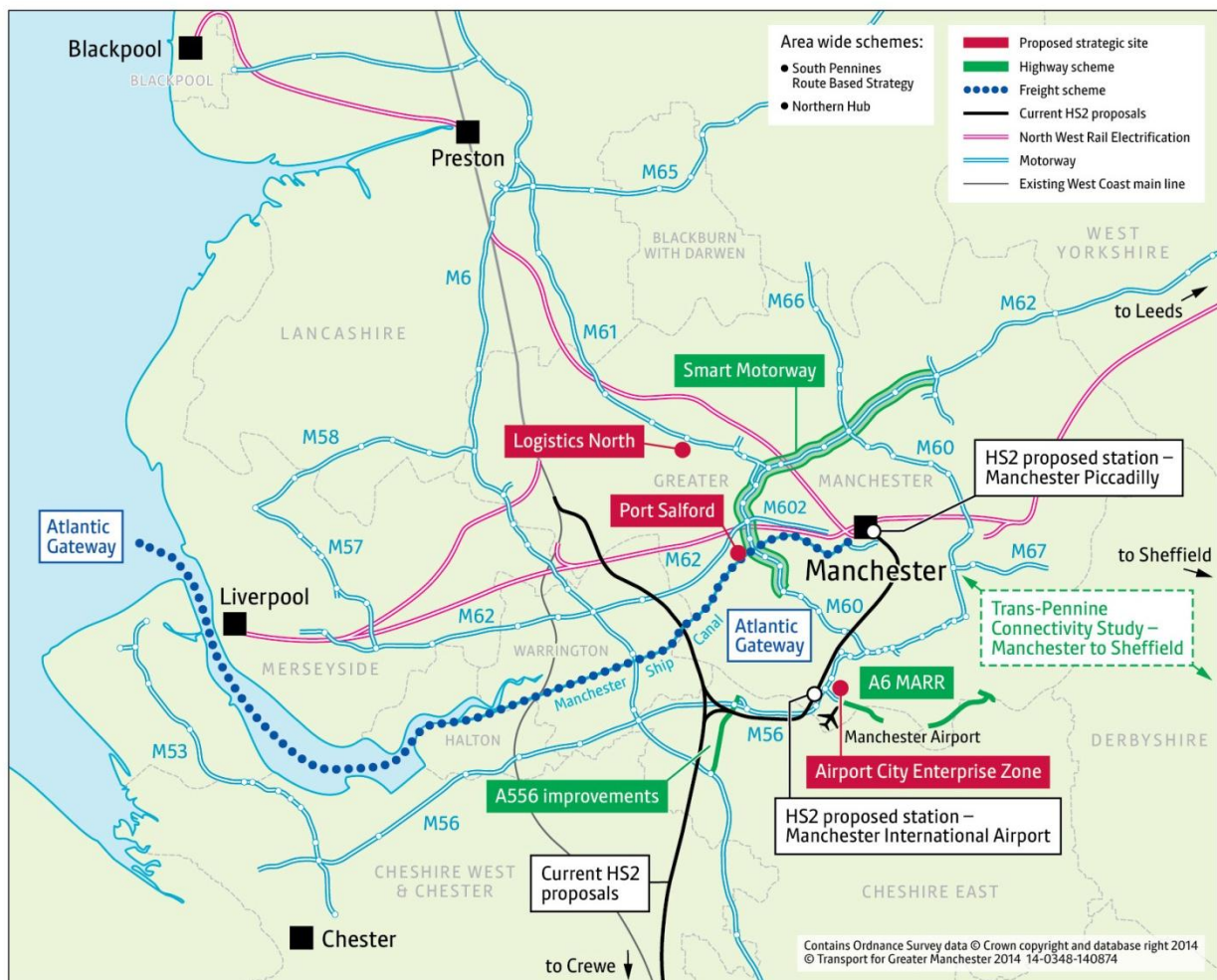
In summary, the following diagram sets out what our transport strategy needs to achieve to support the GMS, the key challenges we face and the type of solutions needed. Section 2.4 describes the spatial context within which we need to develop those solutions.

Vision		The Greater Manchester Strategy's vision is: <i>By 2020 the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city-region, where all our residents are able to contribute to and benefit from sustained prosperity and a good quality of life.</i>		
		Growth and Reform		
Goals	To achieve this vision, the transport strategy needs to: 	Economic Growth Facilitate and support regeneration and economic growth / Improve access to opportunities	Wellbeing Improve the quality of life, health and make travel safer and more secure across GM	Environment Reduce transport emissions and make transport more resilient
Challenges	These are the key GM transport challenges: 	<ul style="list-style-type: none"> ▪ Reduce congestion ▪ Increase the catchment of employment areas and town centres ▪ Reduce the cost of travel ▪ Enhanced image of GM for investors and visitors 	<ul style="list-style-type: none"> ▪ Ageing population ▪ Easier access to key facilities ▪ Increase use of healthier transport options ▪ Improve safety of travel 	<ul style="list-style-type: none"> ▪ Increase the proportion of trips by sustainable modes ▪ Improve Air Quality ▪ Reduce CO2 emissions from vehicles ▪ Mitigation of adverse environmental impacts and climate change
Solutions	We will do this by: 	<ul style="list-style-type: none"> ▪ Improving reliability of journey times on key corridors ▪ Increasing non-car trips to town and city centres at peak times ▪ Facilitating efficient freight access ▪ Improving the public transport journey experience ▪ Providing sustainable access to major new developments ▪ Providing fast, high capacity public transport on key corridors ▪ Enhancing interchange opportunities ▪ Ensuring value for money transport investment 	<ul style="list-style-type: none"> ▪ Providing non-car access to employment, education, healthcare, retail and recreation ▪ Improving the physical accessibility of the network ▪ Ensuring the affordability of public transport ▪ Raising awareness of travel options ▪ Reducing barriers to walking and cycling ▪ Reducing the number and severity of accidents 	<ul style="list-style-type: none"> ▪ Encouraging more use of sustainable modes of travel ▪ Reducing the need to travel ▪ Encouraging the uptake of low emission vehicles ▪ Reducing emissions in areas of poor air quality - AQMA ▪ Reducing the impact of transport noise in 'important areas' ▪ Mitigating the impact of new infrastructure on biodiversity 
Investment		Growth: Future Planned Investment – such as Trafford Park Metrolink Major Scheme Investment priorities for the period 2014/15 to 2020/21 Minor works / ITB Investment Strategic Highway Network Investment through the Highways Agency Interventions to support our Logistics and freight strategy Critical Infrastructure – a plan for climate change Reform: Rail North Bus Market Reform Highways and Technical Services Review		

2.4. Greater Manchester at the heart of the North

Whilst this Growth and Reform Plan presents the case for transport investment in Greater Manchester we fully acknowledge the key role that Greater Manchester has in driving economic growth across the Northern region. This was the basis of the Rail North proposition (now developing into a partnership that provides oversight to rail franchises and is investigating rail devolution in collaboration with Government), and the Northern Hub infrastructure enhancements which recognise that the network in Greater Manchester acts as a bottleneck restricting network development across the North.

Figure 2.4: Map: Greater Manchester at the heart of the North



Greater Manchester is positioned at the heart of a vibrant and economically growing East – West corridor which also includes the Leeds and Sheffield City Regions in the east and the Liverpool City Region in the west, and therefore will play a key role driving the agglomeration benefits of enhanced integration along this corridor. In 2012, Greater Manchester, the Liverpool City Region, West and South Yorkshire and neighbouring areas of Cheshire and Lancashire contributed £150bn GVA to the United

The East – West Corridor in 2013:

- 9.7 million people;
- 4.2 million jobs;
- £150 billion GVA per annum.

Kingdom. These City Regions are in relatively close proximity. Labour markets and business catchments overlap, agglomerate, and offer an opportunity to create a critical mass which could act as a counter-weight to the London economy. However, our economic future is inextricably linked with the quality of our transport links within and between our city regions for the movement of people and goods.

The 'Northern Way study' identified the importance of the Trans-Pennine corridors to the Northern economy. They link the largest city region economies in the North as well as providing access to the North's major port and airport international gateways.

Some significant areas of collaborative working are underway, as shown in Figure 2.4. The LEPs of Greater Manchester, Liverpool City Region and Cheshire and Warrington are working closely together to examine the areas in which our economies are inter-related and therefore the added value of joint work and a long term planning approach from LEPs, local government and national government to drive jobs, growth and inward investment. This work is being progressed through the Atlantic Gateway, which is an investment strategy aiming to accelerate the development of major projects and drive economic growth, with a focus on the port opportunities in the area.

Greater Manchester is connected to a global container shipping network via its proximity to the Port of Liverpool. It is unique among the major conurbations outside London in having a major waterway in the Ship Canal, which provides direct access to the area from a deep sea container port.

Peel Ports is developing 'Liverpool 2' on the river outside Seaforth Docks. This facility is able to accommodate large deep sea container ships "New Panamax". Liverpool has consistently secured 8% share of GB container market, and this is likely to increase significantly. The Liverpool 2 development allows the port to match the depth, width and length restrictions of a widened Panama Canal and Liverpool's partner ports in North America and so provides the opportunity for some Far East services to provide round the world services between the Far East, the Mediterranean and North America, while also serving the UK from a central location (Liverpool), while facing a reduced diversion en route to North America and the Panama Canal. Liverpool provides the most central access point to the whole of the GB of any British deep sea container port and so minimises inland distribution costs. With the completion of the Liverpool 2 development in 2015 the Port of Liverpool is expected to at least double its share of the container market. It will be of significant benefit to Greater Manchester to take advantage of this growth, but this can only be done by facilitating resilient additional movements by road, rail and water.

Peel Ports' container barge service from Seaforth Docks to Irlam is likely to be augmented by the use of larger barges or sea-going vessels and an increased frequency once Port Salford is developed so that the existing traffic of 20,000 containers per annum can be increased to about 100,000 containers.

We are therefore clear about the opportunities that exist for joint projects to exploit the economic potential of the East-West Corridor, particularly building on assets in relation to:

- Life Sciences/Big Science (eg Liverpool Science Park, Daresbury, Alderley Park, Corridor Manchester)
- Logistics/Freight (e.g. Liverpool 2, Port Warrington, Port Salford)

- Wider infrastructure (e.g. HS2, Northern Hub, Manchester Airport)
- Digital and Creative (e.g. Media City)

We welcome the recent emphasis given to the development of rail capacity to the East – West Corridor by HS2 Ltd, which will reflect the growing importance of intra-regional movement across the North. We set out further views on HS2 later in this document and will continue to work with HS2 Ltd and Government in the development and delivery of this nationally significant infrastructure project.

Significant transport investment is needed within each of the city regions along the East – West corridor but also to improve the links between Greater Manchester, Leeds, Sheffield and Liverpool. Government initiatives that will contribute to this include:

- **Rail Electrification** – the electrification in the North West of the lines between Liverpool and Manchester, Liverpool and Preston and Manchester and Preston along with the Northern Hub solution will create the springboard for further electrification of the trans-Pennine rail network. Planned enhancements of the trans-Pennine networks will support growth not only of the North's largest city region economies but will benefit the wider North as well. For example, Northern Way estimated that a 20 minute improvement in rail journey time on the trans-Pennine corridor between Leeds and Manchester would result in a GVA uplift of £6.7bn across the North of which just £2.7bn is captured in the two city regions. This electrification will contribute to the goals of reduced journey times, greater frequency and more reliable journeys which in turn would support and facilitate economic growth. It will also result in a gauge cleared route for inter-modal rail freight across the Pennines.
- **Strategic Highway Investment** – To help alleviate significant network stress on the M60 and M62 during the AM-peak and PM-peak, the 'M60 Junction 8 to M62 Junction 20: Smart Motorway' scheme is planned to the north and west of Manchester. It is an integral part of the main east-west transport corridor in the North West, linking Merseyside and Greater Manchester with Yorkshire and Humberside.
- **Trans-Pennine highway study** – as set out in the HM Treasury report 'Investing in Britain's Future', a feasibility study is currently examining the main highway routes between Sheffield and Manchester.

These programmes will greatly enhance the east – west connectivity across the wider region for the movement of people and goods along an east - west corridor. Further investment in the city regions on this corridor will bring economic benefits not only to the North, but to the UK as a whole, helping to rebalance the UK economy.

2.5. Key Growth Areas in Greater Manchester

Ensuring that our key growth areas are well integrated with the transport network (particularly the public transport network) is essential in achieving sustainable economic growth and this is central to GM Core Strategies/Local Plans and the Greater Manchester Local Transport Plan. A number of important sites are being delivered throughout Greater Manchester, including Logistics North in Bolton, Foxdenton and Hollinwood in Oldham and Kingsway in Rochdale, however the most significant locations for future economic growth are:

- Regional Centre
- Town Centres
- The Manchester Airport Hub
- Western Gateway

This section describes the opportunities in those areas and highlights the transport issues associated with growth.

Regional Centre

The Regional Centre is a nationally significant centre for financial and professional services, knowledge-based creative and new media industries, cultural events, conferencing and retail, currently providing employment for around 160,000 people. Offering the largest office market outside London, it has the connectivity and infrastructure to attract the skilled labour needed by key sectors from across Greater Manchester and beyond. As the hub of the GM public transport network and the rail network for the north of England, its connectivity will be further enhanced by the arrival of HS2, with a station at Piccadilly.

The Regional Centre will continue to be the focus for economic growth in Greater Manchester. To the south, the Regional Centre extends out along Oxford Road where The Corridor Manchester has Europe's largest concentration of knowledge assets, including Universities, hospitals and Manchester Science Park. This area currently has 55,000 employees, with over 40% of the activity knowledge-based. A further 22,000 jobs are expected following the re-development of key sites, notably the former BBC building and One St Peter's Square.

To the east, the existing sporting/leisure offer at the Etihad Campus, centred on the former Commonwealth Games facilities and the home of Manchester City FC, already attracts 4,500,000 visits per year. Development is underway to expand the wider area into a world class sports destination with local leisure/recreation facilities, including the Belle Vue Sports Village. There is also great potential for expansion of the Regional Centre into the Ancoats and New Islington areas, from which it is currently separated by the Manchester and Salford Inner Relief Route.

The City Centre Transport Strategy, 2010, set out the future direction for transport in the core of the Regional Centre, particularly to meet the major challenge of ensuring that the potential for growth is not undermined by congestion (with associated poor air quality) and public transport overcrowding. The forecast additional 50,000 new jobs equates to 30,000 more trips in the am peak and the City Centre Transport strategy aims for 20,000 - 23,000 of this increase to be by public transport and only 10,000 by car, but with the overall number of car trips held constant. This requires a significant mode shift by existing car commuters to public transport, cycling and walking and increased efficiency in the use of the highway network, particularly the Inner Relief Route.

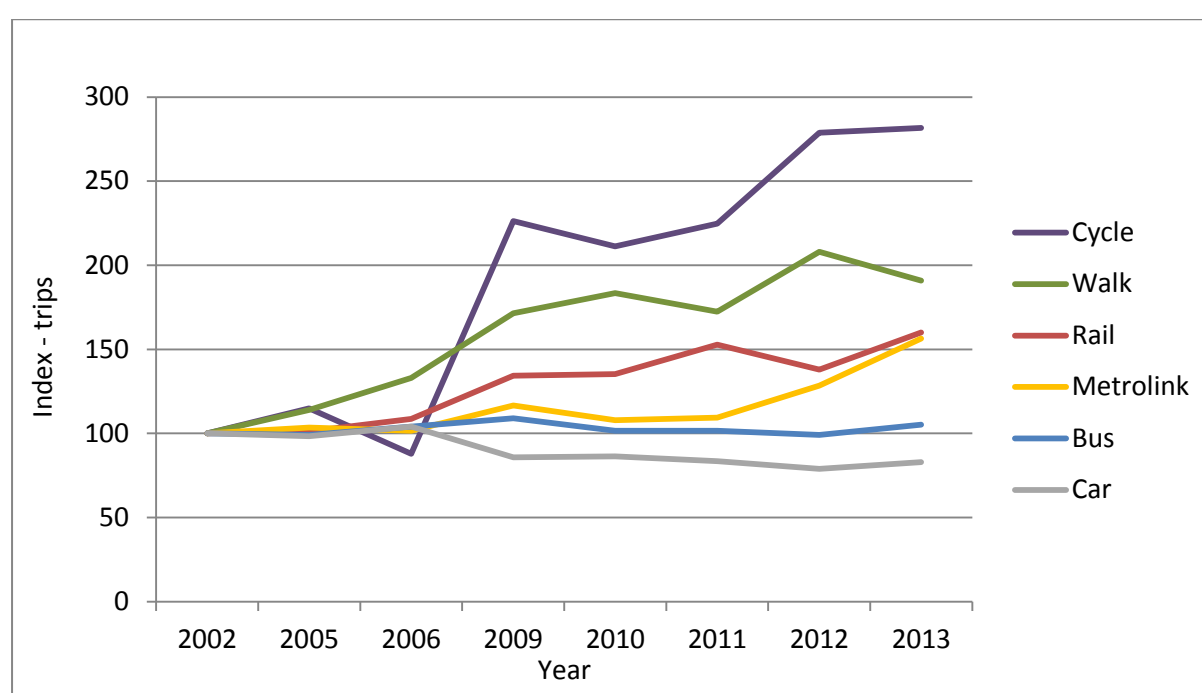
A number of schemes which are either under construction or committed will contribute to this modal shift:

- Metrolink expansion (including 2nd City Crossing);
- the Cross-city Bus scheme;
- Leigh-Salford-Manchester Busway;
- Northern Hub rail schemes; and

- Improvements in cycle infrastructure.

Our strategy of investing in sustainable transport is bearing fruit in terms of reducing the proportion of car trips. Public transport, cycling and walking now account for 70% of morning trips to Manchester city centre, compared to 61% in 2002. Figure 2.5 below shows the indexed trips crossing the Manchester city centre cordon by mode between 2002 and 2013. Growth in road traffic has declined over this period, while cycling, walking, Metrolink and rail trips have experienced significant growth. However, the bus network has experienced relatively modest growth when compared to the other sustainable modes of transport. It is clear that much more will need to be done to increase the role of bus within the commuter market if we are to achieve the aims of the City Centre Transport Strategy.

Figure 2.5: Indexed trips crossing Manchester City Centre Cordon by mode 2002 to 2013



A high quality environment will also be central to attracting and retaining the best businesses and workers. Enhancing the 'Liveability' of the Regional Centre is therefore essential, which includes:

- the ability to move through an area easily (particularly on foot or by bike);
- the quality of public realm;
- the availability of green space; and
- the air quality and noise levels.

All of these issues are affected, to some extent, by transport.

An opportunity for the Regional Centre in the future is the development of urban consolidation hubs. These hubs would provide operating points for short range low carbon vehicles catering to the last mile of freight deliveries. This will provide the opportunity for enhancing the environment of the Regional Centre through the use of low carbon vehicles and improved management and coordination of deliveries that will reduce trips at the most congested times of the day.

Our Major Scheme and Minor Works packages will contribute to the transport strategy for the Regional Centre. The major schemes, which our funding through the Local Growth Fund will be supporting include:

- Manchester City Centre IRR Efficiency Improvements – Regent Road;
- Manchester City Centre IRR Regeneration Improvements – Great Ancoats St;
- Salford Central Rail;
- Route 8 Bus Priority; and
- Metrolink Service Improvement Package.

Town Centres

The eight main town centres (Altrincham, Ashton, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan) are significant employers, providing 11% of GM jobs. They provide a critical mass of facilities and services and are the hubs of local transport networks, making them highly sustainable locations. We have invested heavily in these centres through our programmes of Metrolink investment, transport interchange projects and bus priority.

However over the last 20 years the town centres have struggled to attract and retain investment, services and employment due to⁴:

- competition from out-of-town, office/retail/leisure;
- the increasing prominence of the Regional Centre;
- a decline in the quality of the retail offer;
- a decline in the attraction of town centres for office/commercial employment and for leisure activity;
- increasing dependence on the public sector for investment; and
- reduced ability to compete for mobile investment.

All town centres are now facing a fundamental challenge due to changes in retail sector (particularly the growth of e-commerce, which accounted for nearly half of all retail sales between 2003 and 2010). Nationally the expectation⁵ is that there will be 30% fewer chain stores by 2020 and 20% less retail floorspace on the high street. This is being compounded by the national downturn in retail spending.

The centres most at threat are likely to be the mid-tier ones, such as GM's eight key centres. Comparison retail is becoming increasingly centralised in a few, larger centres, while small local centres can fulfil the role of convenience. According to Javelin's 'Battlefield Britain' analysis of risks from current consumer and retail trends, seven out of eight GM centres are 'at risk' (Wigan's location reduces the level of competition it faces), with Ashton, Oldham and Rochdale within the top 20 most at risk towns in the country.

A recent AGMA-led study made recommendations both for individual centres and for GM-level action to inform a wider investment strategy to support the centres. This work focussed very much on the 'offer' of the centres, with the recommendation that they diversify this beyond the traditional

⁴ Business Leadership Council's Town Centre Study, 2010

⁵ Javelin Group of retail analysts

retail component to include housing and community facilities, which will increase footfall. The proposed solutions were varied, reflecting the diversity of these towns. Their needs also differ greatly in terms of transport, reflecting both geographical location and catchment. For example for Wigan to increase its primary catchment area into parts of Merseyside and surrounding areas, better road links are needed from the M58 to the town centre, whereas in Altrincham and Bury internal connectivity within the centres (including from public transport stations and stops) was considered a key issue.

A number of the major schemes, which are included in this bid to the Local Growth Fund, are designed to help spearhead town centre regeneration:

- Wigan M58 Link Road;
- Wigan Hub Phase 1;
- Stockport Town Centre Access Package;
- Ashton Interchange;
- Stockport Interchange; and
- Metrolink Service Improvement Package.

Longer term there is a significant opportunity for the town centre of Wigan with the investment of HS2 and the routing of the rail line to connect with the West Coast Main Line south of Wigan town centre. This nationally significant infrastructure project will offer a range of opportunities to maximise economic growth, regeneration, development and housing potential.

The Manchester Airport Hub

Manchester Airport is pivotal to regional growth and prosperity and is evidently a key element in strengthening Greater Manchester's international connectivity. It is a major employer, not only in Greater Manchester, but also across the wider North West both directly on site, and in terms of the associated jobs it creates across the region. The Airport is also a key driver of wider economic growth, particularly in supporting inward investment and international trade. The continued growth of the Airport is a massive opportunity on which we must capitalise, especially from the perspective of increasing local employment opportunities and ensuring continued prosperity in the various regions and communities it serves.

Greater Manchester has always recognised that the implementation and delivery of high quality surface access to the Airport is absolutely vital to ensuring that future growth aspirations can be fully attained in the most sustainable way. The surface access strategy for the Airport has the following objectives:

- **Speed and Efficiency of Movement:** To work with partners to support the Greater Manchester, wider regional and UK economy by providing a network that allows for the fast and efficient movement of individuals and freight that passes through the Airport;
- **World Class Transport Hub:** To be a transport hub with a range of integrated transport networks with high quality, safe and affordable facilities for our customers and staff;
- **Sustainability:** To influence travel behaviour in order to significantly increase the number of passengers and staff travelling by sustainable transport modes to and from the Airport;

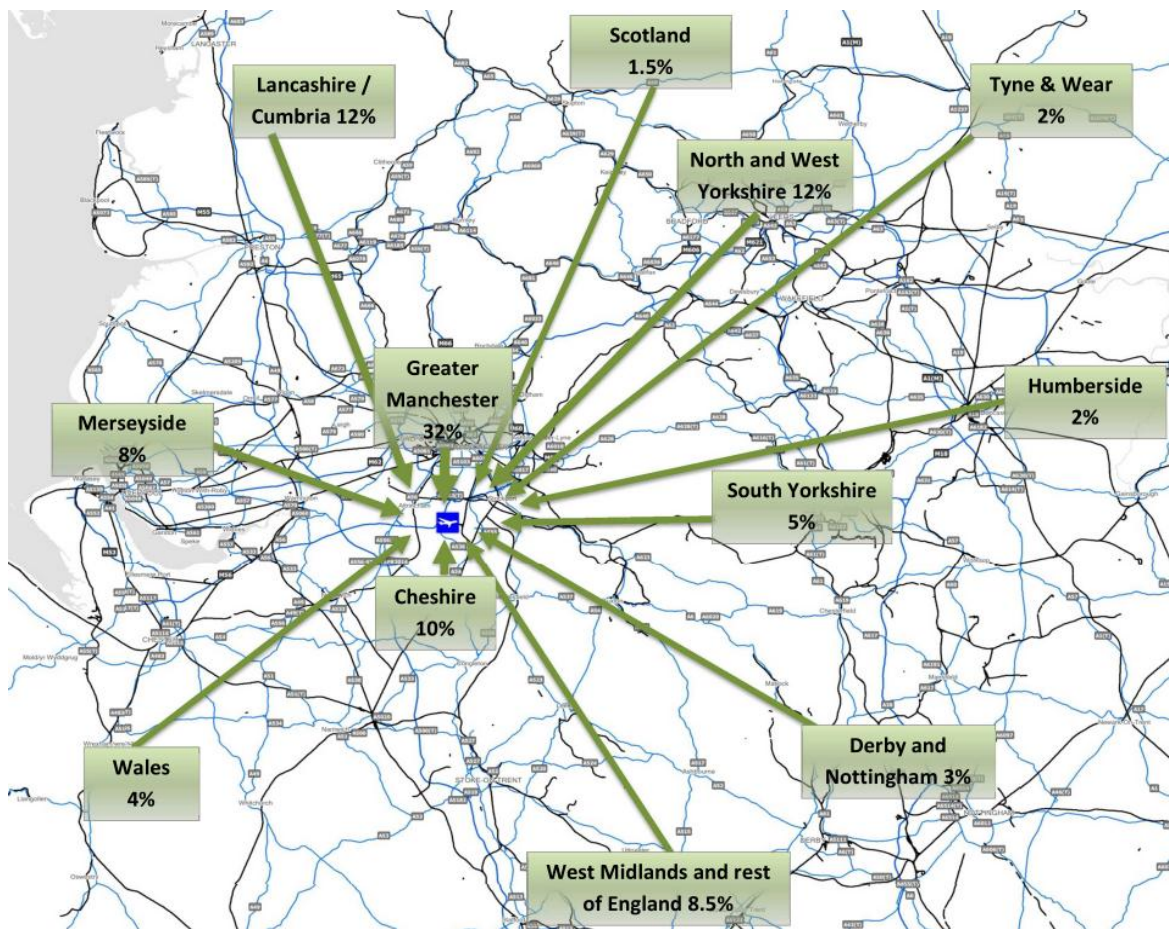
- **Enhanced Infrastructure Delivery:** To continue to support infrastructure delivery that will support surface access to the Airport;
- **Supporting Delivery:** To deliver an effective transport system that will support the development of the Enterprise Zone; and
- **Innovation:** To be a beacon of best practice through the delivery of innovative transport solutions.

Manchester Airport has worked alongside partners to deliver a wide range of targeted infrastructure improvements, creating a hub of integrated transport networks that are underpinned by affordability, reliability, safety and quality. Central to the Airport's integrated approach to surface access is the multi-modal interchange that brings together all rail, bus and coach services to the heart of the Airport, catering for passengers, staff and visitors. The Airport is also well served by the strategic and local highway network, with direct access to the site gained from the M56. The M56 forms part of the strategic highway route leading south from Manchester towards the Midlands and a variety of other destinations via the M60, M62 and M6. The integrated local highway network provides access to surrounding communities as well as other areas within Greater Manchester and Cheshire, with a two-hour drive time catchment that covers well over one third of the area of England and Wales, within which is a population of over 21 million people. The delivery of the A6 to Manchester Airport Relief Road is improving access from Cheshire East, south-east Manchester and Derbyshire.

In 2013, Manchester Airport handled over 20 million passengers. With a growing network of air services, Manchester Airport serves as the major international gateway for the whole of the North of England, North Wales and parts of the Midlands. The distribution of terminating passengers using Manchester Airport in 2012 is summarised in Figure 2.6 below. This growth is continuing as Manchester Airport handled 1.3 million passengers in December 2013, 5.5% (70,000) higher than 12 months previously. The annual growth in passenger numbers at Manchester Airport between December 2012 and 2013 was higher than at some of the other major UK airports, such as Heathrow (2.8%) and Gatwick (4.7%). In 2013, approximately one third (6 million) passengers, originated from the Greater Manchester area.

Manchester Airport's growth plans are ambitious. As set out in the Airport Masterplan, the Airport has substantial runway capacity that will allow it to grow and ultimately handle up to 55 million passengers per annum (mppa). Growth to 55 mppa is forecast to generate £2.5 billion of GVA and approximately 51,000 direct on-site jobs. As this growth is realised, we are undoubtedly committed to the delivery of the right mix of further surface access improvements that will ensure that the Airport remains a crucial hub of connectivity and economic activity that supports Greater Manchester's wider growth vision. The Airport has set itself a series of challenging modal shift targets within their revised surface access plan that are focussed on reducing the proportion of its passengers and staff that use their car to access the site. Given the level of funding that has been invested in public transport services over recent years, including the current introduction of a new fourth rail platform and extension of the Metrolink network, we are entirely confident that these targets can be achieved and the Airport can continue to prosper.

Figure 2.6: Map: Origin/destination patterns of terminating passengers at Manchester Airport in 2012, Source: CAA Passenger Survey Report 2012



At present, over 19,000 people are employed directly on the site of Manchester Airport. Approximately three quarters of staff working at the Airport live in Greater Manchester, and it is estimated that direct and indirect jobs constitute nearly 6.5% of the total number of jobs in Greater Manchester. Manchester Airport is more than just an Airport. In addition to providing national and international air transport, Manchester Airport is increasingly becoming a destination in its own right.

In 2011, the Government confirmed Manchester Airport at the heart of Greater Manchester's first Enterprise Zone (EZ). The new EZ will include the development of Airport City and the World Logistics Hub, creating an environment for business to thrive and stimulate growth and ultimately acting as a springboard for growth and wider regeneration. The 116-hectare EZ area will attract global businesses, creating new employment opportunities and stimulating economic growth for the whole Greater Manchester economy. The delivery of Airport City will act as a catalyst for the regional economy. It will also provide the impetus for a second hub of economic activity in this part of the City Region through inward investment, creating a number of positive benefits to the deprived Wythenshawe area.

The EZ comprises a series of linked sites either side of the M56, planned for a World Logistics Hub, high density hotels/offices, advanced manufacturing, Airport support services and a Medipark adjacent to Wythenshawe Hospital, with 35,000 jobs forecast. This is in addition to the forecast

growth associated with increasing passenger numbers travelling through the Airport. Looking to the longer term, the future HS2 station at Davenport Green is likely both to extend the catchment of the Airport and increase the demand for Airport City as a business location.

Whilst significant levels of investment in the transport network in and around the Airport is taking place, Greater Manchester is looking to the longer term to explore enhanced accessibility to the Hub that is the Airport area and specific requirements will be identified through the development of LTP4.

Western Gateway

The Western Gateway contains a concentration of major economic development opportunities on a key approach to the Regional centre. These include:

- Port Salford;
- Salford Quays / Media City;
- Trafford Park; and
- Carrington.

Port Salford is a key project in the Atlantic Gateway strategy, part of which aims to stimulate traffic flows for northern markets through the Port of Liverpool, reducing the cost of import and export for northern companies and consumers. Port Salford is a £138million project with planning permission to develop the UK's first tri-modal (road, rail & short-sea shipping) inland port facility and distribution park on the Barton strategic site adjacent to the Manchester Ship Canal. It will provide a central north-west distribution base with a 158,000m² warehousing facility and the Port Salford National Import centre which will enable specialist goods handling and distribution. Its canal side location will provide direct barge access to the Port of Liverpool. Such a facility will lower transportation costs for northern businesses which will improve competitiveness of Greater Manchester and the North West.

From a freight and logistics perspective the 'Liverpool 2' project, Peel Ports are developing on the river Mersey outside Seaforth Docks is of critical importance. With the completion of the Liverpool 2 development in 2015 the Port of Liverpool is expected to at least double its share of the container market. It will be of significant benefit to Greater Manchester to take advantage of this growth, but this can only be done by facilitating resilient additional movements by road, rail and water.

The additional infrastructure that could expand Greater Manchester's logistics role is a combination of:

- Strategic Rail Freight Interchanges (SRFIs) with distribution centres and an intermodal terminal on the same site, with a network of rail freight services.
- The proximity of Greater Manchester to the Port of Liverpool and its container terminal, allied to the availability of cheap transfers of containers along the Manchester Ship Canal to distribution parks that are located adjacent to the waterway.

With the development of a tri-modal freight terminal (Port Salford) providing a new gateway into the Greater Manchester conurbation from Liverpool docks, the Barton Strategic Area will be a key economic generator. When fully operational, Port Salford is also expected to generate some 3,900

permanent jobs. This area is also home to Salford City Stadium. The Barton Strategic Area is already a leisure destination, a role which will be expanded through the delivery of new supporting retail/leisure provision. Given the area's significance in these terms, the efficient operation of surrounding transport network is a key priority and work has already commenced on new road infrastructure (Western Gateway Infrastructure Scheme) which will improve access from this strategic location through to Trafford Park and onto the wider motorway network.

Salford Quays is the area of Greater Manchester at the end of the Manchester Ship Canal, which has seen significant transformation of the last 30 years becoming one of the largest urban regeneration projects in the UK. The area includes the full mix of land uses with significant housing provision as well as The Lowry, Imperial War Museum and Media City. Salford Quays was one of the first parts of Greater Manchester to have Metrolink serve the area through the Eccles line.

Media City is becoming a leading international hub for the creative and digital sectors in the Salford Quays area. Currently home to 200 businesses including the BBC and ITV, this expanding area is developing into the new town centre for Salford Quays. A further expansion programme is planned for this area including additional residential, office and leisure provision. A spur off the Eccles Metrolink line was opened in 2010 to connect the area to the City Centre and wider Greater Manchester by the tram system.

Salford Quays/Media City currently provides 21,500 jobs which is expected to increase by 15,500 mainly as a result of expansion at Media City. To accommodate this significant growth at Salford Quays/Media City, a comprehensive assessment is planned to better understand the impact of the additional trips on the transport network. The Media City development has a mode share target of 45% by sustainable modes to reduce the impact on the road network.

Trafford Park is recognised as a key economic engine in the region. It is home to over 1,330 businesses employing 35,000 people from across Greater Manchester and the surrounding area. Trafford Park has potential for a further 13,000 jobs by 2026 and there are also plans for mixed use developments (with significant residential) in adjacent areas. The Trafford Centre and adjacent leisure and event facilities are also significant trip attractors in the area.

Despite its importance to the regional and local economy, public transport connectivity to the Trafford Park area is relatively poor. To support Trafford Park and its future sustainable growth we plan to invest in the Trafford Park Metrolink line. This would realise a step change in public transport in the area, providing connectivity to the wider Metrolink network via the existing Pomona Metrolink stop.

A new sustainable community is proposed in **Carrington** on the former Shell refinery site. It will deliver a minimum of 1,500 residential units up to 2026 together with 75 hectares of employment land, predominantly B2 general industry, B8 storage, distribution and warehousing and B1(b and c) business park, light industrial uses with ancillary office development, B1(a). Local services will also be provided to ensure the new community is fully sustainable; these will include small scale retail unit(s) and a school.

In addition to the growth anticipated up to 2026, it recognised that this strategic location, together with the adjoining community of Partington, offers development potential well beyond 2026. It is likely that an additional 1,500 residential units could be provided at these locations.

Additional transport investment will be needed to support the Western Gateway developments, with specific requirements being identified through the development of LTP4.

2.6. Future Growth Areas

Although the locations described in 2.5 above will remain our major economic opportunity areas, two Greater Manchester-wide pieces of work currently underway which may identify additional opportunities.

- Housing and Employment Land Review; and
- Freight and Logistics Strategy.

Firstly, initial work has been undertaken to identify the appropriate scale and distribution of new employment floorspace and housing in Greater Manchester over the period 2012-2032. This study will identify the extent and broad location of any additional of any land requirements, particularly to fulfil the need, identified in GMS, for additional housing.

Secondly, we are undertaking work to understand the potential benefits to Greater Manchester from the growth and development of the logistics market, which currently provides 7% of employment in GM. These include:

- The opportunity to develop new Urban Distribution Centres (UDC) in response to e-commerce and the need for more sustainable distribution within cities for “last mile” delivery and collections;
- The ability for GM to compete as a National Distribution Centre (NDC) location due to new multimodal opportunities and changing world freight patterns, as well as maintaining a strong presence in the Regional Distribution Centre (RDC) market; and
- Other opportunities such as the expansion of deep sea container market, the recovery of Irish economy, and the development of Airport City.

The existing concentrations of logistics activity, at Logistics North in Bolton, The Global Freight Hub at Airport City and the future Port Salford will be beneficial to Greater Manchester when exploring options for further expansion, as is the well-developed transport network including access to global markets via the Port of Liverpool and Manchester Airport. However, there are transport issues to be overcome, such as a significant lack of rail and water-connected logistics space and congested sections of strategic road and rail networks.

3. Transport Investment in Greater Manchester

3.1. Building on Success

Outside London, Greater Manchester is leading the way in terms of a sustained programme of investment in transport. The delivery of public transport, cycling and walking schemes have been key priorities for us over the past 15 years, with our local planning policies focussing on growth in our town and city centres, which are now more accessible by public transport. We have established a proven and robust track record in the cross-agency delivery of transport schemes, aimed specifically at tackling a wide range of priorities, with an overarching emphasis on the delivery of economic growth.

The Greater Manchester Transport Fund was agreed by the Association of Greater Manchester Authorities in 2009 with the objective of investing in transport schemes that would deliver a real benefit from the perspective of growing the Greater Manchester economy. The fund incorporates prioritised schemes based on delivering the maximum economic benefit (GVA) to Greater Manchester, consistent with positive package level social and environmental outcomes. Since 2010/11, the GM Transport Fund has invested £1.5 billion, effectively demonstrating we can deliver targeted infrastructure investment that compliments and ultimately delivers our growth strategy.

Through our experience in co-designing transport and economic strategies, we have a clear understanding of the role of effective and reliable transport networks in connecting businesses with their supply chains, their customers, and their labour markets; and in controlling costs, promoting competition and spreading opportunity. Hence, GMCA, GMLEP and the Local Transport Body have maintained the strong economic policy prioritisation framework, which was developed for the Greater Manchester Transport Fund, to ensure that the transport investment programme for Greater Manchester's Growth and Reform Plan, set out in Section 5 of this document, has been prioritised to respond to the spatial and transport growth challenges set out in the previous chapter.

Alongside this, our transport reform proposals add value to all aspects of our future proposed network by seeking new models of working that maximise efficiency of operation and enhance the realisation of the economic benefits on offer.

In addition, our investment and reform proposals have been designed to add greatest value to the network that is in place here and the developments already underway or committed through our own investment programmes – notably the GMTF, LSTF and Cycle City programmes – and those of our key transport partners, including Network Rail, the Highways Agency and local public transport operators. To achieve this, we have utilised long-standing transport planning relationships that we have in place to maintain a dialogue with our key transport partners to ensure that we are making best use of this funding opportunity to deliver shared growth objectives in partnership.

Looking beyond the investment scope of this Growth and Reform Plan, Greater Manchester is already underway with the development of our future Local Transport Plan (LTP4). LTP4 will aim to further deliver the vision set out in the GMS, in particular by:

- Ensuring that Greater Manchester is ready to fully capitalise on the unique growth potential offered by HS2, supporting Greater Manchester's forthcoming HS2 Growth Strategy with a clearly prioritised connectivity and station development programme;
- Further developing of our Major Scheme Investment priorities and Minor works/ITB investment programme to address other key transport requirements to underpin our major economic growth centres;
- Establishing a programme of interventions to support our logistics and freight strategy, with a particular focus on capitalising on the potential of HS2 released capacity and Atlantic Gateway; and
- Presenting the outcomes of the reform proposals set out here and the implications for future transport priorities and governance in Greater Manchester.

This chapter provides a full summary of the local investment backdrop underway in Greater Manchester, so as to set the context for our proposed programme.

3.2. Metrolink Delivery Programme

The Metrolink investment programme underway will ultimately triple the size of the network, extending to areas such as East Didsbury, Ashton, Manchester Airport, Oldham and Rochdale as well as providing a second route through Manchester city centre. See Figure 3.1. A key element of this investment programme has also focussed on ensuring that the existing Metrolink network has the capability to operate increasing service frequencies that will ultimately underpin substantial increases in the numbers of trams and passengers.

Building on the core network, serving routes from Manchester city centre to Altrincham, Bury, Eccles and MediaCityUK, extensions have now been completed and are fully operational to Ashton-under-Lyne via East Manchester and the Etihad; East Didsbury and Rochdale Railway Station via Oldham town centre and the south Manchester extension to Chorlton. The extension to Rochdale town centres will open at the end of March 2014.

The Metrolink extension to Manchester Airport branches off from the existing South Manchester route at St Werburgh's Road, running to the Airport via Wythenshawe town centre. This line is currently under construction and progress has been such that the line will open in advance of the original scheduled date of summer 2016.

The expansion of the Metrolink network will ultimately mean that by 2016, Greater Manchester will have the largest tram network in the UK. Due to the scale of the network, a second route across Manchester City centre is necessary. TfGM have now secured powers for a second city centre route for Metrolink. Construction work on the **Second City Crossing** started in late 2013, and we anticipate that all works will be completed in 2016 in line with our delivery programme. The completed network will also benefit from works on the redevelopment of the Victoria Station Metrolink Stop, which are ongoing and will provide extra capacity for the network expansion by the provision of extra tracks.

Figure 3.1: Current and Future Metrolink Network



Our targeted programme of Metrolink expansion is being complemented by the introduction of a **new fleet of trams**, providing passengers with quieter, smoother, less crowded and more reliable journeys. The phasing out of our original fleet of 'T68' trams, to be replaced by new 'M5000 trams', began in September 2011 and is anticipated to be completed by the end of 2014. A total of 94 new 'M5000 trams' will be introduced onto the network, each of which are up to four times less likely to develop a disruptive fault than the original 'T68' fleet, which will ultimately reduce our maintenance costs. Given that they are also ten times lighter, they will also reduce energy costs and prolong the life of the existing rails by several years, reducing the long-term costs of track renewals.

GMCA is committed to deliver the further extension to **Trafford Park**, reflecting its status as a major economic engine and centre of employment for Greater Manchester. The 5.5km line will extend to the Trafford Centre, incorporating stops at major employment sites and visitor attractor locations such as Event City/Barton Square, Imperial War Museum North, Trafford Park and the Trafford Centre. The line extension will provide a link to the largest concentration of employment in Greater Manchester outside the regional centre which has traditionally been poorly served by public transport. Over 1,300 businesses and 33,000 jobs are located in Trafford Park, with a significant number of people working there coming from across the Greater Manchester conurbation. This scheme will better serve these businesses and their employees, to some extent strengthening Trafford Park as a key employment area but equally enabling this hub of employment and leisure to grow.

We also plan to investigate, in the future, extending the Trafford Park Metrolink Line to Port Salford and the Barton Strategic site which will enhance the accessibility of the area by public transport.

GMCA approved work to progress to an outline business case in July 2013, with formal public consultation expected to begin and run over spring 2014. Following the period of consultation, a Transport and Works Act order application will be submitted to the Department for Transport in the summer of 2015, seeking the necessary powers to construct the line. GMCA has also approved initial funding for delivery of the network extension, including the £20 million required to purchase 10 new trams that will serve the line. The programme of works estimates that construction will start in winter 2015/16 with the line becoming operational sometime in 2019, subject to a funding agreement being established with Government under the Earn back principle.

3.3. Bus Priority Programme

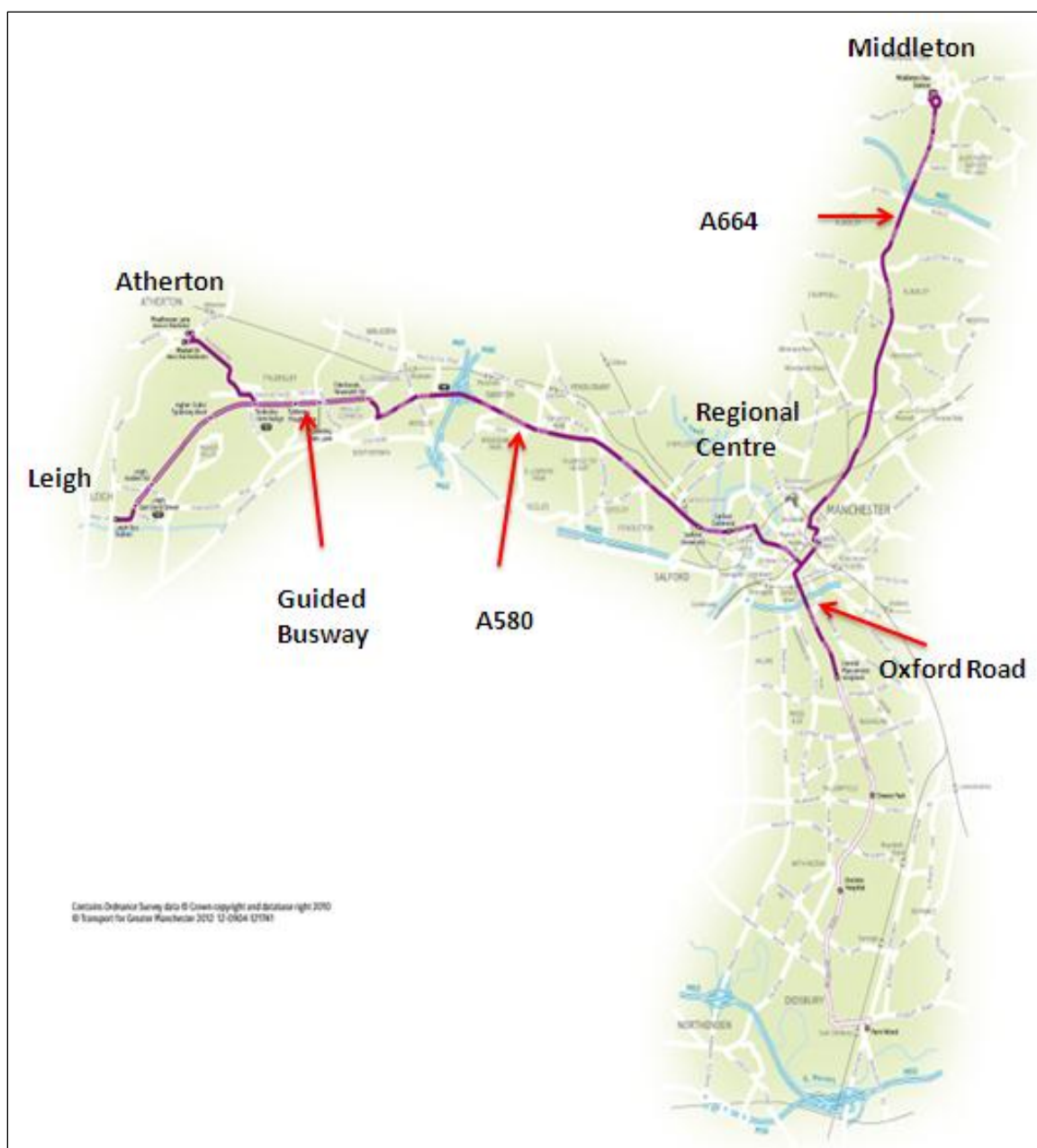
Working in partnership with local councils, TfGM is delivering a major Bus Priority Programme for completion by 2016. The proposals will involve a significant investment in the improvement and creation of 25 miles of bus routes across Greater Manchester - one of the largest investments in our regional bus network in decades. This will build upon the previous investment that has been made by TfGM through the Quality Bus Corridor scheme, which has improved a number of key bus routes across Greater Manchester.

As Figure 3.2 below shows, the programme will improve the bus routes between Leigh, Atherton, Middleton and Parrs Wood and the Regional Centre.

As a result, we will provide:

- An enhanced passenger experience - punctuality, reliability, frequency and shorter journey times;
- Improved connectivity and accessibility to employment, education, health, leisure and retail destinations, particularly within the Manchester city centre and along the Oxford Road corridor. The Oxford Road corridor is a significant economic centre which currently includes around 25% of the city's GVA and 12% of the city's workforce, and a growing number of employment opportunities. It will also allow residents living adjacent to the Oxford Road corridor better access to numerous employment opportunities across Greater Manchester;
- Improved travel through and across Manchester city centre – helping more passengers to reach their destination in a single bus journey and reducing the need for some passengers to change buses;
- Increased investment along the routes, supporting both current and emerging business and commercial markets;
- Improved links to a wider range of locations and destinations by making public transport more accessible through better access to bus services, and integration with the rail and Metrolink networks; and
- Improved facilities for pedestrians and cyclists along the corridors.

Figure 3.2: Map of Bus Priority Programme



3.4. Transport Interchanges

The Transport Fund also provides for a significant progression in our strategy to establish truly integrated transport in Greater Manchester. Since 2000, a number of major transport interchanges have been built in the Regional Centre (Shudehill), key town centres (Eccles, Hyde, Middleton and Oldham) and at Manchester Airport.

In 2013, we unveiled our brand new facility in Rochdale town centre. This tram and bus facility is a key element in Rochdale's town centre regeneration programme and has been delivered in advance of Metrolink opening to Rochdale town centre.

Work is now progressing on new interchanges in:

- Altrincham, combining local bus, rail and Metrolink services supported by new cross-agency management arrangements to simplify the travel offer for the travelling public and deliver efficiencies;
- Bolton, providing a new bus/rail interchange adjacent to the busiest Greater Manchester rail station outside the Regional Centre and providing a major contribution to the town centre masterplan; and
- Wythenshawe, providing bus/tram interchange in advance of the arrival of Metrolink at the heart of Wythenshawe town centre, a major regeneration priority for Manchester City Council.

3.5. Local Sustainable Transport Fund

Greater Manchester is managing the largest LSTF project in the country. Our 'Lets Get to Work' project was specifically designed as a cohesive and integrated package, building on best practice in local access, supported by innovative travel behaviour change techniques. The programme as a whole will enhance the wider network in place and under construction in Greater Manchester by expanding its overall employment market reach through the use of targeted travel advice programmes and new approaches to travel marketing, including the development of travel information and payment technologies that fit with the needs and expectations of modern commuters.

The package demonstrates the excellent value for money that can be delivered this type of intervention: approximately £5 of benefit for every £1 invested. The package will deliver:

- An additional £28 million GVA per annum, creating the equivalent of 900 jobs;
- Remove 26 million km of commuter car journeys, turning them into 10 million extra public transport journeys and 2 million extra cycling trips;
- Save 1000 tonnes of carbon a year during the project; and
- Save businesses 1500 absentee days and 1 million hours of travel time each year.

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

This is complemented by the Greater Manchester Commuter Cycle Project, providing a network of cycle hubs across Greater Manchester, located in town centres or major employment locations, featuring secure cycle storage and lockers, with additional change and shower facilities at some locations. The project also includes 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.

In all cases, the local sustainable access projects have also been designed with supporting smarter choices travel promotion packages of activity to optimise the uptake of the GMTF and LSTF investment, encompassing access to employment travel planning services, delivered in partnership

with Job Centre Plus and employment training delivery agencies; personal travel planning and cycle support services; and travel support services for businesses

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

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

The programme offers the scope to incrementally expand the reach of Greater Manchester's current and future transport network, so as to address connectivity constraints across our local employment market in a manner that secures long-term lower carbon community patterns.

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

3.6. *get me there*: Smart Ticketing

TfGM is in the process of introducing our new smart ticketing system, *get me there*, that will be introduced in stages starting with Metrolink in 2014. The system will eventually encompass bus, rail and tram use. As well as featuring a dedicated card, existing concessionary card holders will be able to use their existing cards, and the scheme will accept payment by contactless bank cards, and in the future smart phones. As with other schemes, there will be an option to either 'pay as you go' or to pre-load a travel card for specific journeys or zones. The system will be introduced on Metrolink in 2014, bus in 2015 and rail passengers thereafter. 350 new 'smart readers' have now been installed across the Metrolink network.

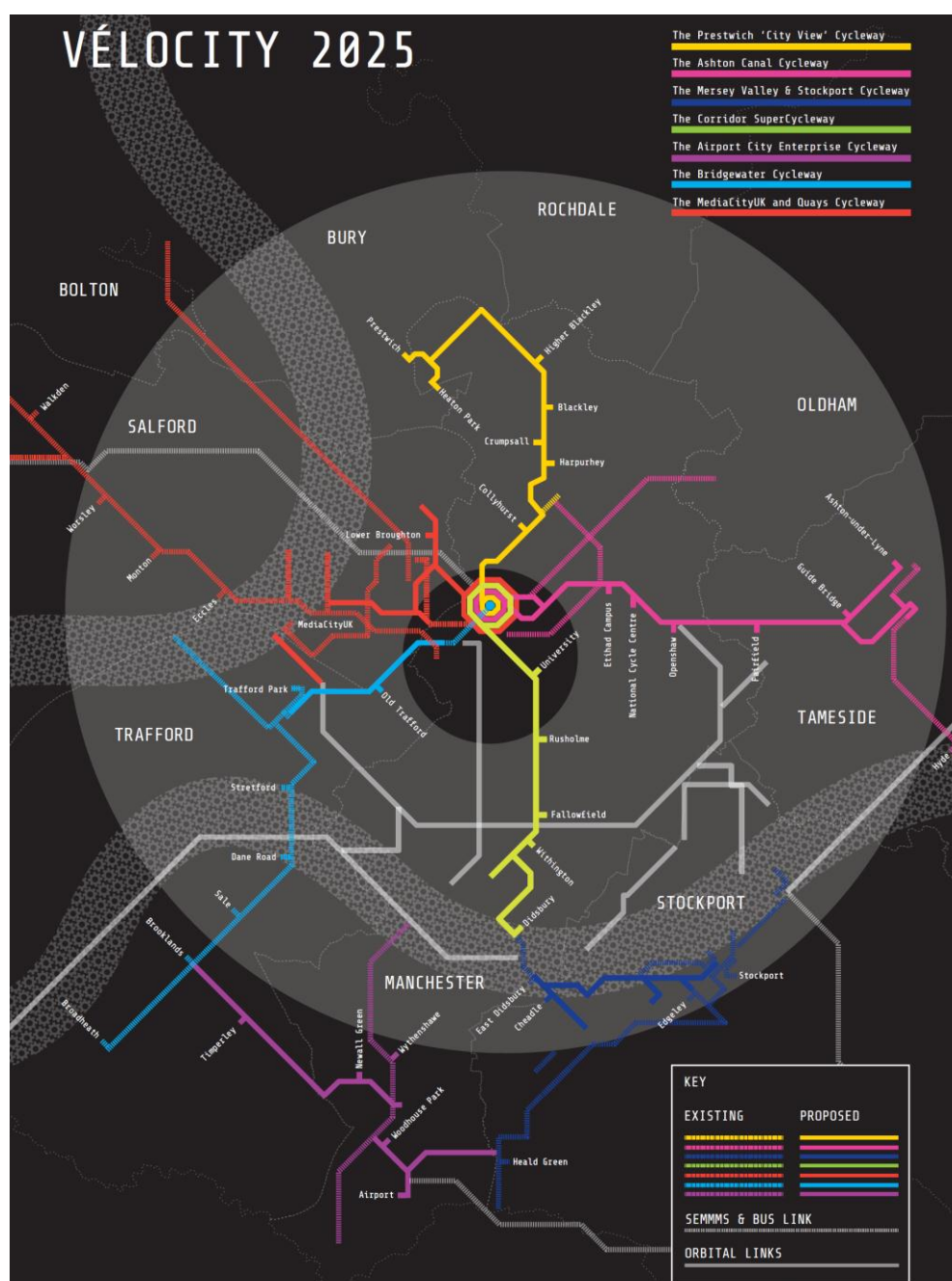
Customers can already pre-register their interest in the scheme online at the new www.getmethere.com website, ensuring they stay up to date and know as soon as *get me there* is ready for them. Over half a million Greater Manchester residents already have *get me there*-ready smart cards in their pocket in the shape of an over-60s bus pass or an under-16s igo pass.

Velocity 2025

The £20 million of national investment that we received through the Cycling City Ambition Grant will be fundamental in allowing us to deliver a major new cycling educational and infrastructure programme across Greater Manchester.

Our 'Velocity 2025' programme is ambitious. We will utilise the allocated funding to deliver a sustained and strategic programme of investment in cycling, from both the public and private sectors that have been specifically designed to kick-start a generational shift by embedding cycling into everyday life and ultimately aiming to increase the number of people cycling across Greater Manchester by 300% by 2025.

Figure 3.3: Velocity 2025 Network Map



We will create and deliver a major new network of strategic, integrated, and where possible, segregated cycle routes to employment centres, schools and leisure facilities. This will be augmented by the robust partnerships we have developed with key organisations such as British Cycling, Sustrans, CTC and local cycle groups. The creation of a number of super cycle ways, which we are referring to as Spokes, will feature 20mph default speed limits in and around them to deliver a safer cycling experience, from door to door. Schools, cycle centres, universities and employment centres will be connected along these Spokes, and there will also be orbital links across the network, to thread together areas such as South Manchester and Airport City, Salford Quays, Media City and other important areas lying outside the city centre. These are shown on Figure 3.3.

Alongside the Local Sustainable Transport Funding (LSTF) that we are investing in new cycle hubs, training, promotion and infrastructure, we are confident that our Velocity 2025 programme will create a powerful long range vision for an integrated, sustainable transport system across all sectors and geographical areas of Greater Manchester.

3.7. Strategic Highway Network Investment

Greater Manchester has developed an increasingly strong and productive working relationship with the Highways Agency. Together, we have established a platform for effective co-operation and joint working that has fostered a relationship in which we work together to support and ultimately deliver each other's objectives. We fully recognise the pivotal role that the strategic highway network plays in delivering economic growth and prosperity in Greater Manchester, and are fully committed to working collaboratively alongside the Highways Agency to deliver a robust approach of identifying, prioritising and planning future areas of investment.

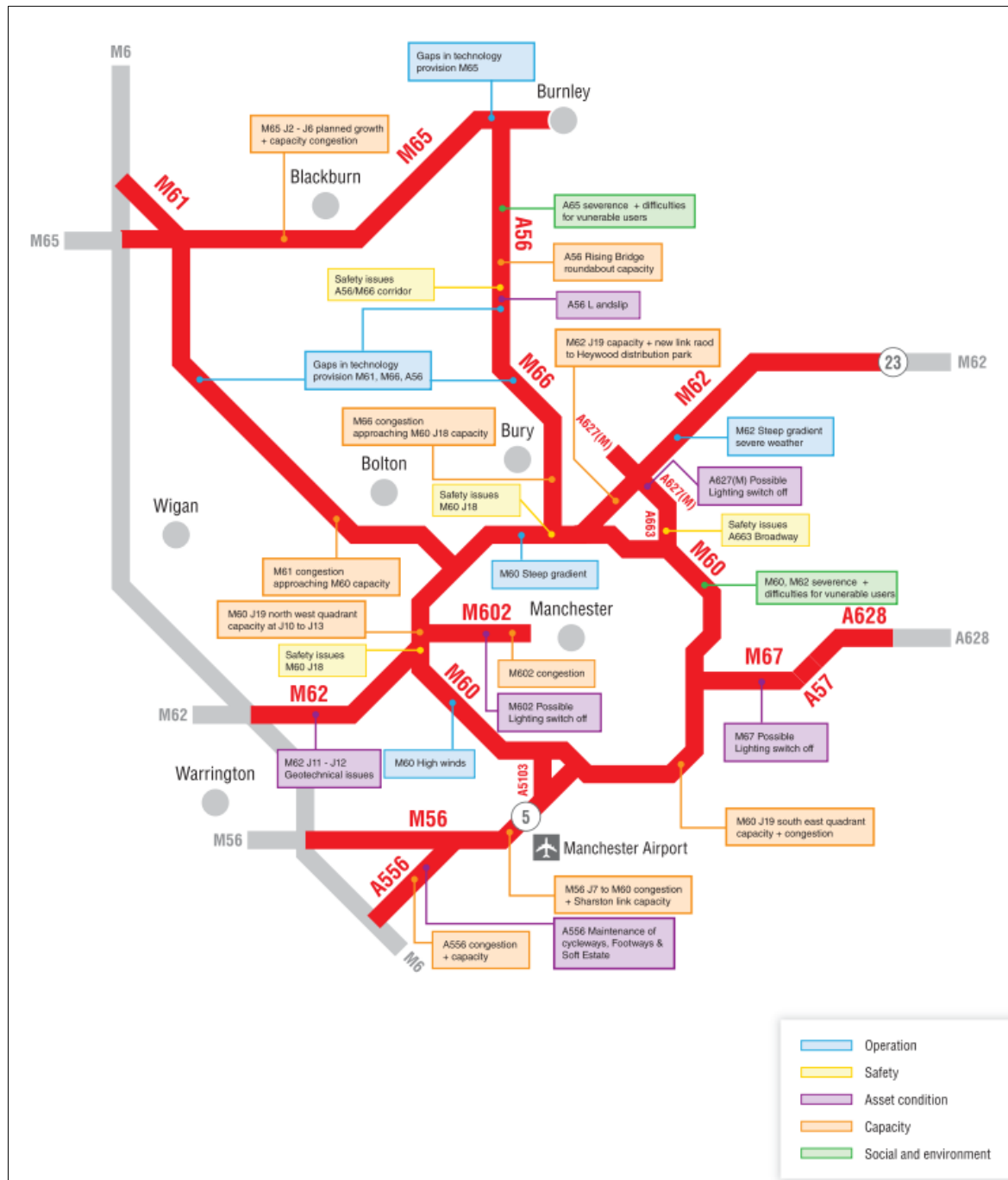
Over recent months, TfGM and the Greater Manchester authorities have worked with the Highways Agency as part of the development of the South Pennines Route Based Strategy, which we have welcomed as a positive step in ensuring that local and regional stakeholders have the ability to take a greater level of participation in the future planning and investment of the strategic highway network that is crucial to the delivery of local growth priorities. We will continue to work closely with our colleagues from the Highways Agency to take forward a programme of work to identify a range of possible solutions as part of Stage 2 of the RBS process. We believe that a strong evidence led approach will ensure that investment plans with a longer term focus are balanced to meet national and our local requirements, identifying and eventually delivering a healthy pipeline of investment that is focussed on supporting our growth patterns.

The strategic highway network is of critical importance to the future growth and success of Greater Manchester, as demonstrated by Figure 3.4 below, which is taken from the Agency's initial South Pennines RBS Evidence Report.

The network serving Greater Manchester is generally used for a large number of commuting trips during both the AM and PM peak travel periods. Given that the network is within close proximity to a number of urban areas, commuter journeys tend to be relatively short and make use of the convenient choice the routes offer in negotiating within and around the major conurbations they serve. However, the significant volume of traffic, combined with short junction spacing has led to a situation of low peak hour speeds on much of the network which inevitably causes significant delays

and unreliable journey times. This is particularly evident on a number of key routes, with the South Pennines Route Based Strategy identifying that the top ten busiest routes within the study area all serve Greater Manchester (M60 and M56) with each of them ranking within the top fifty busiest routes nationally.

Figure 3.4: Key Issues on GM Strategic Highways Network (Source: Route Based Strategy: Draft Evidence Report, South Pennines, Highways Agency, February 2014)



Sections of the M60 route currently suffer from capacity issues which will be further exacerbated by planned future growth locations. In particular, there are specific capacity issues around the M60 junctions, with each one serving the local communities of Greater Manchester. Although the

Highways Agency has a number of small improvement schemes under development for some of these junctions, they are predominantly designed to address existing issues rather than cater for significant additional growth. Further key junctions that currently suffer stress during peak travel periods include the M60/M62/M602 interchange at junction 12, Eccles and the M60/M66/M62 interchange at junction 18, Simister Island.

We have worked alongside the Highways Agency and are supportive of proposals to introduce a Smart Motorway scheme between junction 8 on the M60 and junction 20 of the M62. This section of the network is part of the Trans-European Road Network, combining main east-west traffic from the M62 with orbital traffic from the M60 as well as traffic heading into and out of Manchester from the north (via the M61 and M66) as well as local commuting trips. We anticipate that the introduction of variable mandatory speed limits will increase capacity and reduce congestion while improving journey time reliability and improving the quality of information provided to the driver. However, a significant challenge for the Highways Agency and Greater Manchester moving forward will be to ensure that we can sustain the role of the network in supporting economic growth, whilst bringing air quality within EU targets, given that large sections of the strategic highway network serving Manchester fall within Air Quality Management Areas (AQMAs).

We are committed to implementing the right structures and processes that ensures we can continue to work alongside the Highways Agency to manage, develop and invest in the strategic network so that it meets the needs of all those who use it or are served by it. This collaborative approach will be particularly vital in ensuring that the network can cater for planned large development sites and growth areas. The western section of the M60, which is already subject to significant levels of congestion and journey time unreliability, will be required to cater for the significant planned growth in the 'Western Gateway' area, described in section 2.5. The M56 is also a key route serving the key international gateway of Manchester Airport as well Airport City Enterprise Zone. The route currently caters for a significant quantity of freight traffic, with 51% of all traffic classified as freight vehicles, the fifth highest proportion of freight movements on any section nationally. In supporting the development of Manchester Airport and Airport City, it is imperative that we fully understand the future requirements of the route and how we ensure that growth in this area is met.

We are also mindful of the existing capacity constraints that are particularly prevalent on the –Trans-Pennine routes A57, A628, A61 and A616. As part of the HM Treasury report 'Investing in Britain's Future', there is a commitment to undertake a feasibility study that will specifically examine the main routes between Sheffield and Manchester. We consider this study to be of fundamental importance in identifying a range of future options for this route, and we would emphasise the need to ensure that we fully input into the analysis, option generating and delivery of proposals.

A6 to Manchester Airport Relief Road

Government confirmed in 2011 that it would contribute £165 million to the construction of the A6 to Manchester Airport Relief Road (A6MARR) scheme with the remainder being drawn from the Greater Manchester Transport Fund utilising the Greater Manchester Earn Back Model. The scheme will provide 10 kilometres of new 2-lane dual carriageway on the east-west route from the A6 near Hazel Grove (south east Stockport), via the 4 kilometres of existing A555 to Manchester Airport and the link road to the M56 at Junction 5. The scheme will incorporate a total of seven new and five improved junctions, four railway crossings and priority for public transport along the route.

The scheme bypasses heavily-congested district and local centres, and will provide much-needed connectivity for key strategic routes into South Manchester, Manchester Airport and Airport City. In particular benefiting those currently using the A6, A523 and A34 – all of which are key routes for business, leisure travel and freight from Cheshire, Derbyshire, Staffordshire, Yorkshire and beyond. Completion of the Relief Road is predicted to deliver an increase in economic output across Greater Manchester and Cheshire East of up to £2,492 million across the 60-year appraisal period, generating around 5,000 jobs. The most significant benefit being to the local economies of Greater Manchester and Cheshire East. Subject to planning approval, construction of the road is expected to take place between 2014 and 2017.

3.8. Rail Projects including Northern Hub

The Northern Hub project is a package of investments into the railway network in Manchester and the North of England. It is scheduled to be completed by 2018. The key elements of the package are:

- The construction of the Ordsall Curve, between Salford Central and Deansgate;
- The two through platforms, 13 and 14 at Manchester Piccadilly will be significantly modernised and two new through platforms, 15 and 16 will be built over Fairfield Street;
- A significant upgrade of Manchester Victoria station, allowing more trains to pass through or terminate at the station; and
- Various smaller enabling works, such as additional platforms at Rochdale, Stalybridge and Manchester Airport.

The package of measures will ultimately allow up to 700 more trains to run each day and will provide the necessary space for approximately 44 million additional passengers per year. Northern Hub is predominantly about improving rail travel across the whole of the North of England, with a significant number of benefits for Greater Manchester. The result of this scheme is a significant re-organisation of the rail services passing through Manchester, with Piccadilly becoming the main city centre stations for north-south services, and Victoria for east-west services.

Additional significant rail schemes in the North of England will also benefit Greater Manchester in the future. These schemes are scheduled to be completed by 2019. They include:

- ‘North West Triangle’ – electrification of the routes between Manchester Victoria, Manchester Piccadilly, and Liverpool Lime St via Newton-le-Willows, Liverpool Lime St – Preston via St Helens Central; Preston – Blackpool North, and Preston – Manchester (both Piccadilly and Victoria) via Bolton. This will reduce journey times on the aforementioned routes.
- North Transpennine Route – electrification of the route between Manchester (Piccadilly and Victoria) and York and Selby, via Huddersfield and Leeds. This will reduce journey times between Manchester (Victoria) and Leeds to around 45 minutes.

These schemes will ensure the rail network has:

- The ability to double movements into the Trafford Park freight terminals;
- Two new fast trains per hour between Manchester Victoria and Liverpool;
- Six fast trains an hour between Leeds and Manchester (currently four trains per hour);

- Journey times between Leeds and Manchester to be reduced by approximately 10 minutes;
- Journey times between Liverpool and Manchester to be reduced by approximately 10-15 minutes; and
- New direct services through Manchester city centre to Manchester Airport.

3.9. HS2

The transport investment programme in Chapter 5 of this submission provides a strong framework to address key connectivity and growth priorities for the remainder of this decade. However, our Growth Deal also needs to consider the planning and investment relationship between GM, Government and our partner agencies to ensure that we fully capitalise on the unique opportunity that HS2 will present to accelerate growth across the city region and rebalance the economic geography of the country.

The economic benefits of HS2 are forecast to be significant to Greater Manchester. The local economic impacts assessment for HS2 identified that planned and additional activity can deliver up to 180,000 new jobs in Greater Manchester by the early 2040's. The transport investment programme set out above provides a strong framework to address key connectivity and growth priorities for the remainder of this decade.

However, as recognised by the Growth Task Force report *High Speed 2: Get Ready*, our Growth Deal also needs to pave the way for a planning and investment relationship between GM, Government and our partner agencies to ensure that we fully capitalise on the unique opportunity that HS2 will present to accelerate growth across the city region and rebalance the economic geography of the country. We will embrace the Taskforce's recommendations by developing an HS2 Growth Strategy to ensure that our city region, and its transport network, our people and our businesses are ready to maximise the opportunities for economic growth, through a clear roadmap to HS2.

The forecast economic potential of HS2 for GM can only be turned into reality if the local conditions are right. This will require strategic decision-making and long-term planning to facilitate the local growth potential around the proposed HS2 stations at Manchester Piccadilly and Manchester Airport and its Airport City Enterprise Zone. In each case this is about more than local growth; it is also about maximising the productivity gains from HS2 which means national as well as local benefits.

The three key themes for the HS2 Growth Task Force provide a framework for understanding how the economic growth potential of HS2 needs to be harnessed through optimal approaches to:

- The development and regeneration potential of HS2;
- HS2 and local connectivity; and
- Maximising the skills and supply chain benefits of HS2.

(i) The Development and Regeneration Potential of HS2

The Taskforce has firstly identified the need to get our cities ready for HS2. We welcome their conclusion that an HS2 Growth Strategy is needed for each Station by the end of the year, setting out how the project will generate local jobs, growth and regeneration, with a specific locally led delivery body appointed to lead each Strategy with clear partnership support from Government, and with a Minister responsible at a national level.

This mirrors our own conclusion that the forecast economic potential of HS2 for GM can only be turned into reality if the local conditions are right. As noted above, the wider investment environment and the approach to deploying freed-up capacity are both important to this. In addition, there is a critical need for strategic decision-making and long-term planning to facilitate the local growth potential around the proposed HS2 stations at Manchester Piccadilly and Manchester Airport and its Airport City Enterprise Zone. In each case this is about more than local growth; it is also about maximising the productivity gains from HS2 which means national as well as local benefits.

At Piccadilly, the Strategic Regeneration Frameworks for the adjacent Piccadilly and Mayfield areas have been reviewed in the light of the HS2 proposals. This work identifies the potential for commercial development that could secure up to 30,000 additional jobs, alongside scope for greater housing opportunities and wider renewal across a key focus of regeneration for the city centre. The achievement of the full potential on offer at Piccadilly will be in part determined by the final design and scope of facilities that HS2 delivery will provide at Piccadilly Station. In addition, there is opportunity to accelerate the delivery of these facilities at Piccadilly. Collectively, this will secure significant benefits, which officers will continue to explore with HS2, including:

- early transformation of the station – by transforming the station environment and surroundings in 2026 or earlier, the potential for maximum productivity and accelerated development in the adjacent area would be enhanced;
- sequencing investment more efficiently – so as to avoid the construction works associated with the Northern Hub, Metrolink investments and HS2, all of which engender significant economic benefits, being stretched over a 20-year or more period;
- avoidance of duplicated costs – by advancing the project sufficiently, elements can be combined with the works necessary to deliver the Northern Hub and Metrolink;
- early delivery of additional conventional rail capacity – by delivering the station early, additional platform capacity can be provided at Manchester Piccadilly, which would facilitate additional classic services and improved connectivity to the masterplan area; and
- early delivery of enhanced accessibility - the early delivery of the station would enable Greater Manchester to shape the investments in the Metrolink to better align it with the station requirements.

At Manchester Airport, HS2 offers further significant scope for jobs and productivity growth, in addition to maximising the potential of the Airport itself by making it a realistic alternative gateway for more passengers, recognising its capacity to grow and ultimately handle up to 55 million passengers per annum. GMCA and MAG have given an “in principle” commitment to make a local funding contribution towards the costs of the new station, in recognition of the long-term economic returns that investment would bring. Government and other stakeholders have been advised that there must be a level playing field with other similar HS2 investments and that the role of local funding contributions, justified on the basis of anticipated growth in the Enterprise Zone in the future, should be balanced alongside the funding of appropriate Airport infrastructure that would be avoided. Drawing on the precedent of the Battersea/Nine Elms deal, Greater Manchester and MAG see such a deal including:

- an agreed package of investment necessary to deliver a fit for purpose Airport Hub and to unlock the surrounding development which would deliver the contribution towards the station's costs;
- an agreed timetable for this investment that helps to reduce costs and potentially advance revenues – e.g. through coordinated utilities works and/or early provision of car parking;
- an appropriate approach to land value capture that secures a meaningful contribution towards investment costs whilst avoiding a risk to the pace of development or a distortion of competition between airports, recognising that Manchester is not the only airport to benefit from access to HS2;
- an extension of the existing Airport Enterprise Zone to cover the development and wider rateable value increases generated by the provision of an airport station and associated infrastructure, with these revenues being made available towards the costs of the agreed investment package; and
- an appropriate degree of risk sharing between the Local Authorities and central Government.

GMCA and MAG are confident that given the wider productivity gains to Greater Manchester and beyond of improving connectivity to Manchester Airport, the incremental costs of providing an HS2 station at the airport will be more than covered by additional net national taxes; and that providing an HS2 station at Manchester Airport will not impose a long-term net cost to the UK taxpayer.

We will progress the development of our Growth Strategies for Piccadilly and Manchester Airport Stations as a matter of priority, including the establishment of clear bodies to oversee their delivery, and encourage Government to work with us from the outset to establish the partnership arrangements needed to realise the growth potential on offer here.

(ii) HS2 and Local Connectivity

Secondly, the Taskforce has demonstrated the importance of getting our transport network ready for HS2. Again, they have produced a strong set of recommendations to ensure that Local Transport Plans are revised to set out how HS2 can be secured at the heart of an effective transport network, which spreads economic benefits as widely as possible.

In addition, the Taskforce has echoed the view of David Higgins, as set out in the *HS2 Plus* report that HS2 offers significant potential to promote a vibrant North from east to west, encompassing Greater Manchester alongside the Leeds, Sheffield City Regions and Liverpool city regions – an area that contributes more than £150bn GVA (2013) to the UK.

GM has embarked on the development of a future Local Transport Plan (LTP4), which we aim to publish later this year. Our LTP4 will draw on the work of the Growth task Force to establish a clear local transport investment roadmap to HS2 in the city region by prioritising the most effective local connections into our future HS2 termini at Piccadilly and Manchester Airport that will:

- maximise businesses' access to the valuable markets of London, the Midlands and the South East through the enhanced services offered by HS2, so as to allow businesses in GM to access existing markets at a lower cost, and to extend their reach to new markets further afield;
- give our businesses access to a wider and deeper pool of labour through improved services on the classic rail network that is made possible by the capacity HS2 frees up, and provide GM

residents and wider commuters with the ability to access a wider range of employment opportunities;

- improve businesses' access to their customers, by expanding GM's footprint for example, in leisure, retail and conference travel, and enabling greater access by visitors, not just to the locations directly on the HS2 network but to key all key centres of growth potential across the city region;
- exploit the full potential of the additional capacity of regional rail links into Piccadilly, provided by the Northern Hub enhancements, and the Rail North partnership in helping to ensure that the services using this expanded system are best deployed to support regional and local growth priorities;
- enable the capacity freed up by HS2 to support significant growth in rail freight to deliver additional cost savings to businesses across GM and the North, supporting in particular the significant regional growth potential offered by Atlantic Gateway; and
- build on strong planning relationships across the Northern LEP areas, as established through programmes such as Rail North, to develop an East-West Connectivity Plan that will establish the optimal pan-regional transport solutions, including the need for additional rolling stock to a level that is fit for purpose given our growth ambitions, to maximum the Northern economic potential offered by HS2.

(iii) Securing the Skills and Supply Chain Benefits for Greater Manchester and the UK

The Taskforce has also rightly recognised the need to get our people and businesses ready for the opportunity that HS2 offers the UK and GM to develop a 20-plus year strategy to maximise the benefits that the investment will bring for skills and business development.

Through its business base and its strong governance, supported by reforms and programmes agreed with Government through the 2012 City Deal, Greater Manchester is well placed to contribute to, and benefit from, the catalytic effect on employment and skills that HS2 can make upon our economy. Compared to other parts of the UK, Greater Manchester has expertise in a number of sectors relevant to HS2's construction and operation, including:

- Construction: 6,500 firms employing 50,000 people;
- Architectural and engineering: 3,000 firms employing 17,000 people;
- Legal and accounting: 3,000 firms employing 32,000 people; and
- Management and consultancy: 3,500 firms employing 28,000 people.

Supply chain development activity – promoted by Government, supported by GM and local business – needs to begin now. We welcome the Government's intention to develop a national procurement strategy for HS2, recognising the range of agencies that will need to be aligned in their delivery to secure best practice, integrated delivery and, critically, to enable the Nation to respond in a competitive way. A similar approach was developed for the Olympics with some success, but we will need to ensure that the HS2 project fully learns from that experience to ensure that the outcomes are maximised this time. In particular, the Olympics avoided some building cost inflation and skills shortages as a result of the parallel economic downturn, which cannot be assumed for HS2.

Experience from within the UK (such as around HS1, Crossrail, the 2012 Olympics, and other recent major infrastructure and energy investments) and from overseas suggests that the following conditions are required to enable the UK to maximise the supply chain and wider benefits of HS2:

- Policy certainty, enabling business to invest for the long term with confidence in anticipation of HS2's procurement and supply chain opportunities;
- A model of procurement that adds substantial weighting to prime contractors' ability to demonstrate strong supply chains and clear local benefit, achievable within EU procurement regulations (such as incorporating commitment to apprenticeships and local labour); and
- Active and visible political leadership in the task of building the UK's HS2 supply chain capacity, mirroring the support that has been crucial in rebuilding car production in the UK.

GM, with the anticipated support of the Growth Taskforce, is committed to working with DfT and HS2 Ltd to ensure that a clear plan is established within a coherent national framework to increase the capacity of the appropriate sectors to absorb increased demands, so as to reflect the lead time required to mobilise at this scale. Led by its Business Growth Hub and building on the success of local firms in securing work in the run-up to the 2012 Olympics, we can help to identify the businesses best placed to benefit from HS2 sub-contracts, and to develop the technology, expertise and track record required to access a significant share of the investment in HS2.

A similar approach is required on skills. In GM, we are ready to develop skills requirement forecasts with HS2 Ltd for the short/medium and long-term to underpin a long-term labour market programme between GMCA/GMLEP, further/higher education institutions and future employers, so as to develop a pipeline of talent to meet the demands of HS2.

3.10. Conclusion: An Investment Pipeline for Growth

As this chapter has demonstrated, the investment programme set out in this strategy and the GM Growth and Reform Plan is part of a continuum to develop and secure the infrastructure that is critical for long-term growth in Greater Manchester.

Figure 3.5 below demonstrates the investment timeline that we are pursuing in Greater Manchester and the critical role that our Growth and Reform Plan investment programme will play in progressing our economic objectives.

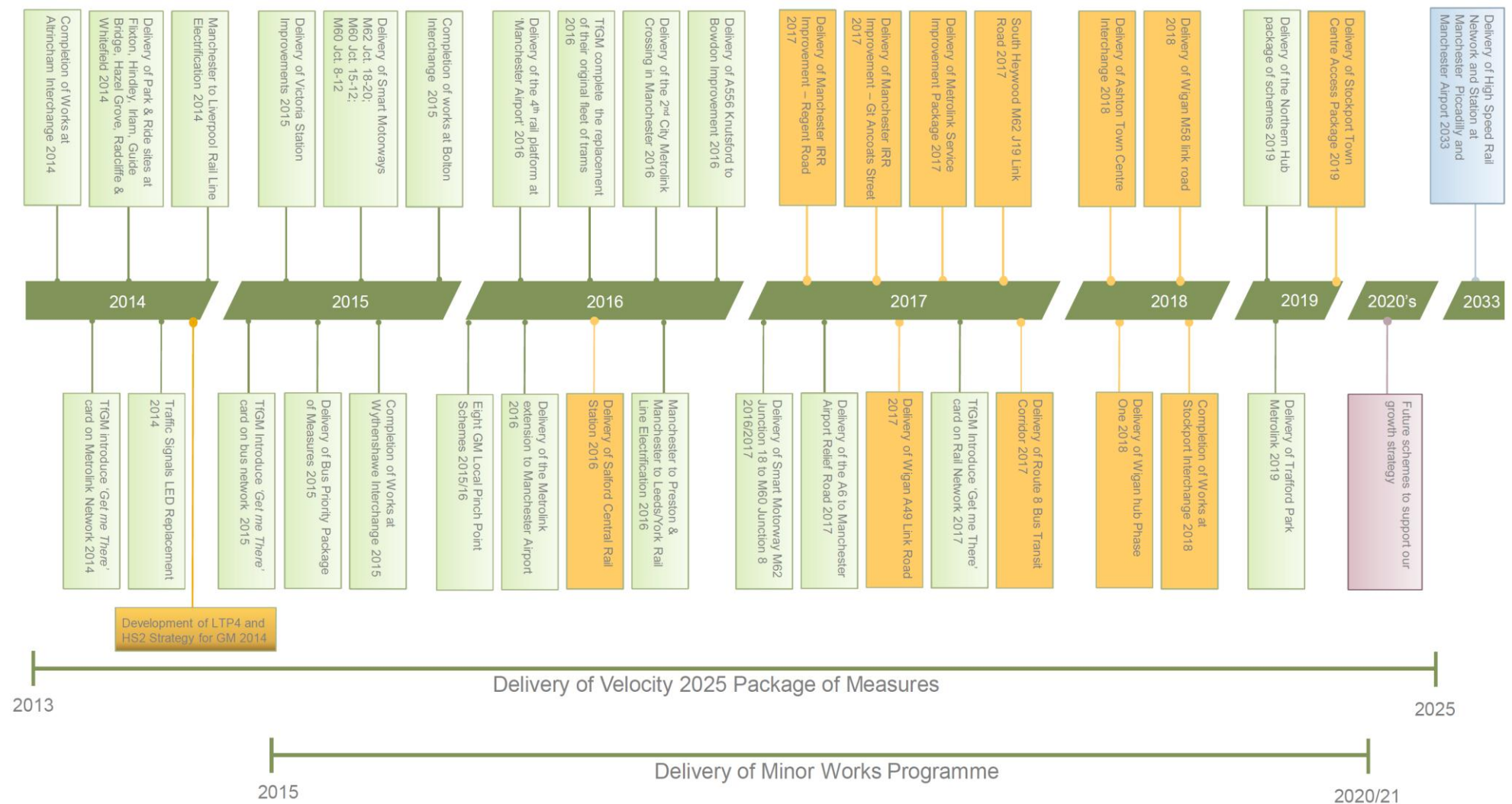
In particular, our investment plan here will add significant value to:

- The Northern Hub rail investment programme, by further expanding the capacity for passenger rail services in the Regional Centre (at Salford Central Station) and establishing improved local access and passenger facilities in targeted commuter localities;
- The emerging Highways Agency Route Based Strategy priorities for GM, by complementing the current HA pinch-point programme and supporting key local highway investment measures that improve the flow between strategic and local highway systems;
- The continued development of Manchester Airport as the nation's foremost international air facility outside London which is at the heart of the globally connected business facility that is Airport City Local Enterprise Zone. This area has already secured an £800 million investment

through improved local access measures to maximise the impact of the new Metrolink extension and fourth rail platform at the Airport Ground Transport Interchange;

- The investment of local bus operators in new bus fleet and smart-ticketing equipment through further bus priority and interchange facilities.
- Ongoing business development within the freight and logistics sector; and
- The establishment of baseline network, from which to plan for the local connectivity needs of HS2 and bring forward investment in a world class transport hub at Piccadilly and a new interchange station at Manchester Airport.

Figure3.5: Greater Manchester Timeline of Infrastructure Schemes



4. Reforming the delivery of transport in Greater Manchester

4.1. Reform that will Support Growth

Greater Manchester has been at the forefront of transport delivery and governance reforms that have secured efficiencies and better aligned transport services with the city region's wider growth agenda.

The Growth and Reform Plan offers the scope to develop this further in three key areas:

- Highways Reform – developing early areas of collaboration across highway services delivery to secure both efficiencies and targeted maintenance investment to support the long-term economic viability of the city region and to deliver shared aspirations with Government for maximum economic impact from highways management budgets;
- Rail Reform – building on the strong proposals and programmes already in progression with DfT and Network Rail; and
- Bus Market Reform – building on early collaborative policy review work with DfT to develop new models of public/private sector delivery that address the long-term decline in bus markets, as identified by DfT, to support new levels of commuting and growth.

4.2. Highways Reform in Greater Manchester

The effective management of the GM highway network is critical to the achievement of GM economic growth. This is reflected in the initial highways coordination functions that were granted to TfGM in 2011, through the establishment of GMCA, and the encouragement of initial collaborative models, which have been established since then, to deliver both service improvement and efficiency savings.

- GM partners are now committed to build on the unique transport governance and delivery arrangements here to establish optimal models of devolution that secure the efficiency benefits of service delivery at scale, whilst retaining a local highways provision that is responsive and accountable to local communities so as to:
- provide a new level of integration across the ten local highways authorities and Highways Agency to secure economies of scale where possible and ensure that priorities are addressed at a strategic economy-wide level;
- secure a depth of skills and organisational capability, supported by a clear understanding of the potential offered by technology, across highways partners that improves overall service provision through greater collaborative working and enhances resilience in responding to planned and unplanned events;
- progress collaboration with the Highways Agency beyond initial arrangements secured through the TfGM highways protocols and City Deal, so as to establish effective arrangements in advance of the Agency's transition to a publicly-owned corporation from 2015;
- meet the challenges of maintenance funding limitations and a growing highways asset maintenance backlog, which threatens to undermine the long-term reliability of the GM network;

- develop and promote one consistent highways investment pipeline for Greater Manchester that maximises GMS outcomes;
- establish a single co-ordinated network management body for GM;
- improve communication with, and information for, all road users; and
- increase reliability and consistency of service delivery to all road users to support enhanced access to employment and markets, including ensuring the efficiency of freight and logistics in GM.

A partnership of all ten highway authorities, the Highways Agency and TfGM has been established to manage the review, overseen by a panel of GM Leaders and Chief Executives, to ensure that it is given the leadership that it will require to bring about the transformational impact on offer.

Highways Reform – Our Ask of Government

In 2013, DfT established the Highways Maintenance Efficiency Programme (HMEP) with the target of delivering “15% savings by 2015 and 30% or more by 2020, transforming delivery so that roads and services are improved.” Our highways reform programme represents a major area for collaborative working between Government and GM in support of shared HMEP principles and objectives for efficiency and growth through public service reform.

Since the establishment of GMCA and TfGM in 2011, DfT has welcomed and supported the coordinated governance and delivery arrangements that we have put in place for a range of transport services at the city region level, from policy development and strategic highways coordination to the provision of road safety and travel choices programmes. We see significant opportunity to now establish GM as an accelerator for highways reform under our proposed Growth Deal.

In doing so, Government will be able to demonstrate the benefits of its policy framework in the LEP area with the greatest growth potential outside London and across a network of 9,000 km local highways and 200km Highways Agency routes, which faces a particularly complex array of challenges in managing the local, commuter and strategic demands in supporting growth. Crucially, our programme provides the opportunity for local and central government agencies to establish an optimal highways delivery model for Greater Manchester that will:

- deliver shared aspirations with Government for maximum economic impact from highways management budgets, whilst also ensuring local accountability over the determination of priorities;
- consistently target maintenance investment based on strong asset management to support the long-term economic viability of the city region;
- provide renewed levels of confidence for Treasury and DfT on VFM of highways spend and to secure efficiencies in delivery; and
- provide a test-bed for how the Highways Agency priorities in and around GM can be optimised with the LEP growth strategy, so as to inform Government’s ongoing review of the optimal arrangements for the Agency’s priorities and accountability in advance of its transition to a publicly-owned corporation from 2015.

We are seeking a collaborative working arrangement with DfT that allows for a partnership review of:

- current regulations and funding structures for local highway authorities, so as to identify any freedoms or flexibilities that may assist in enabling GM to deliver services efficiently as one place;
- highways funding regimes, with a view to identifying opportunities to best align local and national funding streams in support of shared growth objectives; and
- opportunities offered by the Government's Highways Agency reform programme to integrate and align priorities across the local and national highways networks in Greater Manchester.

The GM review process has been underway since late 2013. A clear baseline of inputs and outputs across the GM highways partners is in place and has informed the development of the scope for the review, which will incorporate all four areas of operation identified under the HMEP principles, namely:

- Operational Services;
- Technical Services;
- Back Office Services; and
- Management Services.

One of the outcomes of the review will be a single co-ordinated network management body for GM. This will enable us to maximise the most efficient utilisation of the total network by bringing together many of the functions split amongst the local authorities, TfGM and the HA. By having this one strategic voice we will better engage with Government and our customers to maximise investment and give real time travel options to all road users and minimise delays on the network.

In advance of the agreement of the final GM Growth Deal in July, a work programme has been established to enable the preparation of a high level business case to establish the potential strategic, economic and financial benefits that could be secured in each of these areas. The outcome of this work will ensure that our final reform priorities are in those areas where the greatest impact can be achieved in both the short and longer term.

It is proposed that an appropriate DfT representative should join this process to July, so as to enable a shared view to be developed on the final nature of the Growth Deal proposition for joint working thereafter.

4.3. Rail Reform in the North of England

Greater Manchester's rail network has been a major supporter of economic growth, particularly in promoting the benefits of agglomeration in and around the Regional Centre. This picture has been replicated across the North of England, where in total the economy accounts for around 25% (over £300 billion GVA) of national output.

Both locally and regionally, the rail network has been a critical factor in securing improved connectivity within and between the Northern sub-regions and, in particular, the dominant city regions. Growth in the use of rail in the North, especially into major centres, has outpaced that in

the South East and other parts of the country, despite the impact of the recession; and, since 2004/05, Northern Rail revenue has grown by 41%.

Looking to the future, the Northern rail system has the opportunity to offer considerable further support to our growth potential by:

- establishing new Northern and Transpennine franchises that are built on the premise of strong growth with commercial models that enable this growth to be realised and met through effective planning for train capacity and network performance;
- establishing a clearer relationship between rail service provision and other local transport services in the interests of presenting an integrated offer to the travelling public; and
- aligning local and national spending programmes to establish clear priorities for station and train quality; and
- utilising the new capacity that will be delivered through the Northern Hub investment programme to support projected growth in rail commuter and freight demand, and establishing a clear and consistent view on the further opportunities offered by HS2 in terms of new connectivity needs and priorities for the use of released network capacity.

We have identified five strategic rail priorities for Greater Manchester:

- Provision of sufficient capacity (including through rolling stock and infrastructure plans) to ensure all passengers can be carried, so long as there is an economic case for doing so;
- Delivery of the Northern Hub infrastructure and service patterns in order to release significant city-region economic benefits;
- Further electrification of the local and inter-regional rail network in order to reduce rail industry costs and yield passenger benefits;
- Preparation for the arrival of High Speed trains; and
- Creation of a significant national Small Projects Fund to facilitate the development and delivery of value for money improvements to stations and the infrastructure.

Following agreement between the Secretary of State for Transport and a delegation of Rail North Leaders in November 2013 on the establishment of a Rail North/DfT partnership, DfT officials and representatives of the Local Authorities and PTEs in the north of England have agreed arrangements for an initial partnership structure for the refranchised Northern and Transpennine Express services that could support the devolution of rail services in the North. The Rail North prospectus, proposition and business case set out the key franchise objectives as:

- A baseline set of services broadly equivalent to today's level of service, and which can form a commitment between Government and Northern authorities;
- Service development in line with the economic and connectivity objectives of the Northern Hub programme, electrification and other initiatives;
- Additional capacity to support growth;
- Multimodal smart ticketing;
- Increasing the quality of the passenger offer through replacement of life expired trains with modern equivalents and refurbishment of older carriages; and
- Station improvements focussing on passenger security, retail/information and car/cycle parking.

Rail Reform – Our Ask of Government

The Secretary of State for Transport has reiterated his support for the principle of rail devolution in the North. The DfT retains a role within the initial devolved partnership structure, which is based on Rail North proposals which include the Long Term Rail Strategy for the North of England, the devolution proposition and business case submitted to the Secretary of State as well as the structure for decision-making in the North.

The shared objectives that underpin the partnership include:

- Growing the railway to maximise the benefits of infrastructure investment and linking this to railway efficiencies;
- Having a platform for determining investment priorities within the Partnership;
- Risk and reward sharing between members of the Partnership, including the potential for revenue or profit-sharing mechanisms that could allow reinvestment into rail services ; and
- A partnership structure that allows the balance of risk to change over time.

The development of a DfT / Rail North partnership will split into two distinct phases:

- partnership working between DfT and Rail North (working on behalf of the north of England authorities) which is the basis for regulating the relationship in the lead-up to the award of the 2016 franchises; and
- a formal integrated partnership structure with substantial decision making authority created between Rail North and DfT which could take on substantive franchise management responsibilities at the point at which the new franchise contracts come into force.

As indicated by the Secretary of State, the nature of the partnership relationship will reflect a distinction between:

- the franchise design and procurement processes, in which Rail North and DfT are working jointly and collaboratively, but with the Secretary of State responsible for final decisions and letting the contracts; and
- the development and implementation of a formal integrated partnership structure to manage the new franchises, on which decisions will be made jointly.

Through this Growth Deal, Greater Manchester and our Rail North partners are seeking to ensure ongoing Government support and funding for the partnership, its principles and its objectives. By enshrining the Rail North partnership in a series of Northern Growth Deals, we can ensure that it remains as a pan-regional priority for Government and local partners across all Northern LEPs growth strategies and establish a clear mechanism to ensure that decisions on franchise implementation are taken on a clear understanding of their impact on shared growth objectives.

4.4. Bus Market Growth and Reform in Greater Manchester

An effective local bus market is a critical factor in promoting sustainable and inclusive growth that benefits all parts of Greater Manchester, particularly within our communities with highest levels of benefits dependency. Locally, bus travel still accounts for four in every five public transport journeys, and buses have an absolutely central transport role in supporting both the overall growth and

reform agendas. Moreover, it is a transport mode with excellent low carbon credentials, that reduces congestion and that is flexible enough to respond to the city region's changing economic geography and to changes in the way public services, such as health care, are delivered.

Since 2000, the GM authorities have invested heavily in new bus passenger facilities, with the largest programme of modern interchange development outside London, and bus priority measures through our Quality Bus Corridor programme and now the forthcoming Leigh Busway and Cross City Bus investment schemes that will be complete over the next two years. We aim to build on these programmes through the Growth Deal investment proposals set out in this submission.

Alongside this, we have seen the introduction of the National Concessionary Travel scheme; the development of our local bus travel information systems; the encouragement of limited fares integration through the GM *System One* ticketing range; a series of GM bus partnership initiatives that we have pursued since the then ground-breaking Integrate Project of the late 1990s; and the local authorities have consistently supported a growing local bus subsidy budget for GM in an attempt to secure a resilient bus network.

However, despite placing bus travel at the heart of our strategy for the past 15 years, bus market renewal remains stubbornly behind the resurgence in travel that we have seen on fixed track modes in GM, with our achievements delivering growth in some corridors, but decline elsewhere, resulting overall in a no more than a halting of the previous long-term decline in bus travel.

Our experience mirrors some of the analysis set out in the Government's *Green Light for Better Buses* in 2012, which found that "passengers suffer higher fares, poorer service levels and a less integrated network than they should." Whilst our analysis of the GM bus market is not necessarily uniform in this conclusion – in particular, we have seen some larger bus operators challenging their pricing models to make them more competitive – it remains the case that the system in GM is not as integrated as we believe it needs to be to offer a truly attractive and consistent travel alternative for modern commuters.

This is a real threat to our ambitions for stimulating further economic activity and productivity in GM that can only be realised with higher proportions of commuters, shoppers, students, apprentices and scholars making use of the bus.

In the Regional Centre, there is a significantly greater role that bus services need to provide in managing future commuting demand if the city centre is to be freed to achieve its full growth potential without excessive carbon externalities or without the threat of congestion constraining its scale. This is a critical consideration given our contemporary understanding of agglomeration economies, which clearly demonstrates that in the absence of a critical mass in the Regional Centre certain higher skilled/higher value commercial activity will simply not locate in GM.

At present, our bus network lacks the consistent identity and market position as a truly recognised commuter alternative to fulfil this role, despite the investment in bus priority and passenger facilities which from 2000 will have been in the order of £300 million across GM by 2016/17. As a result, it has failed to respond to the booming market for non-car travel that we have seen here with no demonstrable increase in bus commuting to the Regional Centre over that period, compared to

c.50% increase in rail and Metrolink commuting over the last 10 years. A continuation of this trend would significantly undermine our growth prospects.

Elsewhere, bus services should hold the potential to act as integrators into local transport hubs and main providers of travel into our town centres, as is regularly seen each morning in London. However, the complexity of service provision and individual commercial ticketing arrangements that have resulted from our diverse multi-operator environment means that this happens far too infrequently, despite the investment in bus interchange facilities, which will have been in the order of £130 million by 2016/17.

Legal controls against collaboration mandated by competition law, variable market strategies across bus operators and individual commercial branding approaches all constrain our ability as the transport authority to market bus services, and hence public transport as a whole, as one consistent alternative to travel by car. Network planning is problematic in an environment that is often motivated by short term horizons and returns to bus operators, and constrained by competition controls that limit cross-sector planning to support long-term economic growth. This in turn also constrains the rational, long-term allocation of subsidy across a network.

This threatens to undermine the economic return that the GM and Government can realise from the significant capital investment and revenue support funding that it has made in promoting the GM bus market. In addition, with local government funding reductions projected to increasingly impact on TfGM capacity to support the local bus market – with 20% planned to be withdrawn from the subsidised services budget in the next two years alone – GMCA faces the threat of being further limited in its influence over this critical transport market.

New technology has the potential to transform the way in which people can take advantage from the bus network. TfGM is aiming to be at the forefront of rolling out smart ticketing, supported by Government, in our attempt to reverse market decline. If allied to simple fare structures, real-time service information and co-ordinated marketing, smart-ticketing could revolutionise the bus market by tapping into a much bigger potential user market. The opportunities presented by new technologies to grow the bus market are hugely significant, but only if the frameworks that shape our relationship with the bus industry can be reformed in a way that the 2000 Transport Act seems unable to do.

Bus Market Reform – Our Ask of Government

Our challenge is to identify practicable reforms to the bus market that can ensure it more effectively supports our wider growth and reform ambitions for Greater Manchester. We see this as a shared challenge between GM and Government.

Therefore, building on early foundations established under the 2012 City Deal, we propose the establishment of a partnership with DfT to challenge the structural constraints of the current bus market framework in GM and develop an ambitious shared vision for bus travel and sustained bus market growth that will fully contribute to the economic, social and environmental well-being of GM, including:

- a simple fares and ticketing system, which encourages patronage growth, easily enables multi-modal travel and provides for affordable travel;

- a core bus network for GM that is promoted to commuters, business and inward investors as a consistent part of the city region's transport infrastructure in the same way as our fixed track network;
- a bus market that is responsive to the needs of our social priorities, particularly young people, in a modern training environment requiring flexible travel between education, training and work opportunities; and
- a sustainable revenue system across public and private sector partners that can provide patronage growth, fair returns for operators and network stability.

5. GM Transport Investment Programme

5.1. Overview of Programme

Our strategy and investment programme have been developed in dialogue with our key transport partners to ensure that we are making best use of this funding opportunity to deliver shared growth objectives in partnership, in addition to building upon the strong foundations established through our current GMTF, LSTF and CCAG investment programmes. In preparing the programme, GMCA and GMLEP have combined through the GM Local Transport Body to oversee a rigorous review of major investment priorities, which have been challenged for their costs, deliverability, value for money, strategic fit and economic impact, to develop a prioritised programme, as summarised below, that will offer a significant early contribution to the GMCA/LEP's growth strategy.

This section contains details of our integrated programme, comprising:

- Major schemes, as prioritised by the LTB;
- A minor works programme for 2015/16 and 2016/17, with an indication of our priorities for 2017/18 to 2021/22;
- Our LSTF Capital Bid for 2015/16; and
- A summary of our LSTF Revenue Bid for 2015/16.

5.2. Major Scheme Investment Priorities: 2015/15 to 2020/21

At the end of July 2013, the GM Local Transport Body submitted a prioritised list of transport schemes to DfT. Supported by both private sector and local authority funding contributions, the prioritised list reflects Greater Manchester's robust partnership approach to scheme delivery which is committed to the growth agenda. Each of the schemes, underpinned by our Greater Manchester Strategy, is focussed on the development of our four growth areas, building on our agglomeration economy while supporting the delivery of key employment locations and high quality housing provision to secure a sustainable future for our regional centre and town centres. The 12 schemes are summarised below, in priority order, followed by a more detailed proforma summarising the business case for each one.

In July 2013 DfT confirmed the devolved major scheme allocation for Greater Manchester as £110 million for 2015/16 to 2020/21. This funding will allow us to deliver schemes i) to vii) below, along with a priority element of scheme viii). Our £204 million bid from the competitive element of the Local Growth Fund covers the remainder of scheme viii) and schemes ix) to xii). Fuller working business cases for these schemes will be shared as appropriate with the Department.

Our 12 priority major schemes are summarised below.

i. South Heywood M62 J19 Link Road

The scheme involves the construction of a 1km link road between the M62 Junction 19 and the Hareshill Road/Manchester Road junction, a tie-in to the M62 at Junction 19, works to the Manchester Road junction, and widening and upgrading of Hareshill Road. The scheme would provide access to existing and planned employment sites, including the Heywood Distribution Park/Simplified Planning Zone, and future housing and employment development in the South

Heywood area as well as relieving congestion in and around Heywood Town Centre. It is proposed that the new link road and the improvement to the Manchester Road junction would be funded by the LTB, the tie-in to the M62 would be funded by Rochdale Council and the improvement to Hareshill Road would be funded by private sector development. There is a requirement for the link road to be constructed in advance of the development and improvements to Hareshill Road.

The new link road is fully endorsed and supported by the Highway Agency who, as part of their Pinch Point Programme, will be delivering improvements to the M62J19 junction. The scheme will involve improvements to the roundabout and its connecting slip roads, which will provide better access to Heywood Distribution Park, as well as reducing congestion and improving journey time reliability on the M62 and M66 as a result.

ii. Wigan A49 link road

A new 2.5km Link Road to complete a dual carriageway link between J25 of the M6 and the southern part of Wigan Town Centre. The scheme provides a new high profile gateway into Wigan town centre from the M6 and links a new employment site, Westwood Park to the strategic highway network. From a new roundabout junction with Warrington Road at Goose Green, the dual carriageway road follows the route of the old railway line to Westwood Park and the town centre. Overall Westwood Park is estimated to have the potential to support an additional 1,000 net jobs⁶ when taking into consideration job displacement, transfer of jobs and leakage and therefore access and connectivity are critical to supporting development and economic growth on this site.

iii. Salford Central Rail

The three additional platforms will establish the station as an important element in the north of England's refreshed rail infrastructure. The project is designed to double the number of trains able to stop at the station to accommodate growing passenger numbers and improve access to the expanding commercial districts of Manchester and Salford. The improved station will accommodate services on the existing rail network and also those using the proposed Ordsall Chord - scheduled for completion December 2016. In particular the platforms will enable trains from Liverpool, Leeds and Manchester Airport to stop at the station.

iv. Manchester/Salford Inner Relief Route Efficiency Improvements - Regent Rd / Water Street Junction

The Regent Road – Water Street junction is the most congested pinch point on the Manchester and Salford Inner Relief Route (MSIRR). It has been identified as a key constraint to all potential transport packages and strategies for road-traffic to, from, and within Manchester City Centre. The aim of the scheme is to reduce the impact of congestion at the junction on its approaches and at adjacent junctions with a focus on improving capacity on the six main movements whilst also enhancing the performance of the wider MSIRR. This will include the adjacent junctions of Trinity Way/Irwell Street and Chapel Road and the merge from Chester Road roundabout which also suffer severe levels of congestion. Addressing traffic conditions at these locations will be essential to ensure that congestion does not constrain economic growth including plans for significant

⁶ Foundation Business Connections – A49 Improvements Works Business Plan, North West Objective 2 Programme 2000-2008 ERDF Application under Priority 3, Measure 3.1 (2002)

development in the surrounding area (e.g. Salford Central, Spinningfields, Middlewood Locks and the Granada site).

v. Wigan M58 link road

The proposal is for a delivery of a new 2km single carriageway link road between the eastern roundabout of Junction 26 of the M6 (with the M58 and A577) and the A571 Billinge Road / Foundry Lane junction. This would provide an alternative link into west Wigan and Wigan town centre from the M58 and assist in the delivery of a major employment site, Pemberton Park. The scheme will play a strategic role in reducing congestion along parallel routes, in particular the A577 Orrell/Ormskirk Road and also support development proposals in Wigan South Central.

vi. Manchester/Salford Inner Relief Route Regeneration Improvements - Great Ancoats St

The project comprises a package of interventions to support the expansion of the Regional Centre and improve the quality of the environment on Great Ancoats Street by reducing severance created by this busy through-route. The proposals aim to improve routeing of traffic around the north-east side of the Regional Centre, including greater use of Alan Turing Way.

vii. Wigan Hub Phase 1

The Wigan Gateway Hub Scheme will involve the enhancement of the existing Wigan bus station in order to support the wider delivery of commercial and economic development projects within the town centre. The development will also include the enhancement of the Learning Quarter, a £60M redevelopment of the adjacent Galleries Shopping Centre to provide new retail and leisure facilities and the economic development of the wider town centre Area. The package of works will improve passenger facilities at the bus station as well as clear telemetry with the two rail stations and connections to key destinations within the town centre.

viii. Stockport Town Centre Major Scheme

The Stockport Town Centre Access Package includes a comprehensive mix of transport schemes that will improve access to the area for the more sustainable modes e.g. bus, cycle and pedestrian improvements. The package will also resolve the conflicts and rationalise traffic movements throughout the area by providing additional capacity on some routes to allow traffic to be reduced on others. Corridor improvements to key roads including the A6, a new link road (between the A6 and Travis Brow), a Town Centre-wide 20mph zone, improved access to Stockport rail and bus stations, bus priority improvements, improved cycle and pedestrian links, public realm enhancements and an upgraded signing strategy are planned. These measures will improve access to key development sites including; Grand Central, Bridgefield, Knightsbridge, Heaton Lane & Stockport Interchange, and Gorsey Bank.

ix. Ashton Town Centre Interchange

Development of a new multi-modal interchange facility within Ashton Town Centre replacing the current five 'island' bus passenger waiting shelters with a single high quality interchange building. This will create an attractive public transport gateway to Ashton-under-Lyne, incorporating bus and Metrolink within one site. The design of the bus waiting facilities will include a combination of different stand types, which will optimise the amount of land for the new interchange and ensure operational flexibility.

x. Stockport Interchange

Replacement of the existing Interchange with a new facility that enhances the quality of passenger facilities, supports the interchange between bus and rail and makes provision for the future extension of Metrolink into Stockport town centre.

As well as transport improvements the new interchange will play a pivotal role in supporting the on-going development of the Town Centre. The Interchange is a critical component of the 2005 Future Stockport Masterplan and has a key role in supporting the economic aspirations of Stockport and regeneration of the surrounding area, including the office led redevelopment of the Grand Central site.

xi. Route 8 Bus Priority

A major scheme extension to the historic Quality Bus Corridor and current Bus Priority Package programmes. Provides whole route improvements and enhanced bus passenger interchange and waiting facilities to an area of the bus network in need of a step-change improvement in quality, frequency, journey times and reliability to support the economic regeneration aspirations of Bolton and Salford MBC's.

This package of on-highways works will include the development a new bus interchange facility within Farnworth Town Centre, upgraded bus shelters, new bus lanes, bus gates and junction improvements to overcome known pinch-points (including Moses Gate). It also includes a new 1km busway on disused railway track between Walkden and the A580.

The infrastructure will be delivered in combination with enhancements to the routing and timetabling of the current local bus network, to include the delivery of a new rapid express bus service for Bolton – Farnworth – Walkden – Swinton – Manchester. This new service will provide seamless bus-rail interchange at both Bolton and Walkden Train Stations; to new P&R facilities on the East Lancs (A580) under the M60 and strengthened linkages between Walkden and Farnworth Town Centres and Farnworth College and Health Centre.

xii. Metrolink Service Improvement Package

The scheme covers acquisition of 12 additional light rail vehicles (LRVs) for the Metrolink network to provide increased resilience across the network, which has experienced a 40% increase in demand in the past three years. These may be used on a variety of lines, with the intention that one vehicle be held back as a fleet reserve, for maintenance and operational resilience purposes. The investment will help provide the capacity needed to address the expected growth in Metrolink patronage and provide additional connectivity and reduced overcrowding for services serving key employment zones.

The scheme also covers supporting infrastructure including;

- the installation of a new wheel lathe for the Trafford depot;
- two substations in the Brooklands and Whitefield areas; and
- a turnback at Sale to improve resilience of the network.

These facilities in combination improve the capability of the network, increase resilience and improve operational reliability.

A summary of each scheme is presented below covering the business case areas.

Scheme Name: South Heywood Growth Area Wide Improvement	
Headline Description: The scheme involves the construction of a 1km link road between the M62 Junction 19 and the Hareshill Road/Manchester Road junction, a tie-in to the M62 at Junction 19, works to the Manchester Road junction, and widening and upgrading of Hareshill Road. The scheme would provide access to existing and planned employment sites, including the Heywood Distribution Park/Simplified Planning Zone, and future housing and employment development in the South Heywood area as well as relieving congestion in and around Heywood Town Centre. It is proposed that the new link road and the improvement to the Manchester Road junction would be funded by the LTB, the tie-in to the M62 would be funded by Rochdale Council and the improvement to Hareshill Road would be funded by private sector development. There is a requirement for the link road to be constructed in advance of the development and improvements to Hareshill Road. The new link road is fully endorsed and supported by the Highway Agency who, as part of their Pinch Point Programme, will be delivering improvements to the M62J19 junction. The scheme will involve improvements to the roundabout and its connecting slip roads, which will provide better access to Heywood Distribution Park, as well as reducing congestion and improving journey time reliability on the M62 and M66 as a result.	
Geographical Location: The area is bounded by M62 to the south, Middleton Road (A6046) to the east and Manchester Road (A6045) to the west. The proposed link road connects M62 Junction 19, dropping in level from the south-westerly elevation, continuing parallel to the M62 connecting the existing highway network at the Manchester Road and Hareshill Road junction. To the north-west of the site is Siddal Moor Sports College which benefited from the Building Schools for the Future programme. To the west of the site along Hareshill Road is the Hareshill Business Park and Heywood Distribution Park (on Pilsworth Road).	
The Challenge: At present, significant levels of traffic are being generated from a number of major employment sites located, particularly those located on Pilsworth Road and Hareshill Road. Traffic accessing these sites primarily uses the M62J19 (via Heywood Town Centre) and M66 J3 via the M60J18, both of which experience significant traffic delays. HGV and commuter traffic between the existing M62J19 and employment areas of Heywood, Rochdale and Bury also contribute to congestion and delays on the local highway network, which has led to rat running by vehicles travelling to the south Heywood area. It is likely that these issues will be exacerbated in the future given forecast anticipated growth. The existing transport networks acts as a constraint to developing the following locations. A series of minor schemes proposals in the area have been identified in the 'Bus Priority and Traffic Management in Bury and Rochdale Districts' report, but none of these provide the direct linkage between the M62 and the South Heywood area, which is required to facilitate the development.	

Heywood Distribution Park

Rochdale's Core Strategy identifies South Heywood as an economic growth corridor (Policy E2) and key location for employment development. There is a commitment within the strategy to release additional land for employment and housing use in future years to meet growing developer and investor interest. There is also a commitment within the strategy to promote the development of the existing Heywood Distribution Park which also has the potential to expand onto vacant surrounding sites. In April 2010, the Council granted a Simplified Planning Zone (SPZ) for the Heywood Distribution Park relaxing planning rules to permit a range of employment generating development to take place within the Park without the need for a planning permission. It clarifies the type of development acceptable to the Council and provides developer flexibility to respond quickly and effectively to changes in market demands and tenants requirements. The SPZ was also designed to support the marketability of the site for future investment recognising the site has some constraints given its indirect access to the M62 motorway.

Kingsway Business Park

Kingsway Business Park is recognised as a Strategic Employment Site for the wider sub region which since 2009 has developed rapidly which much of the site either built or committed through planning permission. The site is nearing its allocated capacity for B8 uses with Policy E4 of the draft Core Strategy seeking to manage the future release of land to meet employment growth needs.

Land north of Hareshill Road

The land to the north of Hareshill Road is being developed through an outline permission for B1, B2 and B8 uses. The outline permission granted in 2010 included for a total of 32,276m² of B1c, B2 and B8 floorspace. A detailed planning permission was granted in 2011 for a Yearsleys distribution cold store comprising 15,000m² of which 11,000 has since been constructed with a further 4,000m² committed to a later phase. A further B1 development was granted planning permission and is nearing completion on part of the remainder of this land. The remaining plot is presently vacant but has the benefit of the outline permission.

Scheme Objectives:

The following specific objectives have been specifically identified for the scheme:

- Maintaining core infrastructure, with the structural standard of Hareshill Road improved through the proposed widening and upgrading;
- Local centres, including residential areas within Heywood will experience a reduction in the number of HGV movements, assisting access to the town centre and improving the local environment;
- Reduced congestion on the A6046 around Heywood Town Centre as well as reducing the number of vehicles using Simister Island junction (M60, J18);
- Unlock sites that have been identified for residential, commercial and employment development in the South Heywood area; and
- Access to employment will be enhanced due to the increased local employment opportunities for residents.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£14,360	GRP Formula	£6,751
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£2,872	Local Authority	£3,751
Inflation	£2,272	Third Party	£9,002
Total	£19,504	Total	£19,504

Expected Benefits and Outcomes of Scheme:

Whilst the planning approvals are still to be obtained, it is anticipated that the link road will enable the release of land for a major employment area comprising 1.5 million square feet (139,350 square meter) of employment floor space, with the potential to create 3000 new jobs.

The primary benefits of delivering the scheme will be the enhanced attractiveness and accessibility of existing and committed employment sites as well as facilitating future employment and housing developments in the south Heywood area. This future development could potentially include the provision of 400 new residential units and release 32 hectares of additional development land. It would not be feasible to take the development proposals forward without the identified transport improvements.

The scheme will also assist in reducing traffic levels and existing congestion in the Heywood Town Centre area on routes such as the A6046 Middleton Road/Manchester Road. It will also reduce rat running on unsuitable local roads. Residents regularly complain about traffic, particularly HGV's short cutting through Heywood and other unsuitable routes in the area. The scheme will assist in reducing the number of commercial vehicles generated by the South Heywood employment areas from "rat running" via A6045 Heywood Old Road through Birch.

The scheme will reduce traffic volumes using Junction 18 of the M60 (Simister Island), which experiences congestion during peak periods. It will also reduce trip lengths as it provides a more direct link to the South Heywood area from the M62. It will also avoid rat running along Heywood Old Road through Birch village via Junction 20 of the M60.

Rochdale MBC has identified that the scheme is expected to facilitate the delivery of the following benefits/outcomes:

- Substantial capital receipt to the Council;
- Substantial income to the Council through rates and New Homes Bonus;
- Traffic benefits to Heywood Town Centre and the Hopwood Area, including the SRN routes;
- Delivery of 1.5 million square feet of new employment space;
- Creation of 3000 new jobs (gross);
- Development of 400 new homes;
- Reduction in HGV mileage from Heywood Distribution Park; and
- Removal and redirection of inappropriate traffic in and near residential communities.

Value for Money Statement:

Monetised Benefits	Initial appraisal with a cordoned traffic model to derive benefits. Simple, non-optimised representation of scheme coded. Time savings and vehicle operating cost monetised benefits only included to date. PVB = £18.3 million
Costs	Optimum bias has been applied at 44% for the appraisal. At this stage no allowance has been made for operating costs or renewals. Expected contributions from developers. PVC = £11.4 million
Initial BCR	1.6
Non-monetised impacts, SDIs	Monetised appraisal excludes significant economic benefits associated with the housing and business park that appear need the new link. Wider benefits to Heywood town centre including reduced congestion.
Robustness of Appraisal	Appraisal considered conservative lower bound of BCR. Fuller appraisal being developed for next gateway submission to GM LTB, including the dependency of development of the scheme being constructed.
VfM category	Medium

Risk - Impacts if Scheme was not Delivered:

No alternative development site has been identified in Rochdale. The link road is a planning approval requirement to release the Heywood land for development, which is dependent on the link road being created and improvements to Hareshill Road.

Links to Other Programmes:

The scheme links to other interventions contained within the 'Bus Priority and Traffic Management in Bury and Rochdale Districts'. These proposals are now to be considered for potential future ITB funding.

The scheme also compliments the Highways Agency's Pinch Point scheme at M62J19, which is focussed on making improvements to the existing roundabout and connecting slip roads.

Governance and Delivery:

There will be a specific report and project management team delivering and reporting through the Highways Service. This will include required approvals at Cabinet and via the respective planning committees.

Scheme Name:

Wigan Gateway – Wigan A49 Link

Headline Description:

A new 2.5km Link Road to complete a dual carriageway link between J25 of the M6 and the southern part of Wigan Town Centre. The scheme provides a new high profile gateway into Wigan town centre from the M6 and links a new employment site, Westwood Park to the strategic highway network. From a new roundabout junction with Warrington Road at Goose Green, the dual carriageway road follows the route of the old railway line to Westwood Park and the town centre. Overall Westwood Park is estimated to have the potential to support an additional 1,000 net jobs⁷ when taking into consideration job displacement, transfer of jobs and leakage and therefore access and connectivity are critical to supporting development and economic growth on this site.

Geographical Location:

The scheme is located to the south and west of Wigan Town Centre. From the A49 (Warrington Road) at Goose Green the link follows the alignment of a disused railway line to the south of Poolstock, crossing the B5238 Poolstock Lane and Scotman's Flash before linking to Westwood Way in the Westwood Park development site.

The Challenge:

Improvements in accessibility and connectivity on the strategic highway network are a key factor in attracting investment into Wigan and therefore supporting economic growth. Key stakeholders as well as the findings that emerged from successive B2B reports published in 2002, 2007 and 2010 have all reinforced the view that poor highway access is one of the key factors hindering investment in the borough. A 2010 study by GVA also highlighted that in terms of employment land Wigan has a "supply constrained demand". This issue is particularly prevalent to the west of Wigan where despite proximity to the M6, access to the motorway and also internally weaken the case for investment.

The B5238 Poolstock Lane/Chapel Lane has been identified as the busiest 'B' class road in the borough carrying almost 26,000 vehicles on an average weekday. A history of access restrictions, road safety concerns and congestion at the Saddle Junction has made the B5238 a preferred option for drivers accessing the Town Centre for some time. The relatively low capacity in relation to traffic volumes, allied with terraced residential frontages and local amenities, can therefore result in peak congestion and queuing. As a major route for traffic accessing the Town Centre from the south of the Borough the congestion issues that are currently present act as a constraint to Town Centre access and increase journey times. Local congestion also occurs on the A49. As well as congestion the area also lies within an Air Quality Management Zone.

The new link will provide a link from the M6 to Westwood Park, a strategic employment site located to the south of Wigan Town Centre. The new link road is required to support the development of the site, both for employment uses and to support the provision of new homes. The new link will also provide an important strategic link through the town centre and will act as a catalyst for further economic development and growth across the wider area.

⁷ Foundation Business Connections – A49 Improvements Works Business Plan, North West Objective 2 Programme 2000-2008 ERDF Application under Priority 3, Measure 3.1 (2002)

Scheme Objectives:

The A49 link road is a key strategic link that has been identified in the Wigan Councils Corporate Strategy; Economic Framework, Local Plan: Core Strategy and Transport Strategy, all of which emphasise the importance of transport in delivering economic prosperity. The councils Confident Places Plan also emphasises the need for a robust transport network that maximises connectivity and accessibility to support economic growth. A well-connected, integrated and attractive transportation system will be integral to the economic success of the Borough.

The following core objectives have been identified that represent the aspirations for the transport network:

1. Sustainable transport to deliver economic, environmental and social outcomes;
2. Equitable access between communities, businesses, services and goods;
3. Diverse and adaptable networks for choice and resilience; and
4. Attractive transport experience to encourage modal shift.

A congestion study undertaken in 2010 highlighted that the B5238 Poolstock, south-west bound during the PM Peak, was in the top three congestion hot spots in the Borough whilst the study also highlighted the importance of this corridor for trips between central Wigan and the Motorway network. The proposed scheme will provide a dual carriageway route from the M6 J25 to the heart of Wigan Town Centre. Improving transport links to the motorway network are priorities for Wigan Council as it will provide local communities with congestion relief benefits and wider access to jobs within Wigan and beyond whilst also providing road safety and air quality improvements.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£18,537	GRP Formula	£10,295
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£3,707	Local Authority	£14,658
Inflation	£2,709	Third Party	£0
Total	£24,953	Total	£24,953

Expected Benefits and Outcomes of Scheme:

The scheme has the potential to boost the economic performance and profile of Wigan by facilitating the development of new employment sites and establish new residential developments.

Improving accessibility and reducing congestion (in particular in the Poolstock area) would also help improve the quality of life and environment locally whilst reducing severance. Releasing road space on Poolstock Lane would improve journey times for bus services, improve safety and the local environment. The new link road also incorporates a new shared use / multi user path along its length providing enhanced sustainable transport connections for local trips between communities and to the Town Centre.

As part of the scheme, there are also proposals to provide direct access to a new visitor centre which aims to increase the number of visitors to the Wigan Flashes (a significant wildlife site) therefore enhancing opportunities for leisure for the local area.

Value for Money Statement:

Monetised Benefits	High-level, fixed matrix morning peak assignment has been undertaken and run through TUBA, annualising and discounting the benefits to 60 years. Morning peak and evening peak impacts only have been included to date. Time savings and vehicle operating cost benefits only included to date. PVB = £56.1 million
Costs	Optimum bias has been applied at 44% for the appraisal. At this stage no allowance has been made for operating costs or renewals. Key cost risk is the sale of land required to support the local funding contribution. PVC = £30.2 million
Initial BCR	1.86
Non-monetised impacts, SDIs	Monetised appraisal excludes significant economy benefits associated with the housing and business park development at Westwood Park. There will also be accident savings and benefits from the traffic calming for the B5238 Poolstock Lane. Potential negative environmental benefits for water environment and biodiversity.
Robustness of Appraisal	Current appraisal is likely to be low given limited range of benefits included in the BCR. Fuller appraisal being developed for next gateway submission to GM LTB. Need to include variable demand modelling impacts in the appraisal of time highway savings. Also need to show the case for the scheme with the M58 Link Road to maximise the overall benefits to the wider Wigan area.
VfM category	Medium

Risk - Impacts if Scheme was not delivered:

Planning agreements are in place which has secured the necessary private sector contributions, although these are insufficient to cover the scheme in its entirety. A lower cost, single carriageway option has been assessed but is not considered to provide the desired level of capacity improvements nor deliver the full extent of the outcomes required (enhanced connectivity, improved congestion, unlocking economic growth and development).

Links to Other Programmes:

The A49 Link Road is a prioritised infrastructure improvement for the Council. Its connection to the wider transport aspirations in the borough are demonstrated in the Transport Strategy, but this scheme complements the proposals for a Wigan M58 Link in particular.

The combined schemes would provide a direct link into west Wigan and Wigan Town Centre from the M58. As well as helping to reduce congestion from the West of Wigan and improving access to the Motorway the scheme also complements the A49 in its strategic support for regeneration sites and economic development in the town as a whole.

The scheme also directly connects with proposals to enhance access to the Wigan Arc development site located to the east of the A49 near Little Lane. Redwater Intrinsic Partnership Ltd, the development company have received outline planning approval to build 86 residential units, with access to the site being provided through the delivery of a new junction on the A49. A Land Agreement is in place in which it states the funding requirement and triggers for delivery of the new junction.

Governance and Delivery:

The project would come under the remit of the Council's Major Projects Board, which meets on a monthly basis and is Chaired by Director for Economy & Skills. The Board reports to the Confident Places Scrutiny Committee and to Deputy Leader / Portfolio holder for Regeneration.

The Major Projects Board manage and monitor progress, issues and risk management of corporate projects and due to the collaborative attendance of key officers, they are able to identify and mitigate risks / issues for delivery at an early stage.

Scheme Name:

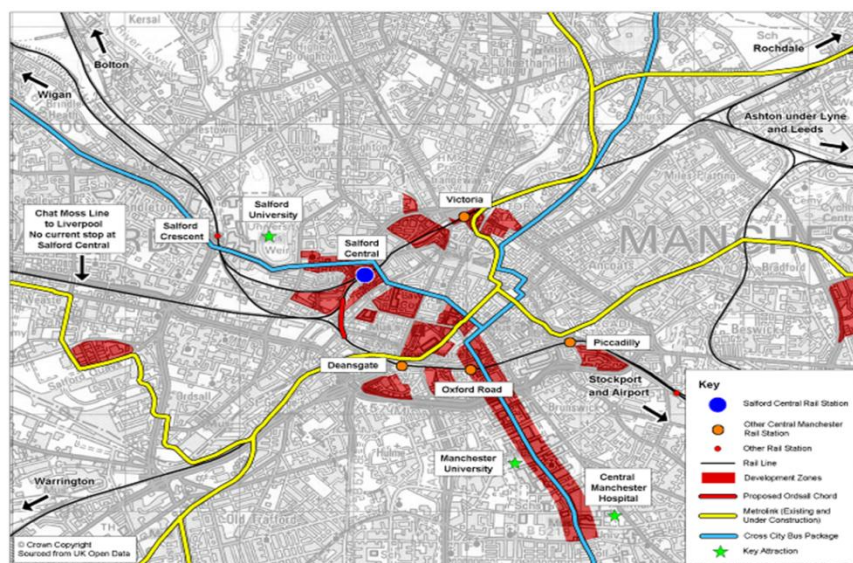
Salford Central Station – Additional Platforms

Headline Description:

The three additional platforms will establish the station as an important element in the north of England's refreshed rail infrastructure. The project is designed to double the number of trains able to stop at the station to accommodate growing passenger numbers and improve access to the expanding commercial districts of Manchester and Salford. The improved station will accommodate services on the existing rail network and also those using the proposed Ordsall Chord - scheduled for completion December 2016. In particular the platforms will enable trains from Liverpool, Leeds and Manchester Airport to stop at the station.

Geographical Location:

The area surrounding Salford Central station offers the greatest opportunity for new development and employment generation within the Regional Centre. It is the closest station to Spinningfields, the city's new central business district, which has an established concentration of employment and provides further opportunities for expansion. The station sits within the boundary of the largest planning application ever approved by Salford City Council. Covering the area from Chapel Street to the River Irwell the application (approved in 2012) covers 17.7ha and will rejuvenate a large part of the city and some developments in the Salford Central area have already started on site. Both developments, and other potential schemes (e.g. development of the Middlewood Locks and Granada sites), will greatly benefit from improved public transport links to cater for staff and business trips.



The Challenge:

At present the station has poor connectivity with four tracks, but only two platforms, limiting the number of trains able to stop at the station. The current constraints prevent some of the busiest trains in the region from stopping at Salford Central whilst also meaning that the station does not serve routes to key destinations including Liverpool and Leeds. Train services from the Airport will be introduced in December 2016 when the Ordsall Chord is opened as the key project in Phase 1 of the Northern Hub programme of infrastructure enhancements. This limits the station's capability at a time of growing demand.

The diversion of services in December 2016 (to release track capacity elsewhere in the city centre for use by other services) will inconvenience a number of passengers if the proposed new platforms are not available at Salford Central Station. For example, some passengers who

currently access the Universities and Hospitals via Oxford Road station will be diverted to Victoria station unless the platforms are built to enable them to interchange with Cross-City bus services at Salford Central.

This project will deliver capital investment to improve the function of Salford Central station, especially the connectivity to the wider rail network and destinations served across the whole of the north of England. The additional platforms project will establish the station as an important element in the city's refreshed rail infrastructure. The project is designed to double the number of trains able to stop at the station to accommodate growing passenger numbers. The improved station will accommodate a higher number of services on existing routes and cater for an expanding network once the Northern Hub (including the Ordsall Chord) improvements have been delivered.

Scheme Objectives:

Objective 1 – Support increased capacity: The works will increase the capacity of Salford Central station to accommodate 18 trains per hour in each direction at peak times up from 8 trains per hour in each direction (including longer trains) thereby supporting 2.2-2.4 million trips per annum in 2016, up from 1.2 million per annum (2009-2012 average);

Objective 2 – Improve patronage and connectivity: The project will support increased use of rail through Salford Central - a key access point for central Manchester and therefore a sustainable and convenient transport option within the sub-region. This will be particularly important as network routing within Manchester alters as a result of the Northern Hub, which enhances connections to other towns and cities in the north of England, especially Liverpool and Warrington, and Manchester Airport (the largest UK Airport outside south east England). The Northern Hub project will allow all five central Manchester stations to be connected and for key services from other parts of the sub-region and region to stop at Salford Central for the first time;

Objective 3 – Accelerate the development of employment sites: Investment in rail infrastructure will significantly enhance the development potential of sites close to the station (including the intensification of the Spinningfields development and redevelopment of the Chapel Street/New Bailey area) and improve public transport access to other employment sites within the Manchester central area – including the Manchester universities and hospitals;

Objective 4 – Support employment creation and GVA uplift within the Regional Centre: This will be supported through the development of new sites in the surrounding area. For example, Spinningfields will accommodate 25,000 jobs when fully occupied and the committed Salford Central/New Bailey redevelopment is forecast to generate between 9,000 and 10,000 jobs over the next 10-15 years.

The proposals complement investment being delivered as part of the Northern Hub programme which creates the opportunity to link central Salford directly with the core cities of Liverpool, Leeds and Newcastle, and with Manchester Airport - if these additional platforms are constructed. They would create a unique facility for a rail network by linking five stations within a central business district with a key international airport and other major centres of economic activity. There is also the possibility of a through rail service to London, but this is subject to development of private sector investment proposals and regulatory approval.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£13,220	GRP Formula	£20,436
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£4,759	Local Authority	£0
Inflation	£2,457	Third Party	£0
Total	£20,436	Total	£20,436

Expected Benefits and Outcomes of Scheme:

Works are planned to comprise of three new platforms with canopies, accessed by lifts and stairs. Passenger improvements are proposed to include including new lighting, public realm resurfacing, waiting/shelter facilities, passenger toilets, new furniture, safety and security measures, real time passenger information displays, help points, public address systems and signage, all of which is designed to a standard which is accessible, sensitive to the environment.

The new platforms will enable trains to stop at the station that would otherwise pass through without stopping.

The new platforms would be used by trains to/from Chester, Leeds, Liverpool, Manchester Airport, Newcastle, Warrington and York, none of which currently serve the station. All these services will be diverted on to this route with the construction of the Ordsall Chord (due to open December 2016) and are in addition to local services to Eccles, Huddersfield, Newton-le-Willows and Stalybridge that currently use the line without stopping, but would also be able to use the additional platforms.

The scheme will help maximise the benefits that are derived as a result of the Northern Hub infrastructure investments:

- The scheme will increase the number of platforms at Salford Central station from 2 to 5, and the number of trains stopping per hour in each direction during peak periods from around 8 to around 17;
- The additional platforms enable trains from Eccles, Ashton-under-Lyne, Stalybridge, Liverpool, Leeds and the Airport to stop at the station;
- Through interchange with the Leigh-Salford-Manchester Busway / Cross-City Bus proposals the platforms improve access to the Universities, Hospitals and Airport;
- Access to the Regional Centre and its Central Business District will be improved; and
- The focus is on delivering economic growth whilst promoting sustainable travel, in keeping with the objectives of the Greater Manchester Strategy and Local Transport Plan.

Economic analysis shows that the redevelopment of Salford Central Station could create up to **810 jobs across GM**, 750 (93%) of which are located within Salford. This equates to a potential **net increase of £48.5m in GM's GVA per annum**; just over £41m (85%) of which would be created in Salford.

Value for Money:

Monetised Benefits	Greater Manchester station usage data and public transport model to derive passenger benefits from reduced access time within Manchester city centre through less walk time. Changes in public transport revenues expected with increased rail demand. External benefits, particular decongestion, based on via unit rates. Scheme help maximise the benefits of the Northern Hub schemes and proposed new service patterns, including services from the station to the Airport. PVB = £97.3 million (2010)
Costs	Capital costs, renewals, operating costs, plus 41% OB. PVC = £23.7 million
Initial BCR	4.1
Non-monetised impacts, SDIs	Wider economic impacts (incl. GVA) linked to economic growth at Spinningfields and regeneration of Chapel St corridor. Strong integration to LMS, cross-city bus schemes. SDI analysis required to show extent of benefits across the County, and areas outside,
Robustness of Appraisal	Sensitivity tests on assumed rail demand growth need to be conducted but the VfM category is robust. Need to confirm impacts of train crowding and net rail revenue changes. Appraisal with local development assumptions may further strengthen the case for the scheme.
VfM category	Very High

Risk - Impacts if Scheme was not Delivered:

The diversion of rail services in December 2016 (to release track capacity elsewhere in the city centre for use by other services) will inconvenience a number of passengers if the platforms are not available. For example, some passengers who currently access the Manchester Universities and Hospitals via Oxford Road station will be diverted to Victoria station unless the platforms are built enabling them to interchange with Cross-City bus services at Salford Central.

No other funding source for the platforms has been identified. They have not been included within the Department for Transport funded package of Northern Hub works and applications for funding from other sources have not been successful. An application for ERDF funding was made in 2012, but was not successful as the scheme was not sufficiently advanced to be deliverable within the required timescales. Similarly, more preparatory work is required before the additional platforms could be submitted for funding from Network Rail / DfT funds, such as the 'New' Stations fund (assuming additional platforms that enable different destinations to be served to those from existing platforms could be defined as having the same functionality as a 'new' station).

Links to Other Programmes:

The Salford Central proposals have the potential to complement:

- City Centre Transport Strategy - Bus termini and bus priority / pedestrianisation (by enhancing rail/bus interchange);
- Cross City Bus and Leigh Salford Manchester Busway; and

- Route 8 bus priority (Route 8 passes the station).

The investment is complementary to the Northern Hub investment and Ordsall Chord.

The additional platforms enhance the rail infrastructure at the core of the Greater Manchester network and make use of the existing infrastructure, and the proposed enhancements, to make travel by rail more attractive to a greater number of people. In particular, they would increase use of the Ordsall Chord by encouraging people travelling to the Airport to interchange with bus services at Salford Central station. This, in turn, would increase use of Leigh-Salford-Manchester bus way, cross-city bus services, Route 8 and other bus services passing the station - or terminating at Gore Street.

Governance and Delivery:

The delivery of the project will be the responsibility of Transport for Greater Manchester. The detailed design and construction would be contracted to Network Rail to ensure maximum synergy with the other infrastructure works in the area. TfGM, however, would remain closely involved in the delivery process – including challenging the design to ensure the required functionality is delivered with optimum value for the investment.

Scheme Name:

City Centre Transport Strategy - MSIRR improvements at Regent Road, Water Street and associated Junctions

Headline Description:

The Regent Road – Water Street junction is the most congested pinch point on the Manchester and Salford Inner Relief Route (MSIRR). It has been identified as a key constraint to all potential transport packages and strategies for road-traffic to, from, and within Manchester City Centre. The aim of the scheme is to reduce the impact of congestion at the junction on its approaches and at adjacent junctions with a focus on improving capacity on the six main movements whilst also enhancing the performance of the wider MSIRR. This will include the adjacent junctions of Trinity Way/Irwell Street and Chapel Road and the merge from Chester Road roundabout which also suffer severe levels of congestion. Addressing traffic conditions at these locations will be essential to ensure that congestion does not constrain economic growth including plans for significant development in the surrounding area (e.g. Salford Central, Spinningfields, Middlewood Locks and the Granada site).

Geographical Location:

The Regent Road-Water Street and its adjacent junctions lie on the south-western side of the Regional Centre. Regent Road-Water Street is the junction of the Manchester and Salford Inner Relief Route (MSIRR) with the A57 - the main radial road connecting the Regional Centre to/from the west, which feeds into the M602 roughly 1.3km from the Regent Road – Water Street junction. Approximately 300m east of the Regent Road – Water Street junction, the MSIRR becomes the A57(M) Mancunian Way motorway. Approximately 500m north is the Trinity Way/ Irwell St/ Chapel St junction the major intersection of the MSIRR with the A6 radial route.

The Regent Road – Water Street junction is defined as including the following adjacent junctions, all of which contribute to its congested condition:

- Mancunian Way – A56 – A5067 junction
- Dawson Street – Regent Road –Trinity Way – Water Street junction
- Regent Road – Ordsall Lane junction
- Regent Road – Oldfield Road junction
- Trinity Way – Hampson Street junction.

The adjacent junctions are Trinity Way-Chapel Street and Trinity Way-Irwell Street. These are located within 500m of the Water Street-Regent Road junction. These junctions are the intersection of the MSIRR and the A6 which is also a major radial road connecting the Regional Centre to/from the west. This route also provides the Western Gateway to the current Bus Priority works being undertaken to improve public transport provision from the west. Congestion is already a significant issue at these junctions and action to alleviate congestion at Water Street-Regent Road will transfer the major problems. Capacity at these junctions will therefore also be improved as part of the scheme.



The Challenge:

The junction of Regent Road and Water Street on the MSIRR currently suffers from severe levels of traffic congestion. Select-link analysis of the GM SATURN model for the 2017 am-peak indicates that this section of the MSIRR is unable to perform the function of a distributor of trips to city-centre car parks as the severe congestion causes traffic to route via city-centre streets instead.

The level of congestion and delay caused at this location acts as a constraint on access to the Regional Centre and therefore economic growth. This situation has worsened as the Regional Centre has grown and without improvements at this location the issues are likely to be more severe as demand for travel into the Regional Centre and the surrounding area increases and as road-space within the MSIRR is reallocated away from car travel. Traffic modelling indicates that reducing and alleviating capacity constraints at the Water Street-Regent Road junction will cause significant capacity issues at the next major radial route junctions to the north. It is therefore essential that improvements to the Trinity Way-Irwell Street and Trinity Way-Chapel Street junctions are undertaken and delivered as part of the Water Street-Regent Road scheme. Furthermore planned developments in the surrounding area and Regional Centre (e.g. Salford Central, Spinningfields, Middlewood Locks and the Granada site) could be constrained unless current congestion can be addressed.

It is recognised that in addition to the need to improve the Trinity Way-Hampson Street junction as part of the Water Street-Regent Road scheme, there will be a need to undertake further improvements to accommodate significant additional traffic flows on Middlewood Street and Liverpool Street, which will be caused by this scheme. As such, a minor works scheme has been included in the GM Minor Works bid of the Growth and Reform Plan, to make the necessary improvements to Middlewood Street and Liverpool Street to compliment this scheme.

Scheme Objectives:

The scheme will deliver improved junction capacity and increase throughput to ensure delays, disruption and congestion in the area is minimised. It will ensure that the MSIRR is able to fulfil its function of providing an attractive alternative route for traffic wishing to travel through and around the regional centre. This will reduce congestion levels within the regional centre promoting its attractiveness for economic growth and development.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£8,836	GRP Formula	£15,000
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£4,418	Local Authority	£0
Inflation	£1,746	Third Party	£0
Total	£15,000	Total	£15,000

Expected Benefits and Outcomes of Scheme:

A study to design a range of capacity increases for the Regent Road and Water Street has enabled development of a proposal to improve junction capacity by up to 30%. The study has highlighted that these proposals will cause capacity issues to the next radial route MSIRR junctions to the north (Trinity Way-Irwell Street and Trinity Way-Chapel Street). Proposals have therefore been developed to address these capacity issues which will be delivered as part of the Water Street-Regent improvements.

Scheme benefit metrics include:

- Reducing delays for traffic at the Regent Road – Water Street Junction;
- Increased reliability for bus services using the junction (Trinity Way/ Irwell St/ Chapel St forms part of the current Cross City Bus proposals;
- Reducing delays for traffic at the Trinity Way-Irwell Street and Chapel Road junctions;
- Increasing reliability for bus services using these junctions which form part of the Cross City bus service access into the City Centre from the western arm (A580 East Lancs and Guided Busway); and
- An increased proportion of trips on the MSIRR with their ends within or near the city centre.

Value for Money:

Monetised Benefits	Initial scheme design assessed. Highway travel time savings, plus vehicle operating costs, from junction based models using Saturn flow-delay relationships. Fixed matrix assessment, for part of the scheme only, with scaling of benefits applied. PVB = £11.3 million (2010)
Costs	Base costs for initial scheme design assessed plus 44% OB. Additional operating, maintenance, and renewal costs not yet allowed for, though likely to be marginal increases on do minimum changes to an existing highway. Possible land costs issues need more clarification. PVC = £1.2 million (2010)
Initial BCR	9.14

Non-monetised impacts, SDIs	Wider economic impacts from addressing major city centre bottlenecks. Environmental assessments required to ensure any negative impacts are addressed, if possible, in the scheme design.
Robustness of Appraisal	Full assessment in a local traffic model required for full scheme, though initial appraisal shows that there are significant delay and flow at this junction and removing a proportion of it will give significant benefits. Need to reflect variable demand impacts and the linkages the other proposed IRR scheme on Great Ancoats Street. Benefits to buses, cyclist and pedestrians need to be identified and quantified, to demonstrate wider positive impacts of the proposed scheme. Initial traffic modelling of preferred options for improvement of Water St/ Regent Rd indicates a 20-30% increase in junction capacity will be achieved.
VfM category	High to Very High

Risk - Impacts if Scheme was not Delivered:

If funding for the scheme is not secured then the implementation of improvements to this key junction will be delayed and the scale of the measures that could be introduced may be reduced. This would also impact upon longer term aspirations for development and expansion of the Regional Centre and opportunities to divert traffic from the MSIRR onto other orbital routes. An extensive design appraisal exercise has been undertaken to develop and determine scheme proposals that offer best value in terms of capacity improvements in relation to cost whilst recognising environmental considerations.

Links to Other Programmes:

Maintaining the capacity of the MSIRR to minimise car-mileage within the Regional Centre complements other key elements of the capital programme, which involve reallocating road-space away from car. The proposals would also lead to improvements in air quality in the city centre. In particular, the scheme links with:

- Proposals to reduce the severance caused by Great Ancoats Street and re-route traffic via Alan Turing Way/other orbital routes;
- Metrolink Phase 3, which will increase the roadspace allocated to public transport in the city centre;
- The Bus Priority Package, which creates infrastructure in the city to facilitate cross-city bus services; and
- The Ordsall Chord rail scheme which will provide a direct rail connection between Piccadilly and Victoria.

It is recognised that in addition to the need to improve the Trinity Way-Hampson Street junction as part of the Water Street-Regent Road scheme, there will be a need to undertake further improvements to accommodate significant additional traffic flows on Middlewood Street and Liverpool Street, which will be caused by this scheme. As such, a minor works scheme has been included in the GM Minor Works bid of the Growth and Reform Plan, to make the necessary improvements to Middlewood Street and Liverpool Street to compliment this scheme.

Governance and Delivery:

To ensure effective management, planning and logistical control of any interfaces/interdependencies, Manchester City Council would assume the role of Programme Manager to co-ordinate the delivery of the overall works and would manage the interface and relationships with TfGM, Salford City Council and the delivery agents.

The project would be delivered as part of Manchester City Council's Highways Capital Programme, which is governed by a Highways Board. The Highways Board meets on a monthly basis to discuss progress, risk and whether there is a need to escalate any issues with the Senior Responsible Owner. At these meetings progress of schemes are reported by exception.

Scheme Name: Wigan Gateway – Wigan M58 Link

Headline Description:

The proposal is for a delivery of a new 2km single carriageway link road between the eastern roundabout of Junction 26 of the M6 (with the M58 and A577) and the A571 Billinge Road / Foundry Lane junction. This would provide a direct new link into west Wigan and Wigan town centre from the M58 and assist in the delivery of a number of employment sites including a major new site at Pemberton Park. The scheme will play a strategic role in reducing congestion along parallel routes, in particular the A577 Orrell/Ormskirk Road and also support development proposals in Wigan South Central.

Geographical Location:

The proposed scheme would provide a new single carriageway link between J26 of the M6 / M58 and the western part of Wigan town centre. The scheme would start from a new spur from the existing roundabout between the A577 and the motorway network. It would then route eastward as far as the A571 Billinge Road / Foundry Lane junction where it connects to the Pemberton Colliery Park development site.

The Challenge:

The A557, connecting Wigan Town Centre and Junction 26 of the M6, has not been designed to cater for the level of traffic that currently uses the route which subsequently has resulted in growing levels of congestion, particularly during peak periods. As well as causing delays for general traffic and public transport, congestion along this route also adversely impacts upon the quality of the environment for local residents.

Access to development sites to the south and west of Wigan is currently constrained by the level of accessibility provided by the existing highway network. The Pemberton Colliery employment site, which would be accessed via the proposed scheme, currently lacks a direct link to the motorway network. This limits the sites potential to capitalise on its proximity to the M6 and the M58 and reduces its attractiveness as a location to invest and locate businesses.

Accessibility to the south of the Borough from the M6 is also limited by available movements from Junction 25, in particular for southbound vehicles. Current movements are limited to southbound onto the M6 from the A49 and northbound egress onto the A49 which limits accessibility to local neighbourhoods and strategic sites, including the South Lancashire Industrial Estate.

The M58 link would also address the poor access into Wigan for employment traffic which currently has to use a congested. A road from J26 of the M6 and travel through a residential area and a local centre at Pemberton, where the high level of HGV traffic has a detrimental impact on the wellbeing of that centre.

Scheme Objectives:

The following specific objectives have been specifically identified for the scheme:

- To improve strategic road connectivity from the motorway network into the heart of Wigan town centre;
- To provide direct access to the Pemberton Park Development and to improve access to other employment sites;
- To relieve the A577 (in particular Pemberton district centre) between Orrell and Wigan

town centre providing opportunities for sustainable transport choices to be enhanced in the local community;

- To ensure that, as far as reasonably practicable, motorised traffic finds its way to, and stays on the strategic road network; and
- To lock-in benefits by significant improvement to sustainable modes of travel on the local highway network.

The link proposed as part of this scheme is critical to safeguard the east-west route through the former Pemberton Colliery site and to minimise the number of junctions off the route. Phase 1 of Pemberton Park Link Road is currently operational as a development access road. Phase II of the Pemberton Park Link Road would link the A49 through to the A571 and the proposed M58 link. The completion of these links would provide an alternative route to the A49 and for traffic currently using the A577.

The new link would support aspirations to capitalise on external connections. Existing businesses including Heinz, have stressed the importance of improving these connections to ensure their operations remain competitive. In addition, it is considered that Borough residents do not always fully exploit employment opportunities outside of Wigan because of the quality of the existing connections to the motorways.

The M58 Link also complements the M6 J26 Highways Agency Pinch Point scheme which is currently being implemented to address peak-hour delays, resulting in queues in excess of 600m during the busiest periods. The scheme includes: construction of new traffic signals and a six-vehicle flare on the M6 southbound exit-slip; the provision of traffic signals on the M58 eastbound link between the two roundabouts; the signalisation of the A577 southbound approach to the eastern roundabout; widening of the A577 northbound approach to the T-junction to two lanes over 150m; converting the traffic signals to full-time operation; and improved signing and lining to provide improved information both on the slip roads and the circulatory carriageway.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£9,040	GRP Formula	£11,748
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£1,676	Local Authority	£0
Inflation	£1,984	Third Party	£952
Total	£12,700	Total	£12,700

Expected Benefits and Outcomes of Scheme:

The key outcomes that would result from the delivery of the scheme can be summarised as follows:

- Delivery of a new high quality highway link between the M6 Junction 28 and the Pemberton Colliery site (facilitating long term aspirations for enhancing east – west connectivity);
- Provide relief for current pinch points, such as Pemberton Town Centre on the A577;
- Provision of a direct link between the heart of Wigan and Liverpool Docks;
- Support development of key employment sites including Pemberton Park, Westwood Park and economic development in the Town Centre;
- Improved access to job and services for local residents;

- Improved accessibility ensures local businesses remain competitive and are retained within Greater Manchester;
- Improvements to local air quality as a result of reduced congestion; and
- Reductions in injury accidents on the local highway network.

Value for Money:

Monetised Benefits	Highway travel time benefits and vehicle operating cost increases via cordoned version of the GM wide Saturn Highway Model covering Wigan Town Centre to M6 junctions 25 to 27. PVB = £78.8 million (2010)
Costs	Base costs for initial scheme design assessed plus 44% OB. Additional operating, maintenance, and renewal costs not yet allowed for and need to be included given the scheme is a new link. PVC = £14.8 million (2010)
Initial BCR	5.32
Non-monetised impacts, SDIs	Environmental positive and negative impacts need to be assessment as possible negative impacts for landscape and biodiversity. Wider benefits to existing route, including to those living on the route, need consideration as less noise, better air quality and reduced severance expected. Plus wider benefits to bus (including more reliable travel times) and cyclists and pedestrians on existing highway needs to be assessed. Accessibility and connections to proposed Pemberton colliery site need to be analysed.
Robustness of Appraisal	Bespoke traffic model required, but unlikely to reduce VfM category of appraisal, however variable demand impacts need to be included in estimating of benefits.
VfM category	High to Very High

Risk - Impacts if Scheme was not Delivered:

Although the double roundabout junction, to be funded as part of the housing element of the Pemberton Colliery site, could be delivered as a standalone scheme, the link to Junction 26 is subject to the full funding package being agreed.

Links to Other Programmes:

The Wigan M58 Link complements the proposals for a dual carriageway link between the A49 and the Westwood Park development site (Wigan A49 Link). The A49 scheme would provide a continuation of the east-west link between the Pemberton Colliery site and the town centre. The schemes are complementary in terms of enhancing connectivity to the strategic road network and in their support for economic development and regeneration.

Governance and Delivery:

The project, including the developer funded roundabout, would come under the remit of Wigan Council's Major Projects Board which meets on a monthly basis and is chaired by Steve Normington, Director for Economy & Skills. The Board reports to the Confident Places Scrutiny Committee and to Deputy Leader / Portfolio holder for Regeneration.

The Major Projects Board manage and monitor progress, issues and risk management of corporate projects and due to the collaborative attendance of key officers, they are able to identify and mitigate risks / issues for delivery at an early stage.

Scheme Name:

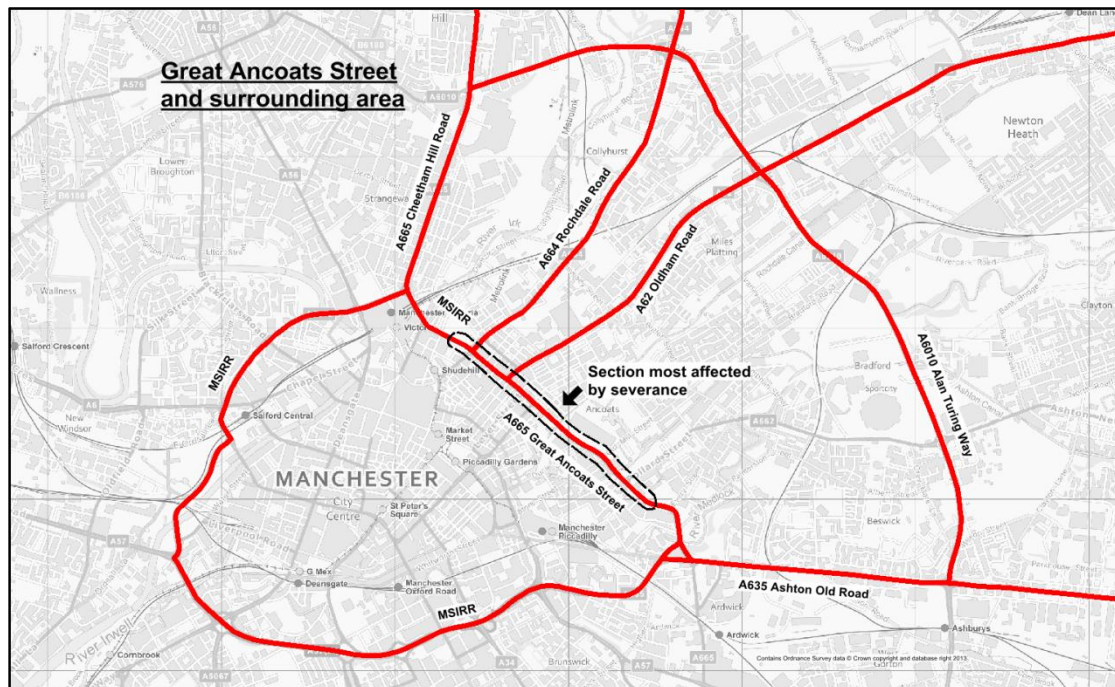
City Centre Transport Strategy - MSIRR improvements at Great Ancoats Street

Headline Description:

The project comprises a package of interventions to support the expansion of the Regional Centre and improve the quality of the environment on Great Ancoats Street by reducing severance created by this busy through-route. The proposals aim to improve routeing of traffic around the north-east side of the Regional Centre, including greater use of Alan Turing Way.

Geographical Location:

The intervention covers the Great Ancoats Street section of the MSIRR and potentially the area to the north and east of Great Ancoats Street, extending to Alan Turing Way, covering the segment clockwise from Cheetham Hill Road to Ashton Old Road.



The Challenge:

The section of the MSIRR along Great Ancoats Street currently creates severance between the city centre and residential areas to the north and east. The resulting poor quality of the public realm constrains the potential for growth in this area, for which market conditions are otherwise good. It is also the only section of the MSIRR paralleled by a purpose-built orbital route.

The environment along Great Ancoats Street has been assessed using the Pedestrian Environment Review System (PERS) developed by Transport for London. The analysis shows a marked contrast between good scores for a short section at the northern end of the road and poor scores along the rest its length. The on-street environment is characterised by narrow and uneven pavements; derelict buildings; street furniture causing obstructions; and guardrails preventing pedestrians from taking direct routes

The Feasibility Study has identified and assessed alternative packages of solutions to reduce severance on the north-east quadrant of the MSIRR. Interventions to be identified include improvements to pedestrian crossings; junction improvements on the Intermediate Ring Road; new highway links; and downgrading sections of the MSIRR and radial routes used to access it. In addition, the scheme could build upon existing and emerging real-time variable messaging systems (VMS).

Scheme Objectives:

The 2010 **Manchester City Centre Transport Strategy** highlights that an efficient transport system is essential for a prosperous economy, improved accessibility, greater mobility and a better environment. Maintaining and improving accessibility to the centre is one of the core goals of the Strategy.

The scheme also aims to unlock the potential for regeneration and growth to the north and east of Great Ancoats Street by reducing severance and improving the public realm.

Greater Manchester's Local Transport Plan 3 is focussed on supporting the growth of the regional centre through the provision of an accessible and efficient transport network. This will be delivered through investment in transport infrastructure, with a particular focus on the MSIRR. GMLTP3 reinforces the vision of the MSIRR of having a key role in supporting economic growth in the Regional Centre and helping to manage traffic more effectively by routing traffic away from the Regional Centre and making use of orbital routes.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£5,890	GRP Formula	£10,000
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£2,946	Local Authority	£0
Inflation	£1,164	Third Party	£0
Total	£10,000	Total	£10,000

Expected Benefits and Outcomes of Scheme:

A successful scheme would reduce severance on Great Ancoats Street and certain adjacent sections of MSIRR, supporting development on either side of the road. It could also involve diverting traffic that has the potential to use alternative routes away from the MSIRR. If, as expected, the scheme facilitates the building of new homes in the vicinity, that would result in an increase in the labour-market catchment of the Regional Centre and the surrounding area, supporting increases in employment and GVA.

Value for Money:

The scheme benefits are expected to result primarily from improving the public realm and reducing the severance that prevents the regeneration of the area to the north and east of Great Ancoats Street. The net effect could well be a forecast increase in overall highway travel times, although some movements may well benefit from travel-time savings. Any increase in highway travel time forecast by the fixed-matrix SATURN model will in practice be offset by car drivers making fewer and shorter trips, often involving a switch to walking, cycling, and public transport.

The magnitude of the benefits of improving the public realm and securing the regeneration of the area to the north and east of Great Ancoats Street will be compared with the estimated effect on highway travel times, allowing for the offsetting effects listed above. Relevant data will include public-realm valuation data reported in WebTAG and discussions with property developers interested in funding the regeneration of the area.

Risk - Impacts if Scheme was not Delivered:

If funding for the scheme is not secured, implementation will be delayed and alternative funding mechanisms would need to be secured. Delays in implementing measures could delay wider investment and diminish potential benefits associated with housing-led regeneration. Without measures to reduce severance on Great Ancoats Street, overall growth in traffic volumes could exacerbate the existing constraints on the development of this area.

Links to Other Programmes:

The scheme directly links to proposals for capacity improvements at the Regent Road-Water Street Junction on the MSIRR (also being appraised as part of the LTB Prioritisation process). With the removal of the capacity bottleneck at Regent Road – Water Street and the severance constraint on Great Ancoats Street, the MSIRR will be able to fulfil its role more effectively.

Governance and Delivery:

To ensure effective management, planning and logistical control of any interfaces/interdependencies, Manchester City Council would assume the role of Programme Manager to co-ordinate the delivery of the overall works and would manage the interface and relationships with TfGM, the delivery agents and other key stakeholders e.g. Salford City Council.

The project would be delivered as part of Manchester City Council's Highways Capital Programme, which is governed by a Highways Board. The Highways Board meets on a monthly basis to discuss progress, risk and whether there is a need to escalate any issues with the Senior Responsible Owner (see below). At these meetings progress of schemes is reported by exception.

Scheme Name: Wigan Gateway Hub

Headline Description:

The Wigan Gateway Hub Scheme will involve the enhancement of the existing Wigan bus station in order to support the wider delivery of commercial and economic development projects within the town centre. The development will also include the enhancement of the Learning Quarter, a £60M redevelopment of the adjacent Galleries Shopping Centre to provide new retail and leisure facilities and the economic development of the wider town centre Area.

The package of works will improve passenger facilities at the bus station as well as clear telemetry with the two rail stations and connections to key destinations within the town centre.

Geographical Location:

The Wigan Gateway-Hub scheme proposals will involve the redevelopment of the existing bus station site, located in Wigan Town Centre and bounded by Hallgate, New Market Street and Market Street.

The Challenge:

The following key challenges have been identified in relation to the effective delivery of public transport services that currently serve Wigan town centre:

- A poor overall public transport environment serving Wigan town centre given the current location of the bus and rail stations;
- Weak connectivity between the town centre and rail stations as well as a lack of real time information;
- Poor pedestrian connectivity from Market Street as well as potential interface and conflict between pedestrians and vehicles in the vicinity of the main entrances to the station;
- Poor links and signage to meet the significant demand for students accessing the Learning Quarter;
- Poor perceptions of personal safety for passengers in public transport environment; and
- Helping to realise the development potential of the strategic development opportunities within the town centre including a significant boost to the level of visitors for retail and leisure activity.

Scheme Objectives:

Greater Manchester's Local Transport Plan 3 places an emphasis on ensuring the delivery of an effective transport network that will support aspirations for the regeneration of town centres. Crucially, the new bus station would play a significant role in enhancing accessibility to Wigan town centre by reducing congestion and ultimately improving journey time reliability. Supporting access to the key development opportunities in Wigan town centre is also crucial to the Town's economic development.

The bus station improvement component of the Wigan Gateway Hub scheme has a clear strategic link to Wigan's Corporate Strategy document, Economic Framework, Local Plan and Transport Strategy, clearly highlighting the key role that transport plays in the delivery of future economic prosperity. The scheme is also a crucial component of the Wigan Town Centre Area Action Plan.

Wigan Council has recently adopted a new transport strategy titled Wigan Borough on the Move, developed in partnership with key stakeholders (including TfGM, Highways Agency and Network Rail) with support from the Department for Transport. The document sets out the following core objectives in relation to the delivery of the transport network:

- Sustainable transport to deliver economic, environmental and social outcomes;
- Equitable access between communities, businesses, services and goods;
- Diverse and adaptable networks for choice and resilience; and
- Attractive transport experience to encourage modal shift.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£8,438	GRP Formula	£15,720
Other Costs	£0	GRP Competitive	£0
Contingency / QRA	£5,578	Local Authority	£0
Inflation	£1,704	Third Party	£0
Total	£15,720	Total	£15,720

Expected Benefits and Outcomes of Scheme:

The expected benefits and outcomes of the delivery of the redeveloped bus station are:

- Support the proposed Galleries development;
- Supporting other key employment opportunities which are being created within the Learning Quarter and Eastern Gateway; and
- Improving accessibility and attractiveness of travel by public transport to the Learning Quarter.

It is anticipated that the scheme would support key employment opportunities at the Galleries redevelopment (£60M), within the Learning Quarter and the Eastern Gateway areas at the Old Police Station and former depot site at Sovereign Road. These developments are within the 'catchment' of the bus station and are expected to create around 200 jobs. Over the next few years, a further 500 jobs are expected to be created in the Wigan Pier Quarter and at the major Westwood development site on the fringes of the town centre.

Improving accessibility and the attractiveness of travel by public transport to the adjacent Learning Quarter is a key outcome of the scheme. This area already includes a new University Technical College, new facilities at Wigan and Leigh College, the Deanery High School (soon to benefit from a rebuild project) and the recently opened Wigan Youth Zone. The consolidation of facilities in the area has resulted in over 6000 students being based in close proximity to the Interchange, whilst the Youth Zone is expected to attract up to 3000 visitors per week.

Value for Money:

Monetised Benefits	Typical benefit rates per bus interchange user used alongside an estimate of Wigan interchange users. Scheme expected to increase bus patronage and mode shares to public transport, and reduce growth in congestion on the highway. Estimates of such changes based on standard WebTAG approaches and data. Ambience benefit rates taken from previous interchange appraisals within
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	Greater Manchester. PVB = £41.8 million (2010)
Costs	Base costs, renewals, plus contingency, inflation, plus OB @ 51%. PVC = £21.3 million (2010)
Initial BCR	2.04
Non-monetised impacts, SDIs	Regeneration benefits facilitated by the re-building of the bus interchange including new commercial opportunities. Wider integration to other PT modes, including rail, need to presented, and benefits to the Learning Quarter, Galleries shopping area and Northern Crescent Area demonstrated in distributional impacts appraisal. Environmental impacts of proposed scheme seen as minimal as on existing bus station site.
Robustness of Appraisal	Bespoke appraisal being developed for scheme therefore conservative view of VfM Category has been made.
VfM category	High

Risk - Impacts if Scheme was not Delivered:

If funding is not secured, the existing bus station would continue to operate in its current unsatisfactory form and opportunities to enhance facilities and maximise modal shift to bus (from private car) would not be released. Current perceptions of the bus station as being unsafe could result in a decline in the number of passengers.

Failure to secure the funding would also reduce the viability of the Galleries development due to the disconnection and unsatisfactory link to the interchange.

Links to Other Programmes:

The new bus station would play a key role in Wigan's strategic transport aspirations by enhancing public transport access to the town centre and supporting economic development. In particular the scheme will support the proposed Galleries development and other key employment opportunities which are currently being created within the Learning Quarter, and within the Eastern Gateway area at the Old Police Station and former depot site at Sovereign Road provides wider context to the overall strategic access and connectivity improvements to the town centre in order to support better connectivity and access to jobs, education and training.

Governance and Delivery:

The management of the development and delivery of the scheme will be the responsibility of Transport for Greater Manchester (TfGM). This will be undertaken in conjunction with the local authority (Wigan Council).

Scheme Name: Stockport Town Centre Major Scheme

Headline Description:

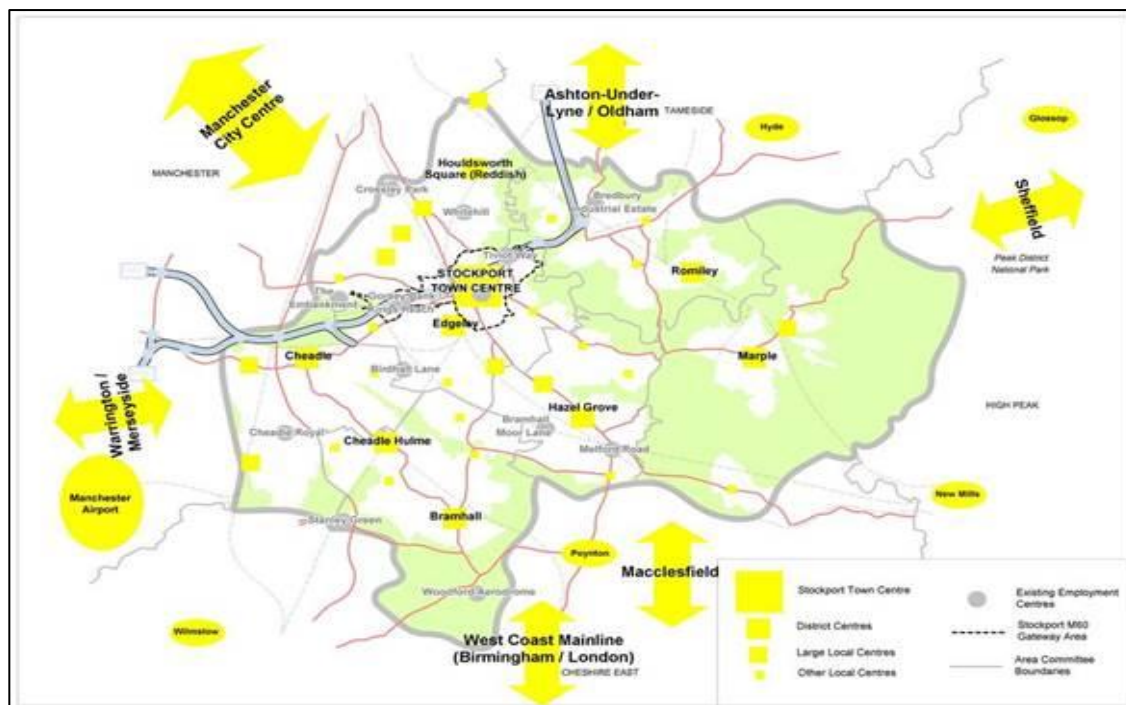
Key features of the Town Centre Major Scheme include:

- A6 corridor enhancements between George's Road and Bramhall Lane including improved pedestrian and bus provision;
- Highway corridor capacity improvements to the east of the Town Centre comprising St Mary's Way, Hempshaw Lane and Higher Hillgate;
- Targeted corridor improvements to the west of the Town Centre comprising King Street West, Booth Street and Greek Street;
- New link road between the A6 and Travis Brow;
- Town Centre-wide 20mph zone;
- Improved access to Stockport rail and bus stations;
- Improved access to key development sites including; Grand Central Stockport Exchange, Bridgefield, Knightsbridge, Heaton Lane & Stockport Interchange, and Gorsey Bank;
- Public realm improvements to Chestergate and Hillgate/ Shawcross Street;
- Bus priority improvements including along the A6;
- New and improved cycle routes;
- Improved cycle and pedestrian links; and
- Upgraded signing strategy.

Geographical Location:

Stockport town centre can be categorised as four distinct quarters based on predominant land uses, namely:

- A6 Office Quarter (office/ mixed use): A major gateway to the town, centred around the A6 corridor and Stockport Station. It includes the Civic Centre and associated Council/ administrative functions, the Grand Central Stockport Exchange/ Royal Mail Sorting Office sites, Stockport Bus Station and cultural facilities including the Central Library, the Art Gallery and the Garrick Theatre;
- Core Retail Area (retail/ leisure): The town's main retail quarter comprise to the west, Merseyway, Princes Street and Bridgefield and to the east Warren Street, Knightsbridge and the Peel Centre;
- The Market Place & Underbanks (retail/ food & drink): This "undiscovered" part of the town is centred on the Market Place and also incorporates the newly established St Peter's Square and secondary retail shopping around Underbanks and Lower Hillgate; and
- Covent Garden Village (residential): Most significant residential element of the town centre, situated around the Covent Garden Estate, Hopes Carr and Hillgate. It is an area of major potential that is characterised by a range of vacant and underutilised sites.



The Challenge:

Stockport has a number of transport challenges, positioned between two of the M60 junctions and the severance of the town by railway lines and the river Mersey. The main A6 road to Manchester runs south to north through Stockport is one of the key strategic routes for travel from Derbyshire and Cheshire to the wider Greater Manchester area, while the M60 orbital motorway provides access to the wider Greater Manchester area.

The A6 corridor currently operates with the most frequent single bus service in Greater Manchester (the 192) and carries over 10 million passengers per year, with a service frequency of every 3 minutes during the day (and 5 minutes in the evenings). TfGM, Stockport Council and Manchester City Council are partners in a Quality Partnership Scheme (QPS) along the A6 Corridor between Manchester, Stockport and Hazel Grove. The bus route is a key bus corridor in Greater Manchester, playing an important role in the local economy. The QPS will ensure high standards of service for the passengers along this route and a commitment to the provision of quality infrastructure for bus operators.

To the west, parallel to the A6, is the main railway line from Manchester to London and the south of England. This crosses the River Mersey and M60 via a large viaduct which dominates the western part of Stockport Town Centre. The station lies just south of the viaduct. Direct trains to London and Birmingham are a major benefit to Stockport and trains every 7 minutes to Manchester highlight the ease of access to the Regional Centre.

In the valley, is Stockport bus station, located between the viaduct to the west and A6 to east. Bus services using the bus station generally go either east or west. East of the bus station on the other side of the A6, lies the Merseyway shopping centre, which is largely pedestrianised. The Town Centre's valley location gives it a 'three-dimensional' character, with roads crossing over other roads, and this creates some problems for public transport users and pedestrians.

The A6 vehicular corridor acts as a significant barrier between the east and west of the Town Centre due to congestion, high levels of traffic flow and poor pedestrian crossing facilities at key locations. The severance effects of the A6 also present poor connectivity for

pedestrians between the rail station and retail area.

As with most other urban conurbations, Stockport experiences significant congestion on these and other key routes during peak periods. This congestion results in delay to users which has adverse economic and environmental impacts. Traffic modelling shows that capacity problems exist at the following junctions across all time periods (morning peak, inter peak and evening peak):

- Higher Hillgate/ A6 Wellington Road South;
- Longshut Lane/ Higher Hillgate;
- Hempshaw Lane/ St Mary's Way;
- St Mary's Way/ Hall Street;
- King Street West/ Wood Street;
- King Street West/ Chestergate; and
- George's Road/ Wellington Road North.

The A6 Corridor forms a linear gateway to the town centre, projecting a sense of arrival, especially given its proximity to rail/ bus interchanges and the core vehicular access corridor. It will be the focus for new commercial and hotel development on a range of sites, most notably at Grand Central Stockport Exchange and the Royal Mail Sorting Office. To accelerate and encourage development the surrounding environment and transport networks need to be improved.

Scheme Objectives:

The Stockport Town Centre Major Scheme would improve access to the area around the town centre for the more sustainable modes e.g. bus, cycle and pedestrian improvements, and would resolve the conflicts and rationalise traffic movements throughout the area by providing additional capacity on some routes to allow traffic to be reduced on others.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£40,600	GRP Formula	
Land costs	£2,500	GRP Competitive	£65,890
Contingency / QRA	£17,240	Local Authority	£7,322
Inflation	£12,872	Third Party	£0
Total	£73,212	Total	£73,212

Expected Benefits and Outcomes of Scheme:

The proposed scheme is expected to deliver the following benefits and outcomes:

- Reduction in the volume of traffic on the A6 through Stockport Town Centre;
- An enhanced environment along the A6 through Stockport Town Centre, creating a positive sense of arrival for this linear gateway;
- Lessen the impact of the A6 vehicular corridor as barrier between the east and west of the Town Centre for pedestrian;
- Improve linkages between the Town Centre and public transport interchanges;
- Improved bus priority facilities, notably along the A6 but also on east /west routes into the town centre;
- Improve access to/ from the M60 motorway;
- Congestion relief to key routes such as St Mary's Way/ Hempshaw Lane and around Junction 1;
- A more resilient highway network better able to respond to incidents and accidents by

virtue of increased network capacity and a new link road between the A6 and Travis Brow;

- High quality access to key developments notably Grand Central Stockport Exchange, Bridgefield, Nightsbridge and Gorsey Bank as well as longer term development aspirations at Heaton Lane & Stockport Interchange;
- Better wayfinding through an improved signing strategy; and
- Reduction in conflicts between vehicles and vulnerable users through improved pedestrian and cycle linkages between the Town Centre and surrounding areas.

Value for Money:

Monetised Benefits	Highway benefits via fixed matrix local traffic model. Traffic model well validated or the Stockport central area. Use of TUBA to compute monetised benefits. PVB = £395 million
Costs	Base construction costs plus 40% OB. No operating costs but expected to be low given scheme is upgrading of existing highway. PVC = £53.9 million
Initial BCR	7.35
Non-monetised impacts, SDIs	Full Business Case appraisal will monetise benefits for bus users and cyclists and pedestrians. Non-monetised benefits relate to links to the regeneration sites in the town centre such as Bridgefield Street, Grand Central Stockport Exchange. Transport and development benefits of such schemes need to be reflected in the next stage of the appraisal. Environmental impacts will be both positive and negative, and need quantifying in greater detail given the scale of impacts and scope of the scheme. Variable demand impacts need quantifying given the scale of total benefits expected.
Robustness of Appraisal	Costs for all elements have been included, but only benefits from the highway improvements. While a variable matrix assessment is required, it is expected that the appraisal for the Full Business Case will demonstrate continued very high value for money. Need to look at phases of the full package to fit with the available funding stages.
VfM category	High to Very High

Risk - Impacts if Scheme was not Delivered:

Do-nothing is not a viable proposition if the growth ambitions of the Town Centre are to be realised. Should funding for the preferred Stockport Town Centre Major Scheme not be secured, some tough decisions will need to be made on how best to implement a low cost alternative (most likely based around low cost option 3) in a phased manner. The prospect of private sector developer contributions is likely to be low.

Links to Other Programmes:

The Stockport Town Centre Access Package is highly complementary to on-going work to plan a new town centre Transport Interchange for Stockport. As with the Town Centre

Major Scheme, proposals to create a new transport interchange in Stockport town centre are currently included within AGMA's Greater Manchester Transport Fund Programme on the list of prioritised schemes.

Governance and Delivery:

This project will be managed utilising the Council's capital programme management system using Prince 2 techniques with a dedicated project manager and delivery team.

The Project Manager will report to the Transportation Capital Programme Manager on the day to day progress of the scheme and any issues regarding deliverability.

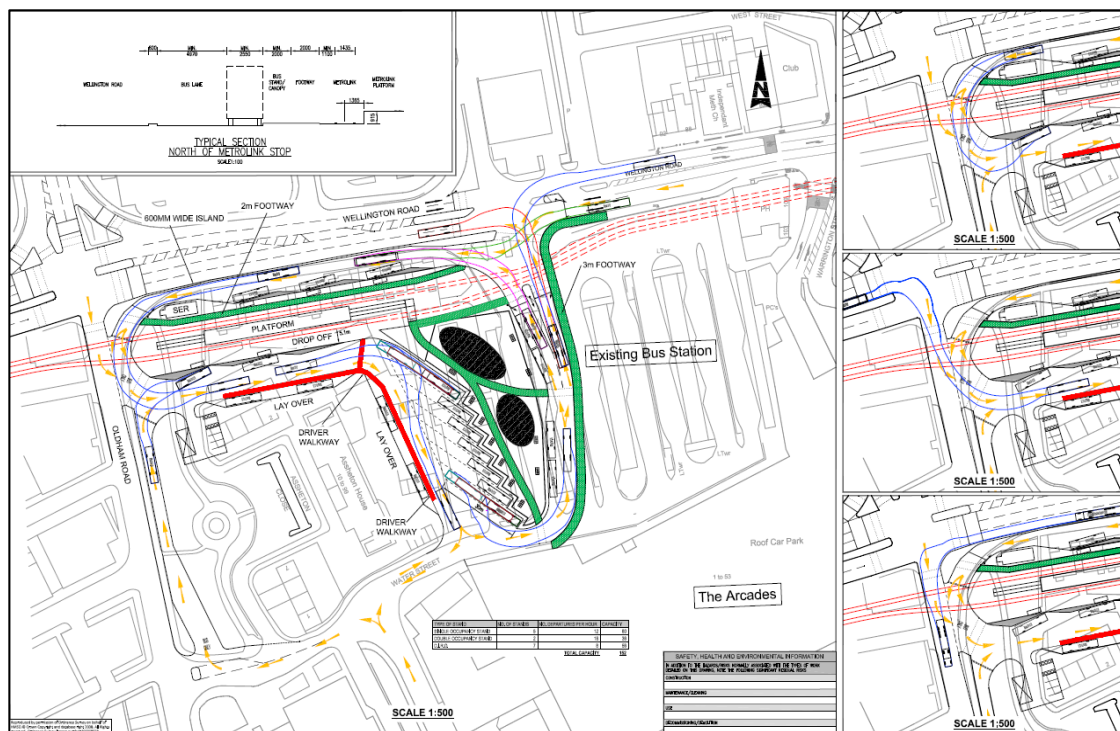
Scheme Name: Ashton Town Centre Interchange

Headline Description:

Development of a new multi-modal interchange facility within Ashton Town Centre replacing the current five 'island' bus passenger waiting shelters with a single high quality interchange building. This will create an attractive public transport gateway to Ashton-under-Lyne, incorporating bus and Metrolink within one site. The design of the bus waiting facilities will include a combination of different stand types, which will optimise the amount of land for the new interchange and ensure operational flexibility.

Geographical Location:

The new interchange would be located on part of the site of the existing bus station and adjacent to the terminus of the East Manchester Metrolink line. The terminus is located to the north west of the town centre adjacent to the A6043 Wellington Road and the Arcades Shopping Centre.



The Challenge:

Ashton town centre has been identified as the 5th most 'at risk' in relation to the greatest long-term threat from key consumer trends. Despite this position, Ashton is a vital centre, as a retail centre with the 3rd highest footfall in the whole of GM, but its survival is reliant on significant restructuring to drive growth and employment. The development of the new multi-modal interchange facility will fundamentally improve linkages to the town centre, rail station, Arcades Shopping Centre and new cycle hubs at Ashton Pool, ultimately reducing the number of car based trips that will be generated by each of the proposals set out in the 2012 Town Centre Development Prospectus.

The arrival of Metrolink will be transformational for Ashton with the Ashton Strategy emphasising the need to maximise the impact of this development. Part of ensuring this impact will be the redevelopment of the bus station to provide an appropriate interface and

gateway to Ashton.

The current bus station does not comply with current design standards for interchanges and therefore its lack of facilities makes travel by bus an unattractive option. The key problems with the current Bus Station can be summarised as follows:

- The dispersed layout of the bus station leads to long walk times between bus stands;
- Safety concerns for passengers using the covered areas to wait for buses;
- There are minimal communal facilities available for passengers to use;
- The design of the current facility does not meet the design requirements of a modern interchange, in particular the design does not minimise the interaction between pedestrians and buses;
- Key access within the bus station does not encourage linkages to the nearby rail station;
- Does not meet current design standards;
- Does not link seamlessly with the new Metrolink Station
- Does not meet health and safety standards; and
- Does not meet disabled access requirements.

Scheme Objectives:

Ashton is one of the eight Principle Town Centres in Greater Manchester, with its local and sub-regional productivity dependent on the bus station. The scheme supports the GMS priority 'creating the conditions for growth' through:

- Supporting the regeneration of a key town centre by providing an attractive gateway into the town, reducing congestion by making public transport a more attractive option, improving pedestrian linkages across the town and releasing a key site for re-development; and
- Improving local connectivity by improving interchange with Metrolink.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£17,960	GRP Formula	£0
Land costs	£0	GRP Competitive	£32,705
Contingency / QRA	£11,003	Local Authority	£0
Inflation	£3,742	Third Party	£0
Total	£32,705	Total	£32,705

Expected Benefits and Outcomes of Scheme:

A number of scheme specific objectives have been set for the scheme which indicate desired outcomes from the investment:

- **Development of a new Gateway:** The new interchange will be the key gateway entrance for visitors to Ashton arriving by public transport. Developing a modern, attractive 'gateway' environment that represents the town's identity is seen as crucial especially given its strategic location. A positive experience will improve the town's attractiveness;
- **Creation of a multi-modal transport hub and interchange:** Integration of public transport modes into a single space will support the future of the town and further enhance the area's potential as a gateway. The crucial aspect of this is the interchange with the arrival of Metrolink – ensuring that productivity benefits are maximised;
- **Increase in employment levels alongside the generation of economic growth:** Improved

- facilities, better integration of services and modes, and improved accessibility and connectivity will open up access to the rest of the town and wider area as investment opportunities for businesses as well as facilitating the movement of labour to employment opportunities both within Ashton and out to the wider conurbation;
- **Promotion of the regeneration of Ashton Town Centre:** Improving the quality of the bus station, the waiting environment and interchanging facilities will complement the existing and planned package of regeneration proposals for the town;
 - **Improvements to pedestrian safety:** Improved levels of perceived and actual safety through good design, improved facilities, and better integration of services by reducing pedestrian/vehicle conflicts and the number of accidents;
 - **Support of lower carbon travel:** Improving perceptions of public transport through improved public transport amenities will make public transport a more attractive and viable alternative to the private car. A suitable interchange facility and extensive public transport network will then be needed to accommodate the additional demand modal-shift from the car to public transport will generate; and
 - **Improvements to local skills:** Tameside suffers from a relatively low skilled workforce, and the need to develop skills at post 16 level has been identified as a key priority for the borough. Part of this will be achieved through a relocation of the Further Education College to the centre of Ashton, but above all, the accessibility and interface of the college with the youth of Tameside is vital. The new Interchange will provide the access and interface required.

The reduction in footprint of the new Interchange will free up land for development. This would support the regeneration of the town centre and potential creation of new jobs in a strategic location.

Value for Money:

Monetised Benefits	Interchange bus user benefits, operator revenues, external decongestion externality benefits via unit rates previously used for other interchange appraisals in Greater Manchester, latter based on WebTAG methods and data. Scheme benefits apply to bus and Metrolink passengers through creation of a single interchange, and to boarding and alighting passengers each public transport mode. Demand based on 2013 surveys, hence up to date data. PVB = £ 73.14 million (2010)
Costs	Base costs, plus renewals, operating costs. Inflation applied. OB at 51% PVC = £36.5 million (2010)
Initial BCR	2.10
Non-monetised impacts, SDIs	Wider impacts related to the role of the new interchange within the regeneration of Ashton town centre and its links to the relocation of college. Wider public transport modes integration need to be highlighted including to rail.
Robustness of Appraisal	Robust appraisal. Further work required prior to LTB Full Approval submission on sensitivities and justification on key parameters. Need to review Metrolink demands and service assumptions now line to Ashton town centre has opened.
VfM category	High

Risk - Impacts if Scheme was not Delivered:

Failure to re-develop the bus station would jeopardise the wider regeneration of Ashton town centre. The economic benefits study of the college relocation has identified by 2030 an increase GVA output of over £500m with over 2,500 new local jobs in the town centre. These will not be fully realised without the improvements in connectivity to and within Ashton achieved as a result of the scheme.

Links to Other Programmes:

There are links with the recently completed Manchester to Ashton Metrolink extension. The minor works programme will also support the wider regeneration benefits of Ashton town centre, where the interchange is located.

Governance and Delivery:

The management of the development and delivery of the scheme will be the responsibility of Transport for Greater Manchester (TfGM). TfGM is Greater Manchester's Combined Authority's delivery agent for transport. This will be undertaken in conjunction with the local authority acting as delivery partner.

Scheme Name: Stockport Interchange

Headline Description:

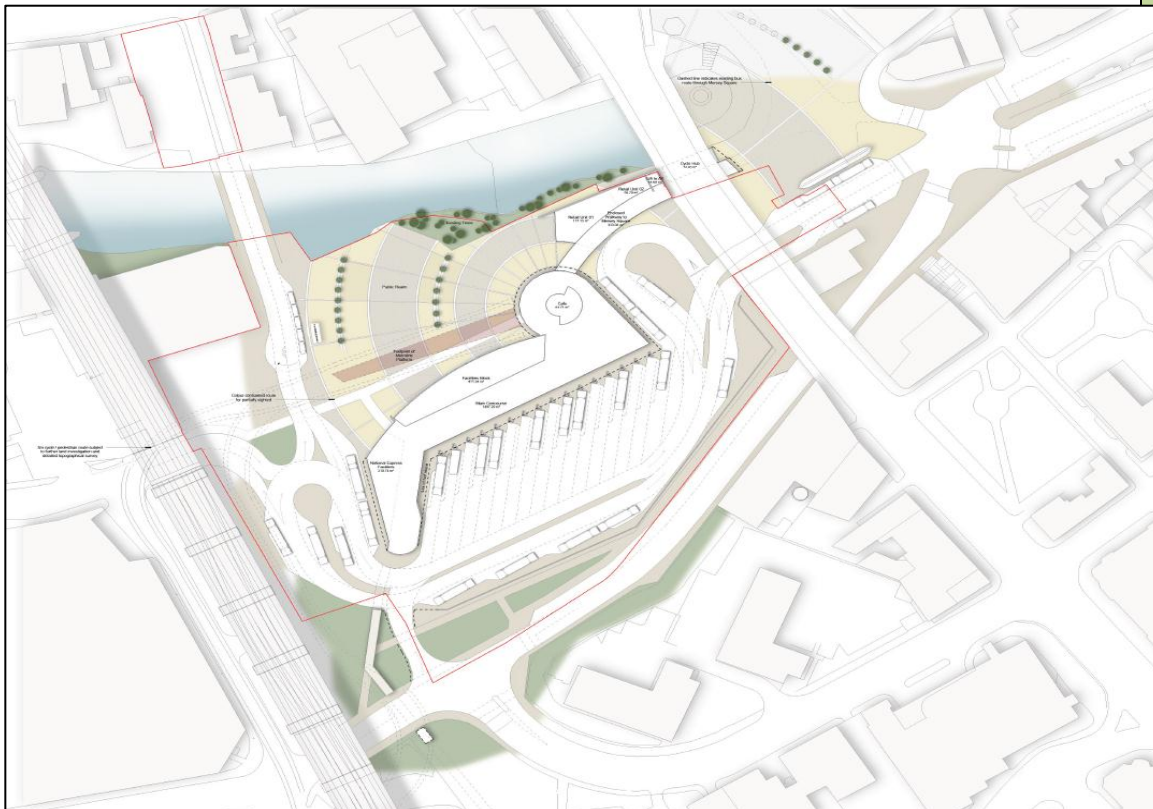
Replacement of the existing Interchange with a new facility that enhances the quality of passenger facilities, supports the interchange between bus and rail and makes provision for the future extension of Metrolink into Stockport town centre.

As well as transport improvements the new interchange will play a pivotal role in supporting the on-going development of the Town Centre. The Interchange is a critical component of the 2005 Future Stockport Masterplan and has a key role in supporting the economic aspirations of Stockport and regeneration of the surrounding area, including the office led redevelopment of the Grand Central site.

Geographical Location:

The proposals would see the redevelopment of the existing bus station site which is located on the western side of Stockport Town Centre and bounded by Wellington Road (the A6) to the east, Daw Bank to the south, Swaine Street to the west and the River Mersey to the North. It also provides opportunities to improve linkages to Stockport Rail Station and the Grand Central site.

Existing Bus Routes and Location of Interchange



The Challenge:

Despite being a central hub within the town's transport network, the current interchange is unattractive in terms of its physical appearance, whilst connectivity between the bus station and rail station is poor due to the distance, level difference and indirect links. A 2004

consultation exercise undertaken as part of the Stockport Town Centre Masterplan found that 38% of respondents stated that the bus station was considered to be the most in need of improvement in the town centre.

Traffic congestion on the M60 and other strategic local links also creates adverse impacts in terms of air quality and road safety negatively impacting on the environment in the Town Centre. Other key issues associated with the existing bus station include the following:

- The dispersed layout of the bus station which results in long walk times between bus stands;
- The quality of the waiting environment and facilities including an absence of communal facilities;
- Passenger waiting facilities do not sufficiently protect users against inclement weather or exhaust fumes;
- Higher levels of interaction between passengers and vehicles than would be desirable; and
- Connectivity between the bus station and railway station is weak and does not comply with DDA standards for accessibility.

Since 2009, TfGM and Stockport Council have worked in partnership to develop a range of proposals for the interchange facilities, including the development of a feasibility report in 2010 which reviewed alternative locations for a new interchange in Stockport. This feasibility study concluded that the preferred site continued to be that of the current Interchange.

Scheme Objectives:

The provision of a new interchange for Stockport formed a critical component of the 2005 **Future Stockport Masterplan**. A 2010 Feasibility study that examined interchange proposals concluded that the current site was the preferred site based on an assessment of operational requirements, but also due to its integration with the highway network and development potential.

The importance of the improving access and was reinforced in the 2006 strategy **Future Stockport – An interim review of the 2000 – 2020 regeneration plan for Stockport Town Centre and the M60 Gateway**. Securing funding for the Interchange has been identified as a priority within the town centre along with integrating the interchange into wider accessibility measures. The new interchange will also improve legibility of the town centre through improvements to pedestrian permeability across the A6 and to the Rail Station. The scheme will also improve perceptions of the town by acting as a high quality gateway (as part of the Station Gateway quarter).

As well as helping to improve connectivity across the town centre, the location of the new interchange within the A6 office quarter will support the aspirations for commercial development, particularly in the Station Gateway area, where new commercial and hotel development is proposed.

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs	£21,745	GRP Formula	£0
Land costs	£575	GRP Competitive	£41,747

Contingency / QRA	£14,716	Local Authority	£0
Inflation	£4,711	Third Party	£0
Total	£41,747	Total	£41,747

Expected Benefits and Outcomes of Scheme:

The scheme is expected to deliver the following key benefits:

- Increased public transport demand, as a result of the improved facilities, and better integration, thereby driving economic growth;
- Improve accessibility into and across the town centre, providing an identifiable termination location for scheduled bus services;
- Support and complement the town centre Bus Strategy, through the closure of Mersey Square to traffic and the provision of a new access into the interchange via a new bridge across the River Mersey linking to Heaton Lane;
- Improved personal safety for public transport users through a staffed and well lit interchange waiting area, which includes CCTV recording and monitoring, and reduced person-vehicle conflict;
- Reduced emissions through modal shift from private to public transport;
- Improved perceptions of public transport through improved public transport amenities;
- Improved connectivity (integration) within the bus station and to the rail station through improvements to pedestrian movements, facilitating a more efficient public transport system;
- Improved linkages to the national cycle network, the Trans Pennine Trail and the cycle hub will encourage interchange;
- Bus services accessing the interchange from the west will avoid congestion on King Street West when accessing the Interchange via the new bridge; and
- Improved accessibility.

Value for Money:

Monetised Benefits	Facility Benefits to existing and generated bus passengers. Bus journey time impacts from new bus only bridge into the interchange. Highway junction impacts via isolated junction models. Cycle parking benefits included. External decongestion benefits via unit rates. Ambience benefits assessed using values from previous Greater Manchester interchange appraisals. PVB = £82.8 million (2010 values and prices)
Costs	Base costs (construction plus land) net of do minimum costs. Renewals and operating costs added in, though may be limited once offset against the costs on maintaining the existing interchange facility. PVC = £38.9 million
Initial BCR	2.13
Non-monetised impacts, SDIs	Wider impacts related to the role of the new interchange within the regeneration of Stockport town centre and its links to the Stockport Town Centre Access Package LTB scheme.
Robustness of	Robust appraisal. Further work required prior to LTB Full Approval

Appraisal	submission on sensitivities and justification on key parameters. Need to include public realm, cyclist and pedestrian benefits, and show synergy to the wider town centre package scheme and the potential to uplift the overall benefits.
VfM category	High
Risk - Impacts if Scheme was not Delivered: Should funding not be secured for the scheme, a 'Do Minimum' scenario would be needed to ensure that the current Interchange can remain operational in terms of both physical infrastructure and regulatory compliance. This would include minor works to ensure the current facilities are brought up to required standards at an estimated cost of £0.57million (2012 prices).	
Links to Other Programmes: The scheme complements the Stockport Town Centre Access Package through improving the quality of the interchange facilities and the environment in the area surrounding the Interchange. Improved links between the Interchange and Stockport Railway Station would also support improved intermodal connectivity across the town.	
Governance and Delivery: The management of the development and delivery of the scheme will be the responsibility of Transport for Greater Manchester (TfGM). TfGM is Greater Manchester's Combined Authority's delivery agent for transport. This will be undertaken in conjunction with the local authority acting as delivery partner.	

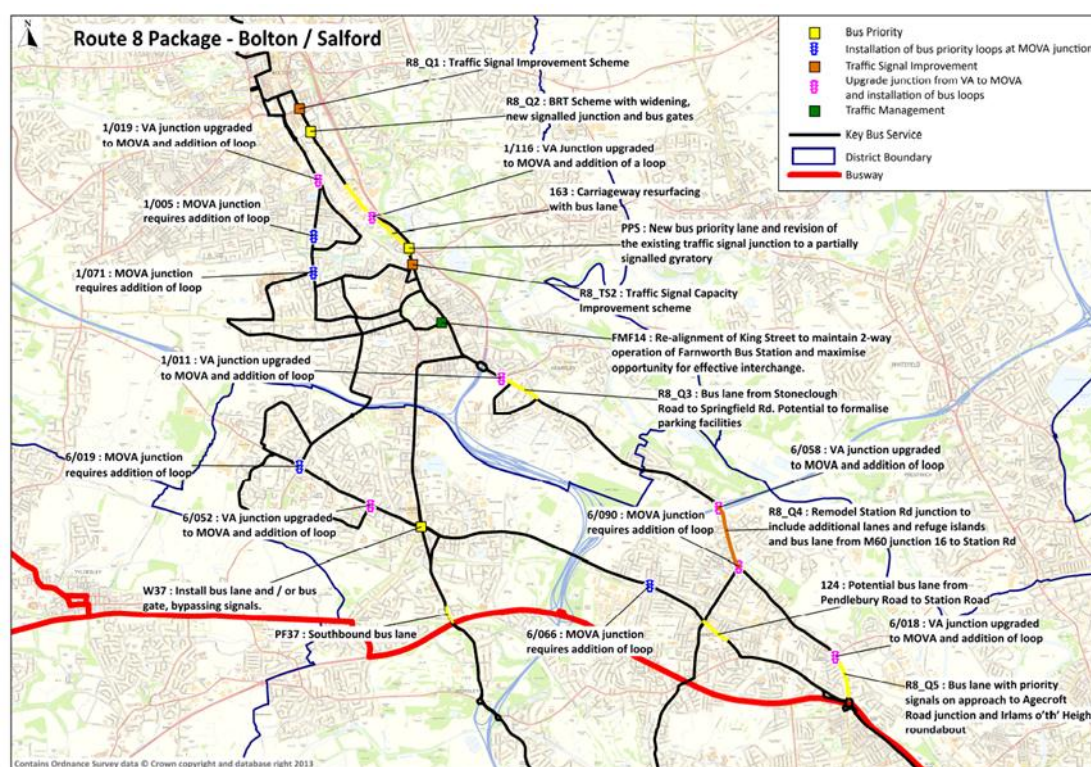
Scheme Name: Route 8 Quality Bus Network

Headline Description:

A major scheme extension to the historic Quality Bus Corridor and current Bus Priority Package programmes. Provides whole route improvements and enhanced bus passenger interchange and waiting facilities to an area of the bus network in need of a step-change improvement in quality, frequency, journey times and reliability to support the economic regeneration aspirations of Bolton and Salford MBC's.

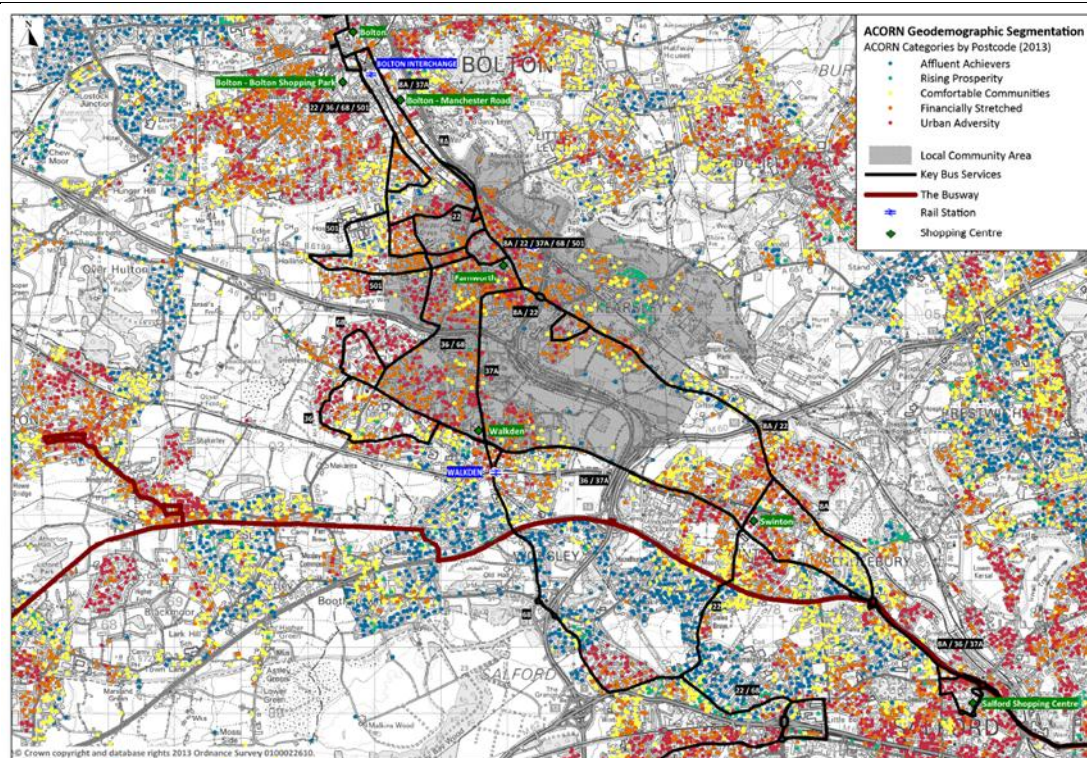
This package of on-highways works will include the development a new bus interchange facility within Farnworth Town Centre, upgraded bus shelters, new bus lanes, bus gates and junction improvements to overcome known pinch-points (including Moses Gate). It also includes a new 1km busway on disused railway track between Walkden and the A580.

The infrastructure will be delivered in combination with enhancements to the routing and timetabling of the current local bus network, to include the delivery of a new rapid express bus service for Bolton – Farnworth – Walkden – Swinton – Manchester. This new service will provide seamless bus-rail interchange at both Bolton and Walkden Train Stations; to new P&R facilities on the East Lancs (A580) under the M60 and strengthened linkages between Walkden and Farnworth Town Centres and Farnworth College and Health Centre.



Geographical Location:

Measures targeted to benefit the local communities and district centres of Farnworth, Little Hulton, Walkden and Kearsley; with improved connections to Bolton Town Centre and Rail Station, Walkden Rail Station, new Leigh – Salford – Manchester Busway services and the Regional Centre.



The proposed schemes include interventions on the routes of the key radial Bolton – Manchester services 36, 37, 8 and feeder/orbital services 22, 501 and 68; which includes the B6536 Manchester Road, A575 (Manchester Rd – Walden Rd), A6053 Market Street, A666 (Kearsley – Pendlebury), Chapel Street, B5231 (Swinton – Eccles) and Farnworth Bus Station.

The Challenge:

- Physical segregation of areas by the M61/M60 motorway infrastructure
- Traffic congestion - impacting on performance (journey times and punctuality) of bus services
- Fragmented & low quality bus stop and interchange arrangements in Farnworth Town Centre
- Poor rail connections for Little Hulton, Farnworth, Kearsley and Clifton
- Poor bus-rail interchange at Bolton, Walkden and Swinton rail stations
- Severe over-crowding problems on Bolton rail line
- Poor current retail ranking of Farnworth Town Centre (67th in GM, compared with Walkden's ranking of 51, Swinton's ranking of 42, Salford's ranking of 28 and Bolton – Manchester Road ranking of 18)
- High levels of deprivation and job seekers allowance in identified local community areas
- Bolton Interchange Project – on-site
- Farnworth Town Centre Redevelopment (2nd largest centre in Bolton) – Masterplan approved in partnership with St Modwens
- Changing retail patterns linked to Walkden Ellesmere Centre
- Changing leisure and commuting patterns linked to MediaCityUK
- Logistics North & Cutacre Country Park approved (6,500 jobs)
- Changes to Business Strategy and Local Management arrangements within First Manchester
- Leigh-Salford-Manchester Busway Services

Scheme Objectives:

The scheme proposals directly support the following GMS priorities:

- To improve access from residential areas, particularly housing growth points to key education and employment areas, particularly in the Regional Centre and town centres, Trafford Park and other strategic employment sites (such as Cutacre, MediaCityUK and Pendleton); and
- To improve the efficiency and reliability of the transport networks.

It addresses the above strategic priorities through the following local objectives:

- Improve local accessibility and connectivity, by bus, of deprived residential areas of Farnworth, Kearsley and Walkden to key education & employment areas; including the Regional Centre, Bolton Town Centre, universities of Bolton, Manchester and Salford, MediaCityUK, Trafford Park and Cutacre, and further opportunities through interchange at Walkden and Bolton train stations;
- Support the district centre economies of Farnworth and Walkden and contribute positively to their sense of place;
- Support the viability and sustainability of new housing throughout the area;
- In particular support the regeneration of Farnworth Town Centre and recognise the co-located Bolton Sixth Form and Community Colleges in Farnworth as the principal focus for post 16 education in the southern part of the borough of Bolton, and Farnworth as an important public transport hub;
- Support the Bolton Town Centre Transport Strategy;
- Relieve traffic congestion on A666 and M60/61;
- Relieve over-crowding at Bolton Rail Station;
- Improve the reliability and punctuality of local bus services;
- Improve convenience and safety for cyclists and pedestrians; and
- Application of the Quality Partnership Scheme delivery model to secure service network enhancements in tandem with infrastructure investment;

Cost:

Scheme Costs (2013 Prices, £000)		Scheme Funding (Nominal Prices, £000)	
Base Costs + Reserve	£14,715	GRP Formula	£0
Other Costs	£6,928	GRP Competitive	£39,665
Contingency / QRA	£14,011	Local Authority	£0
Inflation	£4,011	Third Party	£0
Total	£39,665	Total	£39,665

Expected Benefits and Outcomes of Scheme:

A number of scheme specific objectives have been set for the scheme which indicate desired outcomes from the investment:

- **Faster and higher quality bus journeys:** A new rapid express flagship bus service will deliver improved and competitive journey times to Bolton Town Centre and the Regional Centre;
- **Effective feeders into new multi-modal transport hubs and interchanges:** Network improvements delivered by our bus operator partners operating in the area will be secured in tandem with infrastructure delivery through the tried and tested Quality Partnership Scheme mechanism. These will provide new and strengthened links to Bolton Rail Station, with the opening of the new Bolton Bus Interchange facility in 2015-16, they will also link to the new P&R facility on the A580 and Walkden Train Station and interchange with the new Leigh-Salford-Manchester busway services providing cross-city

linkages to the Oxford Road Corridor;

- **Increase in employment levels alongside the generation of economic growth:** Improved facilities, better integration of services and modes, and improved accessibility and connectivity will open up access to the wider Greater Manchester economy to the local communities and district centres identified, facilitating the movement of labour to employment opportunities both within Bolton and Salford the wider area;
- **Promotion of the regeneration of Farnworth Town Centre:** Improving the quality of the bus station, the waiting environment and interchanging facilities will complement the existing and planned package of regeneration proposals for the town;
- **Improvements to pedestrian safety:** Improved levels of perceived and actual safety through good design, improved facilities, and better integration of services by reducing pedestrian/vehicle conflicts and the number of accidents;
- **Support of lower carbon travel:** Improving perceptions of public transport through improved public transport amenities will make public transport a more attractive and viable alternative to the private car; and
- **Improvements to local skills:** The local communities which are the subject of this scheme suffer from a relatively low skilled workforce, and the need to develop skills at post 16 level has been identified as a key priority for the borough. Part of this will be achieved through an expansion of the Further Education College in Farnworth and improved bus connections to this site and the other education facilities linked to the Universities of Bolton, Manchester and Salford.

The proposed timetabling and performance improvements to the local bus network will help achieve mode shift from the car, relieving existing congestion problems, supporting the regeneration of the district centres of Farnworth and Walkden and support housing growth in these areas.

Value for Money:

Monetised Benefits	Facility Benefits to existing and generated bus passengers. Bus journey time impacts bus priority measures. Highway junction impacts via isolated junction models. External decongestion benefits via unit rates. Ambience benefits assessed using values from previous Greater Manchester interchange appraisals. PVB = £98.3 million (2010 values and prices)
Costs	Base costs (construction plus land) net of do minimum costs. Renewals and operating costs added in, though may be limited once offset against the costs on maintaining the existing interchange facility. PVC = £55.8 million
Initial BCR	1.76
Non-monetised impacts, SDIs	Wider impacts related to the role of the new interchange and bus network improvements within the regeneration of Farnworth town centre.
Robustness of Appraisal	Outline appraisal. Further work required prior to LTB Full Approval submission on sensitivities and justification on key parameters. Need to include public realm, cyclist and pedestrian benefits, and show synergy to the wider town centre package scheme and the

	potential to uplift the overall benefits.
VfM category	Medium
Risk - Impacts if Scheme was not Delivered: Tbc – include reference to wider bus partnerships agenda, strategic targets for public transport mode share, and the reduced ability for the local area to benefit from wider economic and employment growth opportunities	
Links to Other Programmes: <ul style="list-style-type: none"> ■ Bus Priority Package. ■ Bolton Interchange. ■ Historic Quality Bus Corridors. ■ LSTF. 	
Governance and Delivery: The management of the development and delivery of the scheme will be the responsibility of Transport for Greater Manchester (TfGM). TfGM is Greater Manchester’s Combined Authority’s delivery agent for transport. This will be undertaken in conjunction with the relevant local authorities acting as delivery partner.	

Scheme Name: Metrolink Improvement Package

Headline Description:

The scheme covers acquisition of 12 additional light rail vehicles (LRVs) for the Metrolink network. These may be used on a variety of lines, with the intention that one vehicle be held back as a fleet reserve, for maintenance and operational resilience purposes. The investment will help provide the capacity needed to address the expected growth in Metrolink patronage and provide additional connectivity and reduced overcrowding for services serving key employment zones.

The scheme also covers supporting infrastructure including;

- the installation of a new wheel lathe for the Trafford depot;
- two substations in the Brooklands and Whitefield areas; and
- a turnback at Sale to improve resilience of the network.

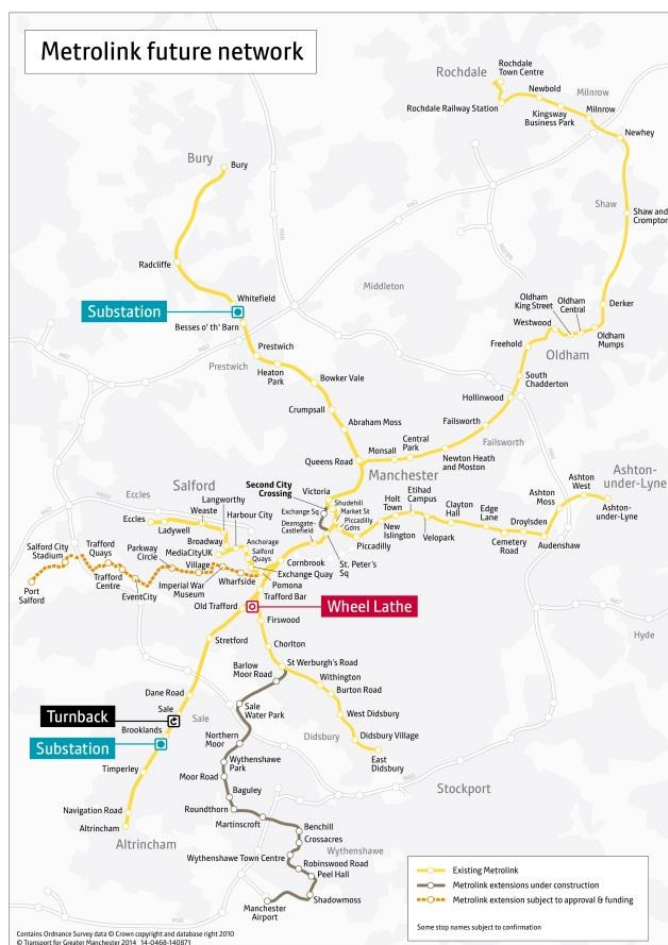
These facilities in combination improve the capability of the network, increase resilience and improve operational reliability.

Geographical Location:

The geographical coverage of the investment focuses on connectivity into key employment zones from key residential areas. The outline business case has been compiled on the following assumptions:

- 3 LRVs to operate on the Media City to Piccadilly route;
- 6 LRVs to operate on the East Didsbury to Shaw route;
- 2 additional LRVs for providing doubles on the Airport Line; and
- 1 additional LRV for spare/event services (over entire network).

The additional substations are required in the Brooklands and Whitefield areas of the network. The wheel lathe is to be accommodated within the Trafford Depot and the additional turnback will be located between the Sale and Brooklands stop. The following diagram shows the Manchester Metrolink network (including future lines).



The Challenge:

The proposed Metrolink investment has been developed in response to growth opportunity arising from an increase in key areas, including Media City, Central Park and Airport City. In addition town centre connectivity at Oldham and Wythenshawe will be significantly improved. The implication of this is increase in demand leading to overcrowding and passenger shortages. In the past three years, the network impact of Metrolink expansion has resulted in a 40% increase in demand for travel across the system. The number of passengers across the network forecast to increase by 137% over the period 2010 to 2016 and by 171% between 2010 and 2031.

The Strategic Case behind the proposed Metrolink investment is aimed at serving route corridors and locations where the additional LRVs are likely to deliver the greatest economic and social benefits.

There is a policy link in addressing the increase in transport supply to support local growth in a sustainable way.

In addition, network enhancements are required to improve system resilience for the increased demand in services and to retain operational flexibility.

Scheme Objectives:

- Improve clean and sustainable urban transport network capacity and flexibility;
- Create conditions for sustainable growth by connecting people with job opportunities;
- Target congestion and reduce carbon emissions; and
- Unlock development opportunities.

Cost:

Scheme Costs (2013 Prices)		Scheme Funding (Nominal Prices)	
Base Costs	£35,897,589	GRP Formula	
Other Costs	£4,209,055	GRP Competitive	£44,374,752
Contingency / QRA	£3,376,551	Local Authority	
Inflation	£891,557	Third Party	
Total	£44,374,752	Total	£44,374,752

Expected Benefits and Outcomes of Scheme:

A draft Outline Business Case has been drafted to consider scheme benefits. This shows that the salient scheme benefits are:

- Reduction in crowding on heavily utilised services for business and commuter users;
- Journey time benefits;
- Reduction in car kms within Greater Manchester (benefitting air quality and congestion);
- Improved accessibility to key destinations within the region; and
- Reliability benefits over the entire network.

The draft Outline Business Case demonstrates that this project will have a BCR of 2 (with the inclusion of standard WebTAG compliant wider impact benefits).

Value for Money:

Monetised Benefits	Elasticity-based spreadsheet model based upon passenger demand and journey times from public transport network model to derive load factors. User benefits from crowding relief and /or reduced wait times. Operator revenue benefits. External benefits via unit rates. PVB = £224.8 million (2010) (£236.6 million with webTAG WEIs)
Costs	Costs for additional Light Rail Vehicles, plus sub-stations. Operating costs and renewals. No OB as TfGM have a contract price for additional vehicles to June 2014. PVC = £116.6 million (2010)
Initial BCR	1.93 (2.03 with wider impacts)
Non-monetised impacts, SDIs	Updated business case will look at distribution of benefits in relation to jobs, and need to connect areas on lowest IMD.
Robustness of Appraisal	Appraisals does not cover East Didsbury-Shaw service as VfM case for additional vehicles across whole route is poor. Revised scheme with shorter running being developed. Need to include latest demand data in the appraisal given the large number of changes to the Metrolink network in the last year. Wider opportunities to improve the overall network through targeting of additional capacity to area of most need, including during events, and the resulting benefits of service comfort and reliability need to be quantified. The impact of fare levels and the ability to drive up demand across the network could also be reflected to maximise the benefits of additional trams.
VfM category	Medium to High

Risk - Impacts if Scheme was not Delivered:

- Discontinuation of services from Media City to Piccadilly, once Airport Line is operational in 2016;
- Considerable overcrowding on key services;
- Restriction in growth as transport supply cannot match requirements; and
- Increased vehicle costs over time – currently able to extend existing contractual agreements with Bombardier for the purchase of trams prior to the addition of inflation and mobilisation costs. The window to extend this contract is limited to July 2014, after which costs will increase significantly.

Links to Other Programmes:

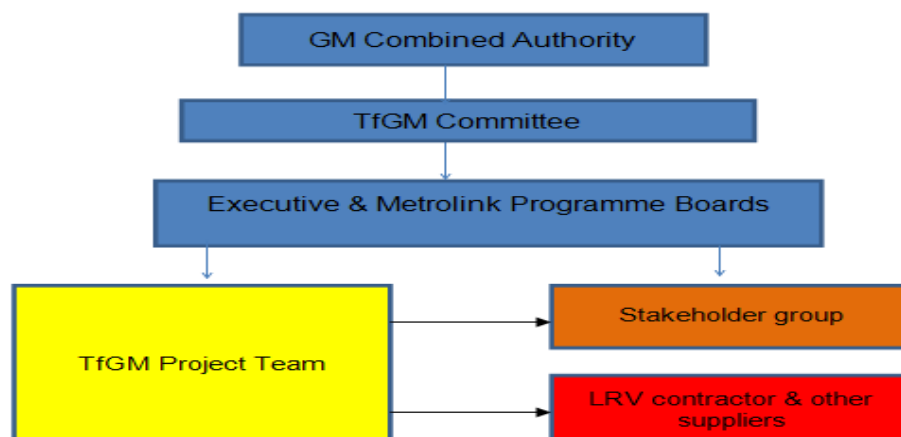
A programme to replace existing T68 trams with new M5000 trams has been undertaken, including ordering M5000 trams for new lines as part of the wider network expansion, involving extensions to Media City, Rochdale, Ashton, Oldham, Chorlton, Didsbury, Wythenshawe, Manchester Airport and Trafford Park. Currently 104 M5000 trams have been ordered. This is the opportunity to order additional LRVs to strengthen the fleet before the production line closes.

Any package of investment would be delivered as part of the wider Metrolink delivery programme. There is an on-going programme of delivery for the expansion of the Metrolink network with a number of future line extensions, such as lines to Manchester Airport and the Manchester Second City Crossing. This additional infrastructure will require additional Metrolink capacity in the general sense, to maintain and improve the frequency and capacity of services provided on existing lines.

Due to the strong linkages between this scheme and other Metrolink delivery programmes, a large amount of experience can be drawn upon for the design, procurement and delivery of the scheme.

Governance and Delivery:

Overall responsibility for managing the delivery of the project rests with Transport for Greater Manchester (TfGM), as the Combined Authority's delivery agent. This is shown below.



The Executive Programme Board will be chaired by the CEO and reviews overall programme progress and provides a forum to determine appropriate strategies to address key issues

The scheme will be conducted in line with standard TfGM procedures including the TfGM Project Assurance Strategy and the Gateway Review Panel.

To support the effective management of risks, issues and opportunities, TfGM uses the Predict Risk Management system and will follow an iterative and on-going cycle of risk management.

A Stakeholder communication and management plan will be developed to ensure engagement with key stakeholders and mitigate stakeholder risk.

5.3. Local Transport Body Minor Works Programme 2015/16 – 2016/17

Our minor works programme is designed to support the GMS and the wider delivery of transport schemes, by helping to create the conditions for growth and extending the benefits of that growth throughout the conurbation through a better integrated transport network. A prioritised programme of smaller investment measures has been developed through a policy-driven exercise to establish this growth-led minor works programme, which includes:

- Targeted town centre transport improvements;
- Enhanced local access measures to support first/last mile access to major schemes;
- Bus Market Growth measures on key commuter routes;
- Local pinch point access to key development and employment growth areas; and
- Cycling schemes.

Each of these elements is described in more detail below.

Targeted transport improvements in town and city centres and other major employment areas to support the economic renewal of our key local centres of activity and growth potential;

The Regional Centre, including Manchester city centre and the adjacent parts of Central Salford but also extending westwards to Salford Quays, is the main economic driver for the conurbation. To retain essential labour market connectivity as the centre continues to grow will require a significant shift to public transport, walking and cycling and increased efficiency in the use of the highway network. Our investment in major transport schemes, both through GMTF and our future programme, has been designed to achieve this, but will need to be supported by smaller measures to improve linkages within the centre. Equally important is the need to improve the liveability of the city: creating the type of pedestrian and cycle-friendly environment found in major European cities is an important element in giving the Regional Centre a competitive advantage in attracting investment.

Our eight principal town centres (Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan) are an important source of employment as well as being key local service centres. Like most town centres in the country they are facing serious challenges as a result of changes in retailing. In response to these challenges, their forward strategies were reviewed by an independent team of private sector experts with a view to helping them to respond to changing market demands. Although roles and opportunities vary for each centre, a common theme was the need to diversify town centre uses and bring more footfall to support the retail element. Our minor works programme will support these strategies in a number of ways: improving access to and connectivity within the centres, reducing congestion by improving sustainable travel, facilitating new developments and improving public realm to make them more attractive to visitors.

Enhanced local access measures to support first/last mile access to major schemes, including the Metrolink system, enhanced local rail links and Cross City Bus routes, so as to maximise the benefit of this investment by widening the catchment area for sustainable commuting;

Through the GM Transport Fund we are making a very significant investment in raising the quality and capacity of public transport. In addition to this investment in new Metrolink lines, the Leigh-

Salford-Manchester Busway and the Cross-City Bus Package, Network Rail has made a major commitment to investment in the rail network through the Northern Hub and Electrification. This step change in the public transport network provides an opportunity to achieve a significant modal shift to sustainable transport and we now need to ensure that this is supported by improvements in the first and last mile access to stations and stops to make the overall offer as attractive as possible and to widen the catchment area of the network. This means improved pedestrian and cycle routes, cycle parking and, where appropriate, park and ride. Our parallel bid for LSTF revenue funding includes a programme of travel choices interventions targeted at areas where improved infrastructure makes sustainable transport a realistic option. This approach builds on our LSTF Large Project programme through which local sustainable access measures were promoted through a Travel Choices Programme and smart technology, including smart ticketing.

Bus Market Reform measures on key commuter routes to further encourage mode shift, and hence reduced congestion;

Bus priority is a key element of our major schemes programme, but smaller scale improvements along targeted corridors, tackling ‘hotspots’ where buses experience delay, can help to improve reliability and make the bus a more attractive travel option, particularly for commuting. These improvements, alongside our market development work with bus operators through the Greater Manchester bus partnership and smart travel promotion initiatives will help achieve modal shift and hence reduce congestion, which has the potential to damage the economy. We will continue our established ‘Integrated Transport Corridor’ approach to bus priority where we improve conditions for pedestrians and cyclists as part of an integrated package of work. This element of our minor works package will therefore be integrated with our cycling proposals.

We have identified those bus corridors with the greatest potential to support economic growth and also assessed them in terms of the reliability and frequency of services, patronage, variation in journey times and the availability of other public transport in order to prioritise investment. On that basis, we will bring forward packages of minor works on a number of prioritised corridors during the course of our six year programme.

Measures to unlock key growth sites where access is currently a barrier to development;

As a result of the recession, a number of key development sites have become stalled. In a number of cases, small transport schemes have been identified as having the potential to make these sites more attractive to investors, for example providing or improving access roads, tackling a congestion hotspot or the potential failure of a key highway structure.

Measures to increase cycling (supporting further phases of the Greater Manchester Cycle City programme agreed with Government), which will contribute to modal shift, improve health (and hence productivity) and improve the liveability of the urban area, making it more attractive as a place to live.

Our Cycle City programme, Vélocity, sets out the scale of our ambition to make GM cycle-friendly, on a par with major European cities. In addition to the health benefits of increased levels of cycling, we believe that creating an urban environment in which people can safely walk and cycle has wider benefits in terms of making the conurbation an attractive place to live and invest. It is therefore a

key element of our growth strategy. Our Vélocity programme includes a commitment to continue the investment beyond that provided through the bid, which initially focussed on access to Manchester city centre from an area within the M60 motorway ring. We now need to extend this programme to improve access into the main town centres, which act as employment and service centres for a wide residential catchment, and access points onto the public transport network.

Based on the above five elements, we have developed a detailed minor works programme for 2015/16 and 2016/17. We have also indicated our priorities for 2017/18 to 2020/21, but we need to retain more flexibility in the programme for these years, in order to respond to local needs as growth gathers pace once more following the recession, in line with our market-led approach to economic development and the need to reflect priorities in emerging Local Plans.

Our minor works programme for 2015/16 and 2016/17 is summarised in the following table. The programme comprises a series of scheme packages, some of which we will begin to deliver in 2014/15, using our allocated ITB.

Ref	Minor Works Package	Strategic Fit						Funding			
		Town Centre	1st / Last Mile	Bus Market	Developm't / Pinchpoint	Cycling	Supports LSTF	Total £000's	2014/15 Spend	Match £000's	Bid £000's
Town Centre Packages											
01	Regional Centre	✓	✓	✓	✓	✓	✓	£2,500	£0	£0	£2,500
02	Bolton Town Centre Package	✓	✓	✓	✓	✓	✓	£2,850	£330	£0	£2,520
03	Bury Town Centre Package	✓	✓					£1,070	£120	£0	£950
04	Oldham Town Centre Connectivity	✓	✓	✓			✓	£3,433	£983	£0	£2,450
05	Rochdale Town Centre & Station Gateway	✓	✓		✓	✓	✓	£5,270	£1,620	£2,200	£1,450
06	Stockport Town Centre Package	✓	✓	✓	✓		✓	£3,038	£0	£0	£3,038
07	Ashton Town Centre Package	✓	✓		✓		✓	£900	£600	£0	£300
08	Altrincham Town Centre Package	✓	✓	✓	✓	✓	✓	£4,700	£750	£3,000	£950
09	Wigan Town Centre Package	✓	✓			✓	✓	£3,350	£1,000	£0	£2,350
District Centre / Regeneration Area Packages											
10	Manchester District Centres / regeneration	✓	✓				✓	£1,300	£300	£0	£1,000
11	Prestwich	✓	✓				✓	£1,000	£0	£500	£500
12	Stretford	✓	✓		✓	✓	✓	£3,750	£0	£2,000	£1,750
13	Hattersley		✓					£750	£0	£0	£750
14	Radcliffe Package	✓	✓	✓				£2,000	£1,000	£1,000	£0
Development Area Packages											
15	Airport City		✓		✓	✓	✓	£5,000	£0	£2,000	£3,000
16	Birley Fields Package		✓	✓	✓	✓		£100	£50	£0	£50
17	Denton	✓		✓	✓			£2,387	£0	£720	£1,667
18	Hollinwood				✓		✓	£1,100	£0	£300	£800
19	Salford Central	✓	✓	✓	✓		✓	£2,800	£750	£1,250	£1,700
20	Poolstock				✓	✓		£400	£0	£0	£400
Generic Packages											
21	Active Travel Networks		✓			✓	✓	£6,340	£2,095	£420	£3,825
22	Passenger Improvements		✓	✓			✓	£4,500	£500	£0	£4,000
							Total	£58,538	£10,098	£13,390	£35,950

The individual packages are described below. Each has been given a package reference number corresponding to the financial tables in section 7.

Ref 01 Regional Centre

The Regional Centre contains the largest concentration of financial and professional services in England outside London and the South East. A number of significant transport investments are being made within the Regional Centre including the Second City Metrolink Crossing, the Bus Priority Package and the rail schemes associated with the Northern Hub (Ordsall Chord and additional capacity at Manchester Piccadilly and Manchester Oxford Road). These major investments will make major contributions to improving connectivity and supporting continued growth. Transport investment will also assist in ensuring that the benefits of agglomeration lead to higher levels of productivity.

Alongside the investment in major schemes we will continue to develop a complementary package of transport investment that will improve the competitiveness of the centre and help to make it a first class location in which to work, live and invest. In this regard the congestion that currently occurs on the Inner Relief Route restricts movement around and into the regional centre for commuters, with a negative impact on the local economy. The congestion is a particular issue at the Water Street / Regent Road junction, which will be improved through the LTB priority major scheme. However changes to the Regent Road / Water Street junction on the Inner Relief Route are likely to increase the amount of traffic along the Middlewood Street / Liverpool Street corridor. The bid therefore includes a minor works project to increase the capacity of the Liverpool Street / Middlewood Street link between the A6042 Trinity Way and A5063 Albion Way for vehicular traffic by widening the carriageway and increasing the throughput of the Trinity Way and Albion Way junctions. A high quality cycle route will also be provided, improving access to employment opportunities for residents of Pendleton, Weaste and Ordsall, which are amongst the most deprived areas in Salford with high levels of unemployment.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓	✓	✓	✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£2,500	£0	£0	£2,500

Economic Case: High value for money.

Town Centre Packages

Our 8 principal town centres (Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan) are an important source of employment (11% of the GM total) as well as being key local service centres. The following packages are designed to help them to respond to current challenges in the retail sector. As hubs of the public transport network, town centres are the

locations best placed to achieve a mode shift to sustainable transport, building on the significant investment being made through the GM Transport Fund.

Ref 02 Bolton Town Centre

Bolton has the potential to become the focus for in-town office and commercial development for the north of the conurbation. The scale, amenities and character offered by the town centre, as well as good communications links, suggest it should be looking to attract inward investment from occupiers of significant scale. To do this, we need to manage congestion on the approaches to the centre and improve traffic circulation within the town whilst building on investment in the new Interchange (a GMTF scheme under construction) to encourage sustainable travel. Work in 2014/15 will see the improvement of a key town centre junction and better cycle access, building on the LSTF funded Cycle Hub at the Interchange. The bid will improve two further junctions which are currently pinch points on the approach to the town centre: at Crompton Way/Blackburn Road, to the north, and at Moses Gate to the south where routes from the M61 and Manchester converge. By tackling the pinch point at Moses Gate we will be able to bring forward an early element of the LTB Priority Major Scheme, Route 8 Bus Priority. The bid will also enable the widening of a stretch of St Helena, to provides access to a future development site.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓	✓	✓	✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£2,850	£330	£0	£2,520

Economic Case: High value for money.

Ref 03 Bury Town Centre

Bury has been successful in attracting recent new retail investment but now needs to maintain its position as an important shopping centre for the north of the conurbation and East Lancs. There is a need to improve connectivity by reducing congestion on the approaches to the centre and by improving pedestrian/cycle links between different parts of the town centre offer, including the College, Interchange, Market and shopping centres. Work in 2014/15 will improve cycle access across key junctions, continuing the LSTF funded Sustainable Access scheme. The bid will provide a new coach drop-off point for the Market, which is a key economic and tourist attraction, improve crossing facilities and footways at the Angouleme Way/Market Street junction (linking Bury College to the Interchange and the new coach facility to Bury market). It will also deliver the first phase of capacity improvements on the approach to the M66/A58 junction, so improving access to/from the motorway network.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓					

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£1,070	£120	£0	£950

Economic Case: High value for money.

Ref 04 Oldham Town Centre

Oldham town centre is undergoing major change with the arrival of Metrolink and major developments, including the Old Town Hall Cinema Complex, Oldham Leisure Centre (opening in 2015) and Hotel Future, the country's first National Hospitality Training Academy. There is a need to provide better linkages between the Metrolink stops, the core shopping area, education establishments and the new developments. On King Street, the key western gateway into Oldham Town Centre, a scheme will be delivered in 2014/15 to deliver improvements to pedestrian access and reconfigure and rationalise road traffic movements to complement the Metrolink investment. The bid programme includes the continuation of improvements in this area with work on the western gateway route extending through to Oldham Civic Hub to coincide with the delivery of the Hotel Future development. Work will also begin in 2014/15 on the Union Street/Yorkshire Street axis which continues in 2015/16. This includes the pedestrianisation of Clegg Street which connects Oldham Central Metrolink stop to the existing town centre pedestrian core shopping area, associated highway reconfiguration, rationalisation of bus routes and bus stops, street lighting and public realm enhancements.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓	✓				✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£3,433	£983	£0	£2,450

Economic Case: High value for money.

Ref 05 Rochdale Town Centre (including station gateway)

Rochdale is undergoing extensive change, with the extension of Metrolink into the town centre, a major redevelopment, construction of a new Interchange (with a cycle hub to be built there in 2014/15) and the re-opening of a section of the culverted River Roch. A key project to reduce congestion and improve access for buses, pedestrians and cyclists and at the key A58/A671 Townhead junction will be completed in 2014/15. The River Opening project, which will also start in 2014/15 will remove three sections of the culvert over the river Roch to expose the river bed and an historic masonry bridge. The associated highway measures involve the removal of a roundabout, creation of new highway alignments to create extended pedestrian areas, speed reduction to a self-enforcing 20mph, limiting of traffic flows and upgrading of pedestrian areas and crossings. These works begin close to newly opened Interchange (where a new cycle hub will be delivered in 2014/15) and will therefore improve pedestrian and cycle access to public transport.

At the station, now served by both rail and Metrolink and with a LSTF funded Cycle Hub under construction, there is a need to improve access by all modes. In 2014/15 the planned re-opening of the subway, along with pedestrian/cycle enhancements will improve access to the station from the new park and ride site as well as residential areas to the south. The bid will provide a new link road from the A671 Oldham Road to the park and ride, giving more direct access.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓		✓	✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£5,270	£1,620	£2,200	£1,450

Economic Case: Medium value for money, but additional wider regeneration benefits can be expected from re-vitalisation of the town centre.

Ref 06 Stockport Town Centre

Stockport is the key location in south-east Greater Manchester and parts of Derbyshire and Cheshire for professional services, education, health services and administrative functions and there is potential for further office and commercial development. Congestion and severance, particularly due to the A6 and M60 are key issues which the LTB Priority 'Stockport Town Centre Access Package' seeks to address. One element of the minor works package is designed to complement this by improving two key gateways, the M60 Junction 1/Hollywood Way junction and the Greek Street/Mercian Way junction (the first phase of a £1,850,000 scheme) to reduce congestion, improve pedestrian and cycle access and, improve access to future employment sites. The package also supports two key town centre developments, Stockport Exchange (to improve linkage between

the development, the adjacent railway station and nearby bus stops), and the Hopes Carr residential development (which requires pedestrian facilities to be added to an existing signalised junction, improving access to the primary school).

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓	✓	✓			✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£3,038	£0	£0	£3,038

- Note other related infrastructure at Hopes Carr and Stockport Exchange is developer-funded

Economic Case: High value for money.

Ref 07 Ashton-under-Lyne Town Centre

The relocation of Tameside College into the town centre, the consolidation of Tameside Council offices into a Shared Service Hub and the on-going delivery of the St Petersfield development sites will significantly increase the level of activity in the town centre and alter patterns of movement. Improved connectivity is needed to and within the town centre to capitalise on these opportunities, building on the development of the new interchange (LTB Priority scheme), the recent arrival of Metrolink and the earlier completion of the Ashton Northern Bypass, funded through GMTF. Improved traffic management is needed within the town centre (as is evidenced by the successful Pinch Point bid to ease congestion at two key town roundabouts), as well as improvements to the pedestrian environment. Work programmed for 2014/15 will improve access to and from the town centre from the M60 and will start to improve pedestrian access to bus stops, rail and Metrolink. The bid is for improvements to the public realm, to provide an enhanced and updated town centre and retail environment.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓		✓			✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£900	£600	£0	£300

Economic Case: High value for money.

Ref 08 Altrincham Town Centre

Accessibility within the centre is a key issue, with the built environment making navigation difficult for both motorists and pedestrians. The retail offer available is not clear or easy to find, particularly if arriving at the transport interchange, and this has been identified as a particular barrier to the growth. The Public Realm Strategy identified a number of key priority traffic and pedestrian management and public realm projects to re-vitalise the centre, particularly linking new development sites with the new transport interchange (a GMTF scheme under construction) and the retail core. The package will fund a number of these improvements, following on from £750,000 of work planned for 2014/15. In addition, through our LSTF bid, sustainable transport links to the town will be enhanced by the provision of a cycle link to the nearby Bridgewater Way cycle route (which was part funded through LSTF), which provides an alternative to the congested A56 corridor.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓	✓	✓		✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£4,700	£750	£3,000	£950

Economic Case: Medium value for money, but additional wider regeneration benefits can be expected from re-vitalisation of the town centre.

Ref 09 Wigan Town Centre

Wigan town centre has so far maintained its competitive position despite changes in the retail sector, but its location presents an opportunity to look beyond GM boundaries and attract customers and investment from parts of Lancashire and Merseyside. There is also a need to integrate the central core better with the surrounding areas, taking account of changed pedestrian desire lines as a result of new development. The opening of the Wigan Life Centre, which combines a range of public services under one roof, and a future hotel development, require improved access around the Riverway / Rodney Street Gateway, where work will start in 2014/15. Similarly the New Market St. Gateway scheme will improve access between the College and Youth Zone and the central area, including the bus station (to be improved as a LTB major scheme priority), from which they are separated by a major highway. Through our LSTF bid, connectivity for cyclists will be improved by a scheme to join together all the cycle corridors within the central core.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓			✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£3,350	£1,000	£0	£2,350

Economic Case: Medium value for money, with additional wider regeneration benefits from re-vitalisation of the town centre.

Local District Centres and Regeneration Area Packages

Although the eight key town centres are a significant focus for investment in Greater Manchester, there are a number of important lower order district centres where heavy traffic causes severance and makes these less attractive as locations to shop or access key services. Access improvements are also an important part of key regeneration projects, making it easier to move through the area, or improving access to public transport.

Ref 10 Manchester District Centres and Regeneration Areas

Manchester, at the heart of the city region contains many vibrant, diverse communities. There is a particular emphasis on supporting the economic wellbeing of the district centres that provide the focus for many communities and this package (on which work will start in 2014/15) aims to develop some focused transport interventions that support their overall competitiveness. This may include improvements to the pedestrian environment, improvements that complement other investments such as the Cycle City Ambition Grant schemes and measures to support public transport. The package will also support key investments that will assist in delivering regeneration initiatives across the city.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓				✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£1,300	£300	£0	£1,000

Economic Case: Medium value for money.

Ref 11 Prestwich Town Centre

Prestwich town centre is bisected by the very busy A56 Bury New Road, which connects with M60 J17 and therefore provides a key route into Manchester. The heavy traffic creates both access problems and a poor environment. The Prestwich High Street project (part of a wider master plan and development strategy) envisages the transformation of Bury New Road, involving highway improvements to reduce the carriageway widths in order to widen footways, create parking bays and allow improvements to the public realm.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓					✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£1,000	£0	£500	£500

Economic Case: The package represents Medium value for money.

Ref 12 Stretford Town Centre

The six lane A56 and Kingsway/Edge Lane dual carriageways separate Stretford Mall from the local population and assets such as the Bridgewater Canal, Metrolink Station and key public buildings and development sites. The A56/Kingsway/Edge Lane junction sits at the heart of the town centre and the space needs to be re-balanced to enable it to better serve the needs of pedestrians and cyclists. The existing subways which provide access across the A56 are unattractive, unsightly and associated with fear of crime and anti-social behaviour. The revitalisation of Stretford Town Centre will require the provision of safe and attractive routes alongside enhanced gateways to the town centre. A scheme will be developed for implementation in starting in 2015/16.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
✓	✓		✓		✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£3,750	£0	£2,000	£1,750

Economic Case: Medium value for money.

Ref 13 Hattersley Regeneration Area

The deprived social housing estate of Hattersley is a key regeneration area for Tameside, with plans to diversify the housing offer with private sector development and increase the population. There is therefore the potential to increase patronage at the under-utilised rail station. However, growth in rail patronage will be significantly inhibited by the very basic station facilities, which are in a state of disrepair, their perceived safety and the fact that the station is peripheral to much of the estate. Access is being improved through a LSTF funded scheme to move the existing Hattersley Road West closer to the station to unlock land for a 40 space car park and making bus interchange easier. While minor improvements and repairs have been made to the station itself, the bid is for a scheme to provide a new main building, toilets, waiting area and ticket office. Further improvements will also be made at the station through the Passenger Safety/Security / Information/Access Package outlined below.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	/	Cycling	Supports LSTF
	✓	✓				

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£750	£0	£0	£750

Economic Case: Medium value for money.

Ref 14 Radcliffe Regeneration Area

Our 2014/15 programme includes a scheme to re-build Radcliffe bus station on a new site, releasing the existing for a new supermarket development as part of the Radcliffe Town Centre 2010 Masterplan. There are no further schemes within the package at this stage, but the need for additional measures will be considered in the later years of the programme.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓	✓			

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£2,000	£1,000	£1,000	£0

Economic Case: High value for money.

Access to Development Sites/Pinch Points

Ref 15 Airport City Development Area

The Manchester Airport Enterprise Zone comprises a series of linked sites around Manchester Airport, University Hospital of South Manchester and Wythenshawe town centre. We are already making significant investment in improving access, through the Airport Metrolink extension, the A6 to Manchester Airport Relief Road and the LSTF funded Community Transport service. The initial EZ development (which has planning permission and will create 7,000 jobs) is at Airport City North, a site bisected by the M56 spur road. Sustainable transport links across this barrier, linking to the Airport Interchange and to the residential catchment of Wythenshawe, are essential to reducing the number of car trips generated and managing the impact on the motorway. The scheme provides a 'green' pedestrian/cycle bridge over the spur and access improvements between the Interchange, Airport City and Wythenshawe.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
	✓		✓	✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£5,000	£0	£2,000	£3,000

- Note part of a wider package of developer funded infrastructure totalling £29.3 million

Economic Case: Medium value for money.

Ref 16 Birley Fields Campus Development Area

Manchester Metropolitan University (MMU) is consolidating a number of its campus locations in a £350 million investment. In 2014 some 6,000 students and 500 staff will be transferred to a new site at Birley Fields in Hulme. There is a need to improve bus waiting facilities, to accommodate the large increase in passengers and to upgrade signals at the Stretford Road/Chorlton Road junction for the benefit of buses, pedestrians and cyclists.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	Cycling	Supports LSTF
	✓	✓	✓	✓	

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£100	£50	£0	£50

- Note other related infrastructure is developer-funded

Economic Case: High value for money.

Ref 17 Crown Point, Denton Development Area

The Crown Point East employment and housing site is a major development site in the heart of Denton town centre, where there is planning consent for a 520 job retail development and 65 dwellings. A new link road and traffic signal junction are required to provide access to the site. The Crown Point East Relief Road will also help to relieve congestion on the A57/A6017 Crown Point junction in the centre of Denton, which provides access to M67 Junction 1. This junction is a major intersection for local bus routes in the area and suffers from congestion at all times of the day.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓		✓	✓		

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£2,387	£0	£720	£1,667

Economic Case: High value for money.

Ref 18 Albert Street, Hollinwood Development Area

The 6.3 ha Albert Street development site forms part of Oldham's M60 Arc of Opportunity of key developments for business, which stretches from Oldham town centre through to Hollinwood Junction and includes Broadway Business Park, Greengate Industrial Area and Foxdenton Employment Area. The site will benefit from being within walking distance of the Metrolink Stop at Hollinwood, which will become a Cycle and Ride stop under Phase 1 of the Cycle City Ambition Grant programme. The site has planning permission for an employment-led mixed use development B1, B2 and B8 with complementary leisure/hotel and local retail opportunities. The bid will enable the access infrastructure to be delivered, including a new roundabout access off Albert Street, and improved pedestrian and cyclist connectivity between the site and the Metrolink Stop.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
			✓		✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£1,100	£0	£300	£800

Economic Case: High value for money.

Ref 19 Salford Central Development Area

The Salford Central area offers the greatest opportunity for new development and employment generation within the Regional Centre. A 2012 planning consent covering the 17.7ha area from Chapel Street to the River Irwell the application will rejuvenate a large part of the city and some

developments have already started on site. In addition there is significant potential for development sites at the Middlewood Locks and Granada sites, and in neighbouring Spinningfields, the city's new central business district. In 2014/15 we will fund the realignment of Cleminson Street to open up housing development sites. The potential of sites in the New Bailey area, close to Salford Central Station will be enhanced by the LTB priority major scheme to increase the number of platforms and the GMTF funded Cross-city Bus scheme which provides links to the Manchester Universities and hospitals. To support the regeneration of Salford Central, English Cities Fund has instigated a feasibility study around the New Bailey Street area to improve the road-based transport link between Manchester and Salford, creating a better gateway into the Regional Centre. The project, which will be carried out in two phases, will include environmental improvements, widening of pavements, traffic calming and a better transport interchange outside Salford Central station. Phase 1 of the £3,000,000 project is included in the 2015/16-2016-17 programme.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
✓	✓	✓	✓	✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£2,800	£750	£1,250	£1,700

Economic Case: Medium value for money.

Ref 20 Poolstock Environmental Improvements (Pinch Point)

Wigan Council is implementing a local Pinch Point scheme to improve junctions on a congested section of the A49 at Marus Bridge. This road provides a strategic corridor between the M6 J25 and Wigan town centre. Currently, the B5238, Poolstock is used as an alternative to the A49 and as a result is one of Wigan's most congested corridors. This creates environmental problems on a narrow road fronted by terraced properties. Following the A49 scheme, the bid is to fund environmental improvements on Poolstock, taking advantage of the released road space for sustainable transport measures.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
			✓	✓	

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£400	£0	£0	£400

Economic Case: Medium value for money.

Ref 21 Active Travel Networks

Through our LSTF Large Project and CCAG programmes we are delivering a number of improved routes for active travel, improving key radial cycle routes to Manchester city centre as well as active travel routes to town centres and employment areas. The schemes in this package support this earlier investment, particularly focussing on the area outside the M60, which was not covered by the CCAG bid. In 2014/15 we will deliver town centre Metrolink access improvements in Oldham, a cycle hub at Rochdale interchange, a cycle scheme at Irlam o'th' Height and additional cycle links in Leigh, building on the LSTF investment. These schemes are in addition to our specific LSTF bid, which is shown below. The schemes will achieve the following:

- Links to improve access from residential areas to town centres and other important local destinations. Two of these (Goyt Valley, Access to Bolton East Cycle Route) link to schemes funded through CCAG or the LSTF Large Project, while the Roe Green scheme (which delivers a further phase of the scheme in our LSTF bid) links to the National Cycle Network
- Improved access to public transport:
 - a programme of cycle and ride rail stations
 - Improved access to rail stations and Metrolink stops in Bolton and Tameside
- Making cycling safer and more attractive at the home end of the journey to encourage the use of new cycle routes , through the introduction of 20mph zones

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development / Pinch Point	Cycling	Supports LSTF
	✓			✓	✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£6,340	£2,095	£420	£3,825

Economic Case: Medium value for money.

Ref 22 Passenger Safety/Security/Information/Access Improvements

Significant investment is being made, through the GM Transport Fund and through Network Rail projects, in improving bus, rail and Metrolink networks. This package of works will make the network easier and safer for passengers to use. 2014/15 will see the resumption of an annual programme upgrades at rail stations across the conurbation as part of TfGM's Rail Station Improvement Strategy (RSIS). This provides CCTV, PA systems, customer information screens displaying live train information, and customer help points. Passenger information displays will also be improved at bus stations, allowing for the future introduction of real time information (building on the LSTF funded Smart Travel Information scheme). Finally a programme of minor local access (such as dropped kerbs) and signage improvements will be made at Metrolink stops to provide better integration with local access routes.

Strategic Case

Town Centres	First and Last Miles	Bus Market	Development Pinch Point	Cycling	Supports LSTF
	✓	✓			✓

Financial Case

Total Cost £000's	2014/15 Spend £000s	Match £000's	Bid £000's
£4,500	£500	£0	£4,000

Economic Case: Medium value for money.

5.4. 2017/18-2020/21 Programme

In the later years our minor works programme, we will continue to bring forward packages of measures that support our five priorities. These will include:

- Completing priority schemes started in 2015/16 and 2016/17, such as the Greek St/Mercian Way scheme in Stockport
- Improving access to major strategic economic sites such as Barton Strategic Site, Airport City and in the Regional Centre (including Salford Quays);
- Further measures to improve the connectivity of town and city centres, e.g. improving links between Manchester city centre and the adjacent regeneration areas of Ancoats and New Islington or further measures, or further elements of the Rochdale Town Centre Masterplan;
- Improving sustainable access to other employment and residential development sites (including those to be allocated through emerging Local Plans) e.g the Tame Valley industrial area, sites in Bolton town centre, sites released by Metrolink in Oldham;
- A package of bus priority measures, following on from the delivery of the major bus priority schemes (Cross-city Bus Package, the Leigh-Salford Manchester Busway and the Route 8 LTB major scheme priority) e.g further improvements to the A6 corridor in Manchester and Stockport;

- Tackling congestion hotspots, particularly where these are likely to impact on growth prospects e.g. the A58 Bury Bridge on the approach to Bury town centre,
- Supporting local district centres through improved traffic management and pedestrian/cycle measures e.g. Leigh, Eccles;
- Sustainable transport improvements along key corridors linking communities with major employment opportunities e.g. A57 in Salford;
- Continuation of the programme of improving access to rail and Metrolink stations e.g. in Stockport and Tameside; and
- Cycle schemes as part of the expansion of our CCAG programme e.g. the network around Wigan.

5.5. LSTF 2015/16 Capital Bid (£4,996,000, match funding £962,000)

Our bid for LSTF funding builds on our Large Project programme and is fully integrated with our minor works programme, with a number of the LSTF schemes being referenced within the minor works packages described above.

Our LSTF Large Project had four elements, three of which are the subject of our Revenue Bid for 2015/16:

- Travel Choices, for which we are submitting a LSTF Revenue bid as a bridge to the mainstreaming of this activity;
- Smart Travel, which is still in delivery, but our Revenue Bid includes work to improve the functionality of TfGM's website and journey planner, to provide more integrated, multi-modal information
- Demand Responsive Transport, which our Revenue Bid seeks to develop through a pilot shared transport scheme

The fourth element, Local Sustainable Access Improvements, which improved access to employment locations and to the public transport network to allow people to access opportunities further afield, is now the focus of our 2015/16 LSTF Capital Bid. The bid comprises three elements as set out below:

- Improved access to public transport
- Improved town centre access
- Links to employment

Improved access to public transport

Measures to improve links to rail stations and Metrolink stops from the neighbouring residential areas are included in this package. This supports the major investment being made in public transport networks, by increasing the catchment area and providing more attractive access routes to the stations and stops. It also encourages more people to make their whole journey by sustainable transport, thereby cutting carbon and improving health.

The bid is for:

- A programme of cycle and ride stations, continuing the programme begun through our CCAG project (£300,000)

- Access to Metrolink stops in Oldham, continuing the programme begun through LSTF Large Project (£70,000)

Improved Town Centre Access

Improved active travel links are an integral part of the town centre packages described above. They benefit the town centres by encouraging more visitors, provide people with a low cost means to travel to town centre jobs and, by encouraging mode shift, help to reduce congestion and carbon emissions and improve health. The bid is for:

- A link to Altrincham town centre from the Bridgewater Way walk/cycle route which was part funded through the LSTF Large Project and which provides an alternative to the busy A56 (£535,000)
- Linking cycle routes across Wigan town centre, to allow continuous journeys (£670,000)
- Cycle links across Manchester city centre, building on the initial investment made through LSTF Large Project and the CCAG investment in radial cycle routes (£200,000)

Links to Employment

Continuing the programme of improved active travel links to employment areas, the bid will provide a low cost travel option for those accessing work, as well as providing a sustainable alternative for those who have a car but wish to travel actively. The bid covers:

- Access to the Middlebrook Valley Trail, Bolton (£220,000). This existing trail provides access to the Middlebrook employment area, and links to the LSTF Large Project funded Bolton East Cycleway. The bid improves access to the trail.
- Radcliffe East Cycleway, Bury (£650,000). This improves builds on local networks and improves local east-west links, avoiding busy roads and improving access to jobs in Bury and Radcliffe town centres.
- Outwood Trail to Radcliffe upgrade, Bury (£75,000). This is part of NCN6, but requires improvement e.g. surfacing to provide good access into Radcliffe town centre
- Links in Oldham to/from the LSTF funded 'Arc of Opportunity' cycle route along Broadway and a route on Chadderton Way, connecting to existing networks (£150,000)
- Bridgewater Canal, Barton, Salford (£176,000). This extends access improvements along the canal towpath to link new residential developments with employment in Trafford Park, the Trafford Centre and Eccles town centre
- Roe Green Loopline, Salford (£800,000). This would allow continuation of a programme to improve the surfacing and access points, to give better access to Walkden town centre and rail station from the residential communities along the route, as well as access to local schools.
- Mersey Valley Links, Stockport (£200,000). This connects communities either side of the Mersey valley into Stockport town centre and connects to a CCAG route leading to Manchester city centre.
- Ashton to Stalybridge, Tameside (£460,000). This provides an important town centre to town centre off-road link and connects to previous LSTF improvements (cycle routes and cycle hub) in Ashton town centre.
- Urmston to Ashton on Mersey, Trafford (£140,000). This upgrades a bridleway to provide a traffic free link between these town centres and a link to NCN 62 (Transpennine Trail), improving

access for local communities currently cut off from one another by lack of highway links across the river Mersey.

- Wigan town centre to Southgate (£350,000). This completes the missing link in a link from Wigan town centre to Southport and provides access to a key development area in the Pier Quarter. Importantly it provides a route avoiding the busy Saddle gyratory.

5.6. LSTF 2015/16 Revenue Bid

Building upon the success of our existing LSTF Large Project, Key Component and CCAG programmes, our bid is tailored to meet the LSTF objectives of economic growth and carbon reduction, and support our Cycle City ambition for cycling to have a 10% mode share by 2025. A strong focus is also placed on supporting capital schemes being delivered as part of Greater Manchester's Growth and Reform Plan (GRP).

The LSTF Revenue programme for 2015/16 has three elements: Travel Choices, Cycling and Active Travel Initiatives, and Public Transport, Shared Transport and Community Transport. The programme is the subject of a separate bid, but is summarised below.

Travel Choices – Delivery of interventions to encourage sustainable commuting and business travel, improve access to employment opportunities and maximise the benefits of transport capital schemes being delivered in 2015/16.

Cycling and Active Travel Initiatives – Delivery of a package of cycling initiatives including practical support and training for both new and existing cyclists, enhanced cycle infrastructure, a partner school programme and the Get Active Manchester walking scheme

Public Transport, Shared Transport and Community Transport – Delivery of promotion activities to raise awareness of public transport and Local Link services that serve key employment areas, development of an shared transport initiative and continuation of the 'Train, Learn, Drive & Earn' scheme.

6. Economic Case

This chapter presents the results of the Value for Money assessments for each of the transport elements of the GM Growth and Reform Plan. The chapter covers the Major Schemes, the Minor Works programme and the 2015/16 LSTF capital programme and associated revenue bid.

6.1. VfM for Major Schemes

Majors Appraisal Methodologies

The LTB prioritisation process in July 13 resulted in 12 schemes being carried forward for the value for money review and prioritisation. The appraisal methodologies fell into three main categories:

- Interchanges appraised using spreadsheet models;
- Highway schemes appraised using highway network models either directly or to provide inputs to a spreadsheet model; or
- Public Transport schemes appraised using spreadsheets built from outputs of the multi-modal Greater Manchester Strategy Planning Model (GMSPM).

The table below summarises the approaches for each scheme.

Scheme	Methodology	Grouping
Stockport Interchange	Interchange Modelling Spreadsheet	Interchange spreadsheet modelling
Ashton Interchange	Interchange Modelling Spreadsheet	
Wigan Gateway Hub	TfGM benefit factors derived from other Interchange Modelling spreadsheets	
Wigan A49 Link Road	TfGM fixed matrix cordoned GM SATURN highway model	Highway models or spreadsheet approach derived from highway model outputs
Wigan M58 Link Road	TfGM fixed matrix cordoned GM SATURN highway model	
Stockport Town Centre	Fixed matrix SATURN highway model and TUBA	
M62 J19 Link Road	TfGM bespoke spreadsheet based model using outputs from GM-SATURN highway model with manual reassignment	
Regent Road / Water Street	TfGM bespoke spreadsheet based model using GM SATURN highway model outputs	
Route 8 Bus	TfGM bespoke spreadsheet model based on SPM2-PT outputs	Spreadsheet model using SPM2-PT outputs
Metrolink Service Improvements	TfGM bespoke spreadsheet based appraisal using outputs from SPM2-PT model and supporting analyses using SPM2-PT and TUBA	
Salford Central	Spreadsheet-based appraisal	
Great Ancoats Street	Qualitative appraisal – requires land value and GVA approach in parallel with transport appraisal	Highway model assignments balanced against a qualitative assessment of severance and public realm impacts

Majors Appraisal Results / Conclusions

TfGM has undertaken a review of the VfM for each scheme which has demonstrated that the twelve schemes on the prioritised list the majority can be expected to deliver high or very high value for money, with all schemes delivering at least medium vfm. This allows for the additional impact of currently non-monetised impacts, including GVA and land value uplifts as well as local environmental effects, and the potential for the design of certain schemes to be refined in order to maximise benefits.

Individual VfM Statements for each scheme are given below.

South Heywood M62 J19 Link Road

Monetised Benefits	Initial appraisal with a cordoned traffic model to derive benefits. Simple, non-optimised representation of scheme coded. Time savings and vehicle operating cost benefits only included to date. PVB = £18.3 million
Costs	Optimum bias has been applied at 44% for the appraisal. At this stage no allowance has been made for operating costs or renewals. PVC = £6.9 million
Initial BCR	2.65
Non-monetised impacts, SDIs	Monetised appraisal excludes significant economic benefits associated with the housing and business park.
Robustness of Appraisal	Appraisal considered conservative lower bound of BCR. Fuller appraisal being developed for next gateway submission to GM LTB.
VfM category	Medium to High

Wigan A49 Link Road

Monetised Benefits	High-level, fixed matrix morning peak assignment has been undertaken and run through TUBA, annualising and discounting the benefits to 60 years. Morning peak and evening peak impacts only have been included to date. Time savings and vehicle operating cost benefits only included to date. PVB = £56.1 million
Costs	Optimum bias has been applied at 44% for the appraisal. At this stage no allowance has been made for operating costs or renewals. PVC = £30.2 million
Initial BCR	1.86
Non-monetised impacts, SDIs	Monetised appraisal excludes significant economic benefits associated with the housing and business park development. There will also be accident savings and benefits from the traffic calming for the B5238 Poolstock Lane.
Robustness of Appraisal	Appraisal considered conservative lower bound of BCR. Fuller appraisal being developed for next gateway submission to GM LTB.
VfM category	Medium

Salford Central Rail

Monetised Benefits	Station usage data and public transport model to derive passenger benefits from reduced access time and fares within Manchester city centre. Changes in public transport revenues. External benefits, particular decongestion, via unit rates. PVB = £97.3 million (2010)
Costs	Capital costs, renewals, operating costs, plus 41% OB. PVC = £23.7 million
Initial BCR	4.11
Non-monetised impacts, SDIs	Wider economic impacts (incl. GVA) linked to economic growth at Spinningfields and regeneration of Chapel St corridor.
Robustness of Appraisal	Sensitivity tests on assumed rail demand growth need to be conducted but the VfM category is robust.
VfM category	High

CCTS IRR Improvements - Regent Rd

Monetised Benefits	Initial scheme design assessed. Highway travel time savings, plus vehicle operating costs, from junction based models using Saturn flow-delay relationships. Fixed matrix assessment. PVB = £11.3 million (2010)
Costs	Base costs for initial scheme design assessed plus 44% OB. Additional operating, maintenance, and renewal costs not yet allowed for, though likely to be marginal increases on do minimum. PVC = £1.2 million (2010)
Initial BCR	9.14
Non-monetised impacts, SDIs	Wider economic impacts from addressing major city centre bottlenecks. Environmental assessments required.
Robustness of Appraisal	Full assessment in a local traffic model required for full scheme, though initial appraisal shows that there are significant delay and flow at this junction and removing a proportion of it will give significant benefits.
VfM category	Very High

Wigan M58 Link Road

Monetised Benefits	Highway travel time benefits and vehicle operating cost increases via GM wide Saturn model. PVB = £78.8 million (2010)
Costs	Base costs for initial scheme design assessed plus 44% OB. Additional operating, maintenance, and renewal costs not yet allowed for. PVC = £14.8 million (2010)

Initial BCR	5.32
Non-monetised impacts, SDIs	Environmental positive and negative impacts need to be assessment.
Robustness of Appraisal	Bespoke traffic model required, but unlikely to reduce VfM category of appraisal.
VfM category	Very High

CCTS IRR Improvements - Gr Ancoats St

Monetised Benefits	<p>Highway travel time impacts will be assessed via the GM traffic model. The net effect could well be a forecast increase in overall highway travel times, although some movements may well benefit from travel-time savings. Any increase in highway travel time forecast by the fixed-matrix SATURN model will in practice be offset by car drivers making fewer and shorter trips, often involving a switch to walking, cycling, and public transport.</p> <p>Work is underway to monetise the public realm elements of the schemes.</p>
Costs	PVC to be determined.
Initial BCR	Likely to be Low vfm
Non-monetised impacts, SDIs	<p>The scheme benefits are expected to result primarily from improving the public realm. Work is underway to determine the extent to which these benefits can be monetised.</p> <p>Additional non-monetised benefits from reductions in severance to the north and east of Great Ancoats Street.</p> <p>Additional economic benefits from the housing development in the area.</p>
Robustness of Appraisal	Non-standard transport scheme appraisal, with the overall approach to vfm still to be agreed between the promoter and TfGM. This approach will attempt to monetise benefits to greater extent than has been possible to date. The magnitude of the benefits of improving the public realm and securing the regeneration of the area to the north and east of Great Ancoats Street will be compared with the estimated effect on highway travel times, allowing for the offsetting effects listed above. Relevant data will include public-realm valuation data reported in WebTAG and discussions with property developers interested in funding the regeneration of the area.
VfM category	Medium

Wigan Hub - Phase 1

Monetised Benefits	<p>Typical benefit rates per bus interchange user used alongside an estimate of Wigan interchange users.</p> <p>PVB = £41.8 million (2010)</p>
Costs	<p>Base costs, renewals, plus contingency, inflation, plus OB @ 51%.</p> <p>PVC = £21.3 million (2010)</p>

Initial BCR	2.04
Non-monetised impacts, SDIs	Regeneration benefits facilitated by the re-building of the bus interchange including new commercial opportunities.
Robustness of Appraisal	Bespoke appraisal being developed for scheme therefore conservative view of VfM Category has been made.
VfM category	High

Stockport Town Centre

Monetised Benefits	Highway benefits via fixed matrix local traffic model. Traffic model well validated. PVB = £395 million
Costs	Base construction costs plus 40% OB. No operating costs PVC = £53.9 million
Initial BCR	7.35
Non-monetised impacts, SDIs	Full Business Case appraisal will monetise benefits for bus users and cyclists. Non-monetised benefits relate to links to the regeneration sites in the town centre such as Bridgefield Street, Grand Central. Environmental impacts will be both positive and negative.
Robustness of Appraisal	Costs for all elements have been included, but only benefits from the highway improvements. While a variable matrix assessment is required, it is expected that the appraisal for the Full Business Case will demonstrate continued very high value for money.
VfM category	Very High

Ashton Interchange

Monetised Benefits	Interchange bus user benefits, operator revenues, external benefits via unit rates. PVB = £73.1 million (2010)
Costs	Base costs, plus renewals, operating costs. Inflation applied. OB at 51%. PVC = £34.8 million (2010)
Initial BCR	2.10
Non-monetised impacts, SDIs	Wider impacts related to the role of the new interchange within the regeneration of Ashton town centre and its links to the recollection of the college.
Robustness of Appraisal	Robust appraisal. Further work required prior to LTB Full Approval submission on sensitivities and justification on key parameters.
VfM category	High

Stockport Interchange

Monetised Benefits	Facility Benefits to existing and generated bus passengers. Bus journey time impacts. Highway junction impacts via isolated junction models. Cycle parking benefits. External benefits via unit rates. Discounting over 60 years. PVB = £82.8 million (2010 values and prices)
Costs	Base costs (construction plus land) net of do minimum costs. Renewals and operating costs added in. PVC = £38.9 million
Initial BCR	2.13
Non-monetised impacts, SDIs	Wider impacts related to the role of the new interchange within the regeneration of Stockport town centre and its links to the Stockport Town Centre Access Package LTB scheme.
Robustness of Appraisal	Robust appraisal. Further work required prior to LTB Full Approval submission on sensitivities and justification on key parameters.
VfM category	High

Route 8 Bus Network

Monetised Benefits	Facility Benefits to existing and generated bus passengers. Bus journey time impacts bus priority measures. Highway junction impacts via isolated junction models. External decongestion benefits via unit rates. Ambience benefits assessed using values from previous Greater Manchester interchange appraisals. PVB = £98.3 million (2010 values and prices)
Costs	Base costs (construction plus land) net of do minimum costs. Renewals and operating costs added in, though may be limited once offset against the costs on maintaining the existing interchange facility. PVC = £55.8 million
Initial BCR	1.76
Non-monetised impacts, SDIs	Wider impacts related to the role of the new interchange and bus network improvements within the regeneration of Farnworth town centre.
Robustness of Appraisal	Outline appraisal. Further work required prior to LTB Full Approval submission on sensitivities and justification on key parameters. Need to include public realm, cyclist and pedestrian benefits, and show synergy to the wider town centre package scheme and the potential to uplift the overall benefits.
VfM category	Medium

Metrolink Service Improvement Package

Monetised Benefits	Elasticity-based spreadsheet model based upon passenger demand and journey times from public transport network model to derive load factors. User benefits from crowding relief and /or reduced wait times. Operator revenue benefits. External benefits via unit rates. PVB = £224.8 million (2010) (£236.6 million with webTAG WEIs)
Costs	Costs for additional Light Rail Vehicles, plus sub-stations. Operating costs and renewals. No OB as TfGM have a contract price for additional vehicles to June 2014. PVC = £116.6 million (2010)
Initial BCR	1.93 (2.03 with wider impacts)
Non-monetised impacts, SDIs	Updated business case will look at distribution of benefits in relation to jobs, and need to connect areas on lowest IMD.
Robustness of Appraisal	Appraisals does not cover East Didsbury-Shaw service as VfM case for additional vehicles across whole route is poor. Revised scheme with shorter running being developed. Need to include latest demand data in the appraisal given the large number of changes to the Metrolink network in the last year. Wider opportunities to improve the overall network through targeting of additional capacity to area of most need, including during events, and the resulting benefits of service comfort and reliability need to be quantified. The impact of fare levels and the ability to drive up demand across the network could also be reflected to maximise the benefits of additional trams.
VfM category	Medium to High

The table below presents a summary of the monetised appraisal metrics for each scheme.

Ref	Priority Major Schemes	PVB	PVC	NPV	BCR
1	South Heywood M62 J19 Link Road	18.3	6.9	11.4	2.65
2	Wigan A49 Link Road	56.1	30.2	25.9	1.86
3	Salford Central Rail	97.3	23.7	73.6	4.11
4	CCTS IRR Improvements - Regent Rd	11.3	1.2	10.1	9.42
5	Wigan M58 Link Road	78.8	14.8	64	5.32
6	CCTS IRR Improvements - Gr Ancoats St	tbc	tbc	tbc	tbc
7	Wigan Hub - Phase 1	41.8	20.5	21.3	2.04
8	Stockport Town Centre Major Scheme	395	53.9	341.1	7.33
9	Ashton Interchange	73.1	34.8	38.3	2.10
10	Stockport Interchange	82.8	38.9	43.9	2.13
11	Route 8 Network	98.3	55.8	42.5	1.76
12	Metrolink Service Improvement Package	224.8	116.6	108.2	1.93
		1177.6	397.3	780.3	2.96

Integration

The capital programme is integrated with other growth initiatives within GM, which will reinforce the overall economic impact and hence improve VfM:

- The schemes help to further integrate the transport networks within GM via:
 - The access roads integrate with Local Pinch Point Schemes on the A49 in Wigan and xxx and the Ha Super Pinch Point scheme at M62 J19
 - The Route 8 Network scheme will improve integration with the rail network along the Bolton corridor and especially with the Salford Central scheme
 - The Salford Central scheme itself is complementary to Network Rail's Northern Hub scheme, and will be delivered as part of that programme
 - While being a Local Authority scheme, the IRR Regent Road scheme will help reliability on the M602 and is supported by the HA
- The transport interchange schemes in Wigan, Ashton and Stockport are each key elements of the GMS town centres regeneration programme

Wider Economic Impacts

The LTB major scheme programme was derived to support growth. While schemes has been assessed based upon their transport impacts using webTAG, there are also a number of wider economic impacts reflecting their contribution to economic growth in terms of:

- Improved connectivity:
 - Additional platforms at Salford Central offer opportunity for new development and employment generation within the Regional Centre eg it opens up Spinningfields, the city's new central business district, which has an established concentration of employment and provides further opportunities for expansion and the area from Chapel Street to the River Irwell. A 'real economy' appraisal of the Salford Central scheme has estimated that the labour market and productivity impacts of the scheme increasing the number of stopping trains from 8 to around 17 will result in a forecast GVA impact of net xxx pa. Redevelopment of Salford Central Station could create up to 810 jobs across GM, 750 (93%) of which are located within Salford
 - This equates to a potential net increase of £48.5m in GM's GVA per annum; just over £41m (85%) of which would be created in Salford
 - The Route 8 bus network will improve bus connectivity from the areas south of Bolton into the Regional Centre
 - The scheme link road schemes (Heywood J19, A49 link, M58 link, MSIRR Regent Road) all help to provide improve the highway connectivity of site economic sites, whether they are the city centre, town centres or new sites
- Improved reliability and resilience;
 - Stockport town centre access scheme will ensure a more resilient highway network better able to respond to incidents and accidents by virtue of increased network capacity and a new link road between the A6 and Travis Brow;

- The Route 8 bus network will improve the reliability of the parallel rail (Bolton – Manchester) and Strategic Highway (M61/M60) Network links – which are priorities from improvement for network rail and the Ha respectively - which both suffer from over-crowding in the peaks
 - The main aim of the Metrolink Improvement Package is to provide additional capacity and resilience into the Metrolink network to support its role at the heart of the commuter network for the regional and town centres
- Links to specific growth and regeneration areas
- The South Heywood J19 scheme enables the release of land for a major employment area and for housing which could potentially include the provision of 400 new residential units and release 32 hectares of additional development land for a 3,000 jobs.
 - The Wigan A49 link road schemes provide access a new development, the developer of which is helping to co-fund the scheme.
 - The MMSIRR Great Ancoats scheme will reduce severance facilitating the building of new homes in the vicinity, that would result in an increase in the labour-market catchment of the Regional Centre and the surrounding area, supporting increases in employment and GVA.
 - The interchange schemes will support the GMS priority ‘creating the conditions for growth’ through reductions in footprint of to free up land for development and indirectly by:
 - In Wigan, the scheme will support the proposed Galleries development and other key employment opportunities within the Learning Quarter and Eastern Gateway - to create around 200 jobs.
 - In Ashton, developing a gateway environment to the town centre to integrate with the ongoing re-development such as the relocation of the Further Education College to the centre of Ashton, given that Tameside suffers from a relatively low skilled workforce, and the need to develop skills at post 16 level has been identified as a key priority for the borough.
 - In Stockport, the scheme will offer high quality access to key developments notably Grand Central Stockport Exchange, Bridgefield, Nightsbridge and Gorsey Bank

Direct Employment Impacts

While these are not usually included within the scheme benefits themselves, there will also to be direct employment impacts of the scheme constructions. For example, for the Stockport Town Centre Major scheme, Stockport MBC have estimated that, on the assumption that highway schemes generate 9 jobs per £1 million per year, the Access Package would create circa 600 full-time equivalent jobs over the life-span of the project.

GVA Benefits

Analysis for the Greater Manchester Transport Fund in 2009 estimated that, at a programme level, the labour market and productivity impacts of the £1.5bn investment could potentially deliver

increase employment in GM by 21,000 and GVA by £1.3bn by 2021. Given the range of schemes now proposed in the £350 million LTB capital programme, on a pro-rata basis the employment impacts and the direct and indirect economic impacts described above could be of the order of 4,500 jobs and £300 million GVA pa. Analysis for the Salford Central scheme on a stand alone basis showed that the scheme could create up to 810 jobs across GM, 750 (93%) of which are located within Salford, equating to a potential net increase of £48.5m in GM's GVA per annum; just over £41m (85%) of which would be created in Salford.

6.2. VfM of GM Minor Works Programme

Minor Works Appraisal Methodology

Value for Money assessments have been made for each package within the proposed minor programme between 2014/15 and 2016/17. These assessments have been undertaken using existing appraisals where they exist or inferring value for money categories based upon knowledge of the interventions and previous economic appraisal work. The previous appraisal work includes:

- work for the GM Rail Station Improvement Strategy
- appraisals for the Local Sustainable Transport Fund
- appraisals for the Cycle City Ambition Grant programme
- the TfGM investment Appraisal Guidance
- pteg report, "Value for money and appraisal of small public transport schemes"⁸

Once the overall programme budget has been determined proportionate appraisal will be undertaken prior to final approval of the package elements as per the proposed GM assurance framework for minor works, which is set out in section 7.3 below.

Minor Works VfM Statements

Ref	Minors Package	Description	VfM Category
01	Regional Centre	Highway junction improvement at congested junction assumed to deliver significant decongestion benefits linked to IRR Regent Road major scheme	High
02	Bolton Town Centre	Assessment of Moses Gate element for Local Pinch Point Fund bid delivered an initial BCR of 6. Assumed that remaining elements deliver benefits to ensure overall High VfM.	High
03	Bury Town Centre	Majority of works are at highway junction bottlenecks, and so assumed to deliver high vfm.	High
04	Oldham Town Centre Connectivity	Scheme involves pedestrian crossings in town centre and so has positive pedestrian benefits but disbenefits to road traffic via calming. Initial BCR is expected to be below moderate but non-monetised public realm benefits should deliver a minimum of high vfm overall.	High

⁸ <http://www.pteg.net/resources/types/reports/value-money-and-appraisal-small-public-transport-schemes>

Ref	Minors Package	Description	VfM Category
05	Rochdale Town Centre & Station Gateway	Mix of measures to assist pedestrians and public realm with some disbenefits to road traffic. Moderate costs.	Medium
06	Stockport Town Centre package	Station facility benefits to passengers at high usage stations generally deliver high vfm. High vfm for road junction improvements for traffic in town centres.	High
07	Ashton Town Centre Package	Congestion pinch point schemes to town centre.	High
08	Altrincham Town Centre Package	Traffic management and public realm improvements generally delivery moderate BCR depending upon pedestrian flows. From CCAG analysis, cycle measures offer high health benefits and good BCRs. Expect medium vfm overall.	Medium
09	Wigan Town Centre Package	Improvements to pedestrian routes / desire lines via reduced severance will deliver benefits to new developments linked to regeneration. Some disbenefits to road traffic.	Medium
10	Manchester district centres	Improvements to pedestrian routes / desire lines via reduced severance benefiting access to district centres expected to offer at least medium vfm.	Medium
11	Prestwich district centre	Improvements to pedestrian pathways to improve public realm in district centre. And improved short stay parking.	Medium
12	Stretford district centre	Improvement to pedestrian route across main arterial. Benefits to high pedestrian flow, but some disbenefits to general traffic.	Medium
13	Hattersley	Previous TfGM analysis has shown that new and improved passenger facilities offer moderate BCRs at local stations.	Medium
14	Radcliffe Package	Bus station appraisals across GM have shown high value for money in town centre locations. Associated non-monetised regeneration benefits.	High
15	Airport City Bridge	Economic appraisal for Local Pinch Point Fund showed significant benefits from a) pedestrian journey time savings and reduced delays to cars from removing pedestrian / road traffic interactions. High cost results in medium vfm.	Medium
16	Birley Fields Package	Bus stop facility and journey time savings. Will be a high used location as will be a new university campus from 2014.	High
17	Denton	Transport Assessment and economic analysis for Local Pinch Point Fund showed high vfm from scheme.	High
18	Hollinwood Package	Highway junction improvement at congested junction assumed to deliver significant decongestion benefits.	High
19	Salford Central	Junction pinch point improvements combined with pedestrian and public realm benefits.	Medium

Ref	Minors Package	Description	VfM Category
20	Poolstock	Environmental and traffic calming improvements will give pedestrian and public realm benefits but with some disbenefits to general traffic – though mitigated by the A49 link road LTB improvement scheme	Medium
21	Active Travel Networks	TfGM economic appraisal analysis for CCAG based upon webTAG has shown high vfm for cycling schemes linking residential areas to town centres. Significant health benefits. Pedestrian improvements offer medium vfm. Individual schemes will be assessed using this methodology and revised to maximise vfm. Overall High vfm.	High
22	Public transport access	Passenger benefits from facility improvements and public realm investment. Overall vfm at a station / stop basis will be determined via passenger usage data.	Medium

6.3. GM LSTF Capital Bid Economic Appraisal

LSTF Appraisal Methodology

Value for Money assessments have been made for each package of LSTF measures within the proposed minor works programme for 2015/16. These assessments have been undertaken using existing appraisals where they exist or inferring value for money categories based upon knowledge of the interventions and previous LSTF economic appraisal work.

As described in section 5.3 above, the schemes fall into three categories:

- Links to employment
- Improved access to public transport
- Improved town centre access

Links to employment

As set out in section 5.3 above, the proposed 'Links to Employment' schemes include extensions to cycle routes being delivered as part of either the GM LSTF or CCAG programmes to add additional links to the developing GM cycle network. These additions are aimed at maximising the use of the existing network and extending the connections between residential areas and employment sites.

Appraisals for routes similar to the cycle routes in CCAG and LSTF delivered BCRs over 2 for schemes that offered journey time benefits on routes with increased levels of segmentation. These success factors have been used in identifying, sifting and prioritising the extension routes, as well as focusing on employment sites such as Middlebrook in Bolton, Trafford Park and the town centres.

Therefore this package is expected to deliver High value for money.

Improved Town Centre Access

The Improved Town Centre Access package is aimed at benefiting the pedestrian and cycle access to the town centres of Wigan, Altrincham and Manchester offering benefits in terms of encouraging mode shift, help to reduce congestion and carbon emissions and improve health. The appraisal of the existing sections of the Bridgewater Way cycle routes for LSTF had BCR of 2.9, those for Wigan between 2 and 3 and the scheme for the city centre had a BCR significantly over 4 due to the very high cycle demand.

Therefore this package is expected to deliver High value for money.

Improved access to public transport

The economic appraisal work for the 2011 LSTF bid showed that the schemes within the Oldham / Rochdale Sustainable access to opportunities package overall offered medium value for money, with the individual station BCRs depending largely on the station usage.

As the stations selected for the 15/16 access improvements have similar patronage levels as the existing LSTF schemes, a similar level of VfM is expected. Therefore this package is expected to deliver Medium value for money.

6.4. GM LSTF Revenue Bid Economic Appraisal

The BCR for the LSTF 15/16 revenue programme is 4.0, which means that the overall bid has been assessed as offering Very High Value for Money. The BCRs of individual packages within our programme range from 2.6 to 4.2.

The overall forecast impacts of the bid are set out below.

Forecast Impacts of LSTF Revenue Fund	Impact
No. of new cyclists (per day)	1,988
% of additional cyclists that would have gone by car	26%
No. of new public transport passengers (per day)	1,620
Car-km removed from road per year	235,500
CO ₂ emissions avoided (tonnes) per year	40
Health benefits per year	£2,065,900
Absenteeism benefits per year	£77,800

Benefits Realisation

Benefits Realisation within project delivery will follow stand models such as the TfGM Benefits Realisation Management Procedure. A Benefits Realisation Plan will be created for each scheme which includes:

- Benefits Profile: used to define each benefit
- Benefits Map: illustrates the relationship between benefits, outputs and outcomes
- Benefits Tracker: states each individual benefit and expected delivery date

- Transition Plan: embedding Benefit Triggers into the project delivery milestones

Monitoring and Evaluation

Scheme monitoring and evaluation procedures established by TfGM for all its GM Transport Fund major schemes, which follow DfT best practice, will be applied as a requirement for LTB-supported schemes.

These procedures will require promoters to agreed clear objectives for the evaluation with the LTB. These will be documented in an evaluation plan prior to project commencement along with processes for establishing baseline data, setting out the range of impacts to be monitored and the methodologies to be employed. This plan will be agreed as part of the Stage 2 Outline Business Case stage to ensure that resources are in place to deliver the agreed monitoring and evaluation.

Depending upon the evaluation objectives, an interim report will be produced based on data collected at about one year after the scheme is open and then a final report three to five years from opening. These reports will be independently validated and reviewed, and will be published on the LTB website. The GMLTB will work with the promoters to act on the evaluation findings to ensure knowledge is applied and examples of best practice adopted in future scheme submissions.

7. Financial, Commercial and Management Framework

7.1. Financial Framework

Expenditure Summary

Capital Costs have been derived from a cost review undertaken prior to the submission of the Growth Plan by the relevant scheme promoters.

Major Scheme Funding

The 2013 Spending Round confirmed major schemes funding resources from 2015/16 to be managed through the Local Growth Fund of £819 million per annum to 2020/21, offering almost £5 billion over the six years in total, to be managed through the Local Growth Fund partly through non-ring-fenced allocations (such as GM's £110 million allocation) and partly through the competitive element of the Fund.

This bid provides a strong opportunity to leverage in significant local investment and commitments from a range of public, private and third party sector partners, in order to deliver longer term economic benefits.

The tables below summarise the phased funding contributions for the Major Schemes at both programme and scheme level.

	Total £m's	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Major Funding Confirmed	110	47	48	12	3	-	-
LGF Bid	204	29	70	60	40	5	-
Local Authority Contributions to Majors	27	14	6	3	4	-	-
3rd Party Contribution to Majors	10	5	5	-	-	-	-
Total	351	95	129	75	47	5	-

This capital bid is for:

- £204 million to the Local Growth Fund for the competitive element, in addition to the confirmed Major schemes funding of £110 million.

Majors	Total	Local	Core LTB Allocation	LGF Bid
	£m's	£m's	£m's	£m's
South Heywood M62 J19 Link Road	21	14	7	-
Wigan A49 link road	25	15	10	-
Salford Central Rail	21	-	21	-
CCTS IRR Improvements - Regent Rd	15	-	15	-
Wigan M58 link road	12	-	12	-
CCTS IRR Improvements - Gr Ancoats St	10	-	10	-
Wigan Hub - Phase 1	16	-	16	-
Stockport Town Centre Access	72	8	19	45
Ashton Interchange	33	-	-	33
Stockport Interchange + bridge	42	-	-	42
Route 8 BRT	40	-	-	40
Metrolink Service Improvement Package	44	-	-	44
Total	351	37	110	204

Minor Scheme Funding

£458 million has been identified nationally per annum from 2015/16 to 2020/21 for Integrated Transport Block funding, of which £258 million will be allocated to local transport authorities through a formula (which is currently under review) with the remaining £200 million capital not ring-fenced and allocated competitively through the Fund. Greater Manchester has not yet has its allocation by formula confirmed. Therefore, a planning estimate of £16 million (derived by taking a per capita proxy) or £96 million over the period 2015/16 – 2020/21 has been used in preparing this investment plan. This formula allocation will be utilised to service ITB commitments to Metrolink 3A and GMTF spending programmes.

This capital bid is for:

- £110 million bid to the Local Growth Fund profiled as shown below; and
- £5 million bid to the 2015/16 Local Sustainable Transport Fund.

	Total	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Minor Funding	110	16.4	19.6	18.5	18.5	18.5	18.5
Competitive Allocation							
LSTF Capital 2015/16	5	5					
Local Authority Contributions to Minors	23	11	12	TBC*	TBC*	TBC*	TBC*
Total	138	32.4	31.6	18.5	18.5	18.5	18.5

*Detailed definition of the minor works programme has been constrained to 2015/16 and 2016/17, reflecting the shorter delivery timescales involved, so as to enable GM to maximise the local economic impact in later years in the context of contemporary circumstances and maximise local funding contributions.

Assumptions

The key assumptions made in developing the Growth and Reform Plan are set out below:

- VAT is excluded from the cost breakdown;
- A review of the cost and funding assumptions for each scheme has been undertaken which has confirmed the expenditure amount and profile needed to deliver the schemes;
- The price base date for all costs is 2013 and the costs included in the tables are nominal;
- Inflation has been applied to capital costs at 5.20% per annum, based upon long run RPI assumptions in government tender documentation of 2.5%, plus a 2.7% premium, based upon the Royal Institute of Chartered Surveyors (RICS) Building Cost Information Services (BCIS) Civil Engineering Index. These assumptions are in line with the assumptions used within the Greater Manchester Transport Fund financial strategy;
- Inflation for revenue costs has been applied at 3.50% per annum, based upon long run RPI assumptions in government tender documentation of 2.5%, plus a 1% premium, reflecting current levels of RPI trends. These assumptions are in line with the assumptions used within the Greater Manchester Transport Fund financial strategy;
- All major schemes will have individual risk registers prior to full approval; and the assumptions used in identifying the risks and will be in line with section 3.5.9 of WebTAG;
- The following, whilst not an exhaustive list, is an example of the major costs included within each scheme:
 - Procurement, feasibility assessment, preliminary design, consultation, detailed design, surveys, modelling work, construction materials;
 - Costs associated with land purchases; Powers and Consents; Traffic Orders;
 - Civil works; utility diversions; safety requirements; surfacing work; and traffic management costs associated with the construction of transport infrastructure;
 - Trams, substations and associated infrastructure costs required for Metrolink Service Improvements; and
 - The installation, systems integration and hardware associated with installing a number of different technologies across the transport network in Greater Manchester.

Funding/Local Contributions

Funding and financing for capital expenditure is assumed to be the sources as listed below:

- Confirmed Major Schemes funding;
- Major Schemes funding secured on a competitive basis;
- Third party contributions to the major schemes;
- Local Authority contributions to the major schemes;
- Integrated Transport Block Formula allocation;
- Integrated Transport Block competitive basis;
- LSTF Capital; and
- Local Authority contributions to minors.

Financial Management

All project and programme budgets include, in line with DfT and industry best practice, allowances for risks and contingency. The appropriate amount of risk and contingency for each project depends on various factors including, in particular, the relevant stage of project delivery.

Projects which are at the design and development stage require a significantly higher level of contingency than projects that are in the construction / delivery phase. Similarly, projects where the procurement process for the main contractor or other key suppliers has not yet been completed also require relatively higher amounts of contingency, as a percentage of total project budget, than projects where these key activities have been completed. These principles are in line with DfT and construction industry best practice.

As part of developing the business case for all projects within the GMTF, the project budget included levels of contingency appropriate to an assessment of the level of risk relevant to each scheme. As part of its project governance procedures, the relevant delivery body for each scheme will carry out a rigorous risk review exercise at the start of all projects. This identifies a quantified assessment (QRA) of the level of risk in the delivery programme for each project. As the project is delivered, and to the extent that risks crystallise, amounts are drawn from the project's risk and contingency allowances to cover the quantified value of the risk.

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

The QRA will continue to be reviewed on a monthly basis throughout the lifecycle of the projects and programme, to inform forecast cost estimates and ensure that budgets are not exceeded. Risk exposure outputs will be reported monthly at both the 50% confidence level (P50) and the 80%

confidence level (P80), for the current state (pre-mitigation) and future state following the implementation of planned actions (post-mitigation). The P80 figure represents a risk exposure with a greater confidence level (80%) of not being exceeded. The P80 (post mitigation) risk exposure has been used to define the level of risk allowance to be included within the cost plans.

Scheme Revenues and Operating Costs

Within the GMTF any revenues generated through the schemes are accounted for in the whole life costs and business case submission, which requires accounting for operating costs and renewals of the capital infrastructure over the useful asset life. A number of the schemes within the GMTF are funded through prudential borrowings, for which there is a commitment to repay the borrowings in full by 2045, in part through the application of Metrolink net revenues (being Metrolink revenues, net of operating, maintenance and other related costs); in part by the application of the annual ring-fenced levy contributions which will be raised by GMCA under its levying powers.

Similar principles will be followed for the Growth and Reform Plan bid, in that any of the schemes business cases will ensure the whole life costs are taken into consideration before the final business case is approved. This will also require the schemes promoters to underwrite the renewals and operating costs to ensure the business case is a viable option. If any of the schemes promoters decide to fund the local capital contribution through prudential borrowings then the business case will need to demonstrate how the financing costs and loan repayment will be funded as part of the approval process.

7.2. Management Framework

Programme Management

All of the GMTF projects and programmes are managed through a governance and assurance framework that has been developed by TfGM in conjunction with its external assurance partners. The processes in place have been through vigorous assessment including by the DfT, as part of the approval of the business cases for the funding for the central government funded elements of the Programme.

Each project has a dedicated project manager responsible for the management of all aspects of the project in accordance with agreed budget and timescales. The delivery of Metrolink schemes has been managed through the Delivery Partner, with reporting and monitoring through the Programme Team.

All projects report through a structure which includes Programme Boards in place for the Metrolink, Bus and Rail and Information Systems programmes; an Executive Programme Board; the TfGM Executive Board; and TfGM Audit Committee. In addition regular update reports on progress are presented to GMCA, and to the TfGM Committee.

The functions of the Programme Board are to:

- Ensure individual projects are managed to budget, time and quality and in accordance with any statutory and corporate requirements;

- Resolve strategic issues between projects which need agreement of senior stakeholders to ensure progress of the whole life programme;
- Manage and review the risks, issues and assumptions underpinning the projects;
- Act as authority for risk and contingency expenditure through the change control process in accordance with the approved governance framework;
- Ensure that the appropriate level of engagement is undertaken with key stakeholders; and
- Take ownership of escalated issues and ensure appropriate priority and management is forthcoming.

Programme Boards are attended by the Director of Finance and Corporate Services; the Chief Operating Officer and other functional Directors and senior managers. The Boards all meet monthly. Pre-prepared detailed reports including updates on overall project progress; financial status; risks and issues, are submitted to the Board for all projects. The Project or Programme Manager for each project attends the board to present their report and to update the Board on progress. The Programme Boards have delegated authority to approve drawdowns from project contingencies and expenditure up to defined limits, in line with GMCA's and TfGM's Constitution.

The Executive Programme Board is attended by all directors of TfGM, and is chaired by the Chief Executive Officer. The Board meets monthly and receives a summary report of the key issues following the meetings of the individual Programme Boards.

In line with TfGM's Scheme of Delegation, all project contracts or variations with a value of £1 million and over must be presented to the TfGM Executive Board for approval. The TfGM Executive Board is attended by the Chief Executive Officer; Director of Finance and Corporate Services; and Chief Operating Officer and four Non- Executive directors, including the Treasurer of the GMCA.

The Assurance function carries out regular reviews of the projects within the Fund. This includes reviews performed by TfGM's external Assurance provider, who was originally appointed as a joint procurement exercise with DfT the findings from these reviews, and the list of agreed actions, are presented to the TfGM Audit Committee (and the GMCA Audit Committee, as appropriate) for consideration.

Regular reports on progress on the schemes are provided to GMCA and to TfGMC; and the TfGM Chief Executive also has regular meetings with the GMCA's Transport lead and the Chair of TfGMC to update on progress.

Project and Programme Assurance

Project and Programme Assurance is provided through an industry best practice 'Lines of Defence' model that has been implemented by TfGM, in conjunction with its external assurance partner.

A description of each 'Line of Defence' is shown below:

- First line of defence: TfGM management has ownership, responsibility and accountability for assessing, controlling and mitigating risk;

- Second line of defence: the TfGM risk management team facilitates and monitors the implementation of effective risk management practices and assists risk owners in reporting adequate risk related information up and down the organisation;
- Third line of defence: the TfGM assurance function, through a risk based approach, provides assurance to the Programme and Executive Boards and the Audit Committee, on how effective the organisation assesses and manages its risks, including the manner in which the first and second lines of defence operate. This covers all elements of TfGM's risk management framework: i.e. from risk identification, risk assessment and response through to communication of risk related information. In the case of TfGM's capital programme, including the delivery of the projects in the Fund, these audit reviews includes work performed by utilising specialist skills drawn from TfGM's external assurance partner. This allows for the appropriate level of specific skills and experience required for each review to be sourced using specialist resources.

7.3. GM Management and Commercial Case

Risk Management

A robust risk management strategy will be adopted to ensure the effective management of risk. A proactive approach to the management of risk is already embedded across the all GM local authorities and Delivery partners. Scheme risk management plans will be adopted and implemented in accordance with best practice to:

- Identify, capture and quantify risks to the successful delivery of projects, including funding risks;
- Provide a basis for informed decision making;
- Factor risk assessment and management into the development and delivery of all schemes;
- Manage and control risks appropriately, reducing them to acceptable levels; and
- Safeguard the interests of the LEP, GMCA and its stakeholders.

Continued overview and oversight of the risk profile will be undertaken at Programme level.

Governance and Assurance

Greater Manchester has an unparalleled history of collaboration. Whilst it developed from the AGMA model of voluntary collaboration between its constituent local authorities over a 20 year period, the GMCA is a statutory body with its functions, powers and responsibilities set out in legislation. These functions include all the transport functions previously undertaken and overseen by the former GM Integrated Transport Authority, plus a series of economic development and regeneration functions.

As an Authority, the GMCA comprises the Leaders or the Elected Mayor of each of the ten constituent councils in Greater Manchester (or their substitutes). The establishment of Leader Portfolios in 2012 has ensured ownership of our strategic priorities and clear accountability for delivery, with Leaders working collectively to drive the development of our strategic approach and the delivery of the ambitions set out in the Growth and Reform Plan. The GMCA provides for stable,

effective and efficient governance and an unparalleled platform for Government to devolve powers to as part of the Growth Deal process.

The GMCA has recently embarked on a review of GM governance to ensure that the current arrangements that have now been in place for three years are effective, efficient and accountable, and to ensure that we are well placed to deliver the ambitious priorities set out in the Greater Manchester Strategy and our Growth and Reform Plan.

Our Local Enterprise Partnership sits at the heart of Greater Manchester's governance arrangements, ensuring that business leaders are empowered to set the strategic course, determine local economic priorities and drive growth and job creation within the city region. The LEP is supported by our Business Leadership Council, a bespoke Greater Manchester arrangement which brings together further skilled and experienced private sector leaders to explore key strategic issues in depth, offering insight, guidance and constructive challenge as we take forward our strategic ambitions. Both the LEP and the BLC have been fully involved in the development of our public service programme, as well as our growth agenda, with both overseeing the development of the proposals that came out of the community budget pilot into a programme of public service reform.

Below the formal structure of the GMCA and under-pinning the wider array of Greater Manchester organisations, a Wider Leadership Team (WLT) of senior officers has been established which meets twice monthly. This consists of the Chief Executives from the ten district authorities plus similar level representation from GM Police, GM Fire and Rescue Service, TfGM, New Economy and from other bodies as appropriate. It acts as a senior officer team for both the GMCA and the AGMA Executive Board, ensuring that conurbation-wide business is well managed and effectively co-ordinated with all other activity with a Greater Manchester ambit. This level of officer involvement has proved to be important in providing leadership on key priorities and in helping to ensure that decisions are efficiently and effectively followed up with delivery.

Working arrangements across GM transport partners have also been refined to reflect the twin priorities of reform and growth:

- A Transport & Growth Group of senior District lead planning/growth strategy officers, chaired and managed by TfGM, has been established to co-ordinate the development of a long-term transport strategy and to give first-line coordinated management of the investment pipeline for this Growth and Reform Plan; and
- A Highways Reform Group of senior District lead officers for highways services, chaired and managed by TfGM, has been established to co-ordinate the fundamental review of highways services in GM.

GM Major Schemes (LTB) Assurance Framework for Major Schemes

In accordance with national guidance, an Assurance Framework has been developed for the Greater Manchester Local Transport Body and agreed with DfT. This is attached as Appendix XX.

In accordance with the GMCA governance review intentions to ensure that Greater Manchester is best placed to manage this Plan, it is proposed that GMCA (in consultation with the LEP) will be the more appropriate and consistent body, in accordance with other GM investment portfolios, to discharge the duties of managing approvals of the ongoing major scheme development and delivery.

In doing so, GMCA will adopt and follow the procedures set out in the agreed LTB Assurance Framework.

GM Minor Works Programme Assurance Process

The Transport & Growth Group will perform the following roles and duties with respect to the minor works programme set out in this Plan. Specifically, the Group will have responsibility for:

- ensuring value for money is achieved;
- identifying a prioritised list of investments within the available budget for future years;
- making decisions on investment decision making and release of funding, including scrutiny of package business cases; and
- monitoring progress of package and programme delivery and spend.

The Group will have the support and administration arrangements provided by TfGM.

The future years' minor works programme will be created via a prioritisation process which will comprise review against:

- Deliverability;
- Value for Money; and
- Strategic Fit.

The deliverability assessment will ensure that the schemes proposed can be delivered within the funding timescales in consideration. This will involve a review and challenge of any planning powers/consents that may be required for the project to progress; construction issues involved; the certainty of third party funding; and consultation evidence on the public acceptability of the proposal.

The Value for Money assessment will ensure that there is a robust economic case for the scheme to be supported by Single Growth Deal funding. This will follow TfGM Investment Appraisal Guidance to generate a consistent presentation of the BCR and non-monetised impacts for each scheme.

The strategic fit test would be driven by the potential contribution of each scheme / package to the achievement of the five agreed priorities for minor works:

- Targeted town centre transport improvements;
- Enhanced local access measures to support first/last mile access to major schemes;
- Improved bus priority measures on key commuter routes;
- Local pinch point access to key development and employment growth areas; and
- Cycling schemes.

Once prioritised, promoters will be asked to submit a Package Business Case using a pro-forma similar to the one used by DfT for recent funding competitions. These submissions will be scrutinised by TfGM and recommendations made to TSG on approvals. All scheme package proposals submitted by promoters must follow the key principles of the Transport Business Case guidance defined in WebTAG, namely the "5 Cases" (Strategic, Economic, Commercial, Financial and Management).

As part of the Economic Case, all minor works packages submitted to TSG will have to demonstrate Value for Money. Guidance will be agreed by TGG on acceptable approaches and methodologies, and reflect proportionality relevant to the scheme type and scale of funding. The application of guidance based on TfGM Investment Appraisal Guidance, including for modelling and forecasting tasks, will be agreed to ensure consistency across schemes and efficient use of resources. The VfM category of the scheme based upon the webTAG categories of poor, low, medium, high and very high.

TGG will normally expect to fund minor works packages with High Value for Money. However, in-keeping with the current GMTF prioritisation process, TGG will also take into consideration broader strategic value of potential investment schemes, particularly with regard to their potential to deliver increased GVA, as well as carbon and wider social benefits, in finally determining whether to approve a package.

Scheme monitoring and evaluation procedures established by TfGM for minor works, which follow DfT best practice, will be applied as a requirement for GM minor works packages. These procedures will require promoters to agreed clear objectives for the evaluation with the TGG. These will be documented in an evaluation plan prior to project commencement along with processes for establishing baseline data, setting out the range of impacts to be monitored and the methodologies to be employed. Depending upon the evaluation objectives, a report will be produced based on data collected at about one year after the scheme is open. TGG will work with the promoters to act on the evaluation findings to ensure knowledge is applied and examples of best practice adopted in future minor works packages.

8. Appendix A LTB Assurance Framework

GREATER MANCHESTER LOCAL TRANSPORT BODY ASSURANCE FRAMEWORK

PART 1: PURPOSE, STRUCTURE AND OPERATING PRINCIPLES

Name

Greater Manchester Local Transport Body

Membership

The membership of the Greater Manchester Local Transport Body (GMLTB) has been determined by GMCA members and informed by DfT guidance requirements. The membership of GMLTB will guarantee democratic accountability as the majority of voting members are democratically elected councillors and cannot be out-voted by non-elected members.

The initial membership of the GMLTB will be:

- Four GMCA representatives, comprising the Transport Lead Member for GMCA
- (Chair of the LTB) and the Leaders of Bury MBC, Salford CC and Wigan MBC;
- Chair of TfGMC and Chair of the TfGMC Capital Projects and Policy Sub-Committee;
- Chair of the Greater Manchester LEP and one further non-local authority LEP member nominee; and
- Chair and Lead Transport Member of the Greater Manchester Business Leadership Council.

LTB Members will be required to adhere to the Code of Conduct set out in the GMCA Constitution (a copy of which is attached to this Assurance Framework at Appendix 1), which has the following general principles:

- **Selflessness** – members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.
- **Honesty and integrity** – members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

- **Objectivity** – members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.
- **Accountability** – members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should cooperate fully and honestly with any scrutiny appropriate to their particular office.
- **Openness** - members should be as open as possible about their actions and those of the GMCA [GMLTB], and should be prepared to give reasons for those actions.
- **Personal judgement** – members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.
- **Respect for others** - members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the GMCA's [GMLTB's] officers.
- **Duty to uphold the law** – members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.
- **Stewardship** – members should do whatever they are able to do to ensure that the GMCA [GMLTB] uses its resources prudently and in accordance with the law.
- **Leadership** – members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

GMLTB Members will be advised at the start of each year on the Code of Conduct, and the implications of any revisions made to it, so as to ensure that Members fully understand the scope of the Code and the arrangements that they should make to ensure that they comply with it.

Membership Review

The membership of the GMLTB will be reviewed and confirmed annually, as part of the GMCA Annual Governance Statement. The membership review will also be used to consider extending the membership of the GMLTB in line with the LTB membership guidance requirements.

Conflicts of Interest

GMLTB Members will be required to follow Section 2 of the GMCA Code of Conduct, dealing with Members interests.

This will ensure that LTB Members fully understand the nature of personal interests (as set out in paragraph 8 of this Section of the Code of Conduct) and the arrangements for these to be disclosed when attending a meeting of the LTB.

It will also ensure that Members fully understand the nature of prejudicial interests (paragraph 9) and the arrangements for withdrawing from any considerations of matters where these arise.

In addition, GMLTB Members will be required to adhere to the registration of interests requirements set out in Section 3 of the Code of Conduct.

Any conflict of interest will be investigated using the current procedures set by GMCA, details of which can be found in the Greater Manchester Combined Authority Constitution and made available to the public on the GMCA website.

Gifts and Hospitality

Section 4 of the GMCA Code of Conduct, dealing with gifts and hospitality, will be followed by LTB members. This sets out clearly a presumption against members accepting any gifts or hospitality offered to them or an immediate relative by any person who has or may seek dealings with GMLTB, with any exceptions to this general presumption set out clearly in the Code.

Status and Role of Accountable Body

GMLTB will operate as an informal partnership. Its decisions will be subject to the endorsement of GMCA.

GMCA will act as the accountable body for GMLTB. It will hold the devolved major scheme funding and will make payments to the delivery bodies. GMCA will account for these funds separately from any other of its funds and will provide financial statements to GMLTB as required.

GMCA will be responsible for:

- ensuring that the decisions and activities of the LTB conform with legal requirements with regard to equalities, environmental, EU issues etc.
- ensuring (through their Section 151 Officer) that the funds are used appropriately.
- ensuring that the LTB assurance framework as approved by DfT is being adhered to.

- maintaining the official record of LTB proceedings and holding all LTB documents.
- responsibility for the decisions of the LTB in approving schemes (for example if subjected to legal challenge).

Audit and Scrutiny

An independent audit will be undertaken as part of the annual GMCA audit arrangements, which will verify that the LTB is operating effectively within the terms of this assurance framework. The LTB will take the necessary action to remedy any shortcomings identified within the audit.

Audit reports will be submitted to the DfT. The first audit will be undertaken in time to ensure that a report is submitted by December 2014.

Strategic Objectives and Purpose

The GMLTB will perform the following roles and duties with respect to devolved major scheme funding for Greater Manchester:

- have responsibility for ensuring value for money is achieved;
- identifying a prioritised list of investments within the available budget;
- making decisions on individual scheme approvals, investment decision making and release of funding, including scrutiny of individual scheme business cases;
- monitoring progress of scheme delivery and spend; and
- actively managing the devolved budget and programme to respond to changed circumstances (scheme slippage, scheme alteration, cost increases etc.).

Pursuant to The Greater Manchester Combined Authority Order 2011, the GMCA, working closely with the GMLEP, will continue to act as the decision-making body for other Greater Manchester funding streams and as the forum for the expression of views on other transport matters.

Support and Administration Arrangements

The LTB will have the support and administration arrangements already in place for the GMCA, which are led by the Head of the Paid Service for GMCA.

The functions of the GMCA's Proper Officers are set out in the GMCA Constitution as follows:

- (a) The **Treasurer** to the GMCA is appointed the Proper Officer in relation to the following:

Local Government Act 1972

Section 115	(2) Receipt of money due from Officers
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Local Government Act 1985

Section 73	Administration of the financial affairs of the GMCA
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- (b) The Monitoring Officer to the GMCA is appointed the Proper Officer in relation to the following:

Local Government Act 1972

Section 146 (1) (a) and (b)	Declaration and Certificates with regard to securities
Section 225 (1)	Deposit of Documents
Section 229 (5)	Certifications of photographic copies of documents
Section 234 (1) and (2)	Issuing and signing of formal notices
Section 236 (9) and (10)	Serving copies of Byelaws
Section 238	Certification of Byelaws

- (c) The Secretary to the GMCA is appointed the Proper Officer in relation the following:

Local Government Act 1972

Section 100B (2)	Determination of those reports which should be available for public inspection prior to a meeting of the GMCA the TfGMC and any Committee of the GMCA and those which are likely to be heard in private and consequently which should not be released to the public.
Section 100B (7)	Provision of documents to the press, additional to Committee reports
Section 100C (2)	Preparing written summaries of proceedings
Section 100D (1)	Making arrangements for list of, and background papers to reports, to be made available for public inspection.
Section 100F (2)	Determination of documents disclosing exempt information which may not be

	inspected by Members
Schedule 12 para 4 (2) (b)	Signature of Summonses to the GMCA
Schedule 12 para 4 (3)	Receipt of notices regarding address to which Summons to meetings of the GMCA is to be sent

Working Arrangements and Meeting Frequency

It is anticipated that regular meetings will be required during the establishment of the LTB and determination of initial priorities in summer 2013. Thereafter, the LTB will meet on a basis that is seen as appropriate to discharge its objectives set out in this assurance framework.

Meetings will be open to the public. Notice will be given of any meeting at least five clear days in advance, in accordance with the Procedure Rules set out in the GMCA Constitution (attached at Appendix 2).

Transparency and Local Engagement

The LTB will follow the Procedure Rules set out in the Part 5A of the GMCA Constitution. The Procedure Rules meet the requirements and expectations placed on local authorities to promote transparency and local engagement.

To ensure transparency, and consistent with existing procedures, the LTB and subsequent subgroups agendas, meeting notes and supporting material deemed not to be commercially/politically sensitive shall be open to the public and the press. Access to these documents will be made available via the GMCA website, with all reasonable requests for the provision of other formats being considered in line with existing GMCA policy and procedures.

Complaints and Whistleblowing

The GMCA Code of Conduct (Appendix 1) includes a thorough process for the management of complaints and whistleblowing. In addition, it will be made clear that, where issues cannot be resolved through this process to the complainant's satisfaction, they may be escalated to DfT who will consider appropriate action if it considers the LTB to be in breach of its framework.

Monitoring and Review

This assurance framework is considered to be a live document and will be reviewed on at least an annual basis.

PART 2: PRIORITISATION

Prioritisation

An initial list of candidate schemes will be identified by officers through the AGMA Wider Leadership Group (WLG) and Transport Strategy Group (TSG). WLG comprises Council Chief Executives and the heads of other Greater Manchester organisations including TfGM. TSG has been in place since 2011 to give collective stewardship to the Greater Manchester Local Transport Plan. It is chaired by the Chief Executive of TfGM and comprises strategic leads from TfGM, the ten Greater Manchester authorities, and key strategic partners including the Greater Manchester commissions and the Highways Agency.

TSG will oversee the generation of a prioritised list of projects. Building on the model adopted in 2009 for GMTF, the Greater Manchester transport prioritisation process will adopt a model similar to the DfT's EAST model with clear Greater Manchester priorities, driven by Greater Manchester Strategy growth, sustainability and inclusion objectives. These objectives have been agreed by both GMCA and the GMLEP. This prioritisation process will comprise three stages of review against:

- Deliverability;
- Value for Money; and
- Strategic Fit.

The deliverability assessment will ensure that the schemes proposed can be delivered within the funding timescales in consideration (2015 to 2019 in the first instance). This will involve a rigorous review and challenge of any planning powers/consents that may be required for the project to progress; construction issues involved; the certainty of third party funding; and consultation evidence on the public acceptability of the proposal.

The Value for Money assessment will ensure that there is a robust economic case for the scheme to be supported by devolved major scheme funding. This will follow webTAG guidance as set out below to generate a consistent presentation of the BCR and non-monetised impacts for each scheme.

The strategic fit test would be driven by the potential contribution of each scheme to the achievement of local objectives, as set out in the Greater Manchester Strategy. Schemes will be assessed for their GVA potential, alongside the carbon and social inclusion benefits that they offer. Priority will be given to schemes, which perform well against these criteria, and which also support Greater Manchester's spatial priorities of the Regional Centre, primary town centres and other identified economic or housing growth points.

Scheme Eligibility

It is proposed that the principle of a minimum threshold of £5 million will be maintained for the capital cost of any scheme that is to be considered for devolved major scheme funding. This will not preclude, however, the LTB from considering the use of devolved major scheme funding to support of packages of measures of this value, which present a cohesive strategic proposition that meets the criteria above.

In-keeping with the GMTF principles, it is also proposed that schemes proposed for LTB devolved majors funding should require some match-funding from non-DfT sources to ensure maximum returns from devolved funds.

PART 3: PROGRAMME MANAGEMENT AND INVESTMENT DECISIONS

Scheme Assessment and Approval Regime

The existing gateway processes established for the GM Transport Fund and GM Investment Framework will be followed for all schemes. These gateways follow the OGC Gateway Process and examine programmes and projects at key decision points in their lifecycle. Progression through the gateways is mandatory and provides assurance that the scheme can move successfully to the next stage. This process will provide independent guidance to GMLTB and the scheme promoters/ promoting authorities and help to ensure that the programmes and projects are successful.

Key decision points in the gateway process are aligned broadly with the DfT's Programme Entry and Full Approval stages. Scheme promoters/ promoting authorities will be required to make submissions to an independent scheme assessment resource and the schemes will be scrutinised against pre- determined criteria.

GMCA Chief Officers will put in place a scheme assessment resource, combining TfGM and independent GM Investment Framework support partner expertise, to ensure suitable independence and best-practice in both transport and investment appraisal is maintained throughout.

The chair of the Transport Strategy Group will be the nominated officer for business case scrutiny and for making recommendations to the GMLTB. This officer will also be responsible for commissioning external audit of the application of the GMLTP Assurance Framework, which will be reported back to DfT.

Transport Business Case

All scheme proposals submitted by promoters must follow the key principles of the Transport Business Case guidance defined in WebTAG. This approach shows whether schemes:

- are supported by a robust case for change that fits with wider public policy objectives – the ‘strategic case’;
- demonstrate value for money – the ‘economic case’;
- are commercially viable – the ‘commercial case’;
- are financially affordable – the ‘financial case’; and
- are achievable – the ‘management case’.

Guidance for promoters will be agreed by AGMA’s Transport Strategy Group on acceptable approaches and methodologies, and reflect proportionality relevant to the scheme type and scale of funding. This guidance will follow WebTAG and a Business Case Specification will be agreed between promoters and the LTB in advance of submission to ensure consistency across schemes and efficient use of resources.

The guidance will also outline how the business case will be assessed, the procedures for providing and monitoring the response to feedback, and how information will be used by the GM LTB to make final funding decisions.

Strategic, outline and full business cases will be required from scheme promoters, to fit with the three stages of approvals, namely:

- Gateway 1: Strategic Outline Business Case for Prioritisation
- Gateway 2: Outline Business Case Programme Entry
- Gateway 3: Full Business Case for Full Approval

Depending upon the development stage of particular schemes, Gateway 2 and 3 maybe be undertaken jointly as a single stage.

Value for Money will be assessed at a high level at Gateway 1, with full assessment at Gateway 2. At Gateway 3, promoters will be expected to produce a Sift Statement against the agreed Value for Money statement from Gateway 2.

Value for Money Statement

As part of the Economic Case, all schemes submitted to the GMLTB will have to demonstrate Value for Money.

Processes will be adopted to ensure the modelling and appraisal approaches and methodologies are robust and fit for purpose and comply to the core requirements of WebTAG, with consideration for proportionality given the type and funding requirements of the scheme. The National Trip End Model forecasts will be used for the central case and suitable sensitivity tests specified to be reported to decision makers.

A Value for Money statement will be produced by the promoter at each stage of the approval process, reflecting changes in scope, cost and guidance (that have a

material impact on the scheme outcomes), and will include consistent outputs such as the Appraisal Summary Table (AST) and economic tables.

As per DfT guidance, the final Value for Money statement will be assessed based on monetised and non-monetised impacts. An initial BCR will be produced based on monetised impacts and then revisions made to reflect non-monetised impacts such as regeneration and wider impacts to arrive at an adjusted BCR.

The Value for Money statement, summarising the conclusions from the VfM assessment, will be reported as part of the Transport Business Case and will include:

- The VfM category of the scheme based upon the webTAG categories of poor, low, medium, high and very high.
- The present value of benefits, present of value of costs, and the Benefit Cost Ratio.
- A summary of how benefits and costs have been assessed, including any assumptions that influence the results.
- An assessment of non-monetised impacts.
- Identification of any key risks, sensitivities and uncertainties.
- Any significant social and distributional impacts.

The Value for Money Statement will be independently reviewed by suitably qualified experts appointed and funded by the GMLTB before being signed off as accurate and robust by the Chair of the Transport Strategy Group.

VfM and Approvals

At each of the three Gateways, the “5 cases” will be scrutinised by GMLTB/TfGM officers and suitably experienced independent advisors.

The scrutiny will follow TfGM’s Gateway Review Panel process for its capital programme as used for the Greater Manchester Transport Fund schemes since 2009. For VfM, suitably qualified independent advisors will be procured from the TfGM’s Professional Services Framework to audit the GM LTB VfM assurance process itself and to audit individual VfM cases for schemes in advance of their submission to the GM LTB for approval. Consultants on the framework who are acting as appraisal advisors to any of the promoters of agreed GM LTB priority schemes will be excluded from serving as independent advisors. This work will be funded by TfGM.

The outputs from the scrutiny will be shared with the promoter and submitted to the Transport Growth Group, who will then decide on the robustness of the appraisal prior to making recommendations to the GM LTB.

Promoters will be asked to demonstrate how they have responded to the recommendations from the VfM scrutiny in their submissions to the LTB.

The GM LTB will normally expect to fund schemes with High Value for Money. However, in-keeping with the current GMTF prioritisation process, the GMLTB will also take into consideration broader strategic value of potential investment schemes, particularly with regard to their potential to deliver increased GVA, as well as carbon and wider social benefits, in finally determining whether to approve a scheme.

The outcome of the Full Approval stage will be made available to stakeholders, including the public, via the GMLTB/TfGM website.

Monitoring and Evaluation

Scheme monitoring and evaluation procedures established by TfGM for all its GM Transport Fund major schemes, which follow DfT best practice, will be applied as a requirement for LTB-supported schemes.

These procedures will require promoters to agreed clear objectives for the evaluation with the LTB. These will be documented in an evaluation plan prior to project commencement along with processes for establishing baseline data, setting out the range of impacts to be monitored and the methodologies to be employed. This plan will be agreed as part of the Stage 2 Outline Business Case stage to ensure that resources are in place to deliver the agreed monitoring and evaluation.

Depending upon the evaluation objectives, an interim report will be produced based on data collected at about one year after the scheme is open and then a final report three to five years from opening. These reports will be independently validated and reviewed, and will be published on the LTB website. The GMLTB will work with the promoters to act on the evaluation findings to ensure knowledge is applied and examples of best practice adopted in future scheme submissions.

External Views on Business Cases

The publication channels discussed in Part 1 above will be utilised to publicise business cases that are subject to final LTB determination, with GMCA senior officers ensuring that a consistent approach is maintained to the publication of LTB meeting papers.

The LTB will also require promoters of schemes to have undertaken a suitable level of public and stakeholder consultation, and to have provided a clear summary of comments received, prior to considering a business case for funding approval.

Release of Funding, Cost Control and Approval Conditions

The financial procedures in relation to grant funding under the existing GMTF process provide for all aspects set out here.

All grant claims will be signed off by S151 officer, with claim forms that clearly require the identification of all expenditure to control the scope of spending to that agreed by the LTB.

The current practice for the GMTF and LSTF schemes, whereby payment for actual expenditure is made in arrears will be maintained.

Schemes to be audited will be agreed in writing with the auditors in each financial year.

Programme and Risk Management

Robust and established risk processes are in place to ensure that risks within the current GMTF programme are well managed.

The iterative cycle of risk management activity undertaken for the GMTF and other transport schemes will be maintained consistently for the management of LTB resources.

The Predict Risk Management system will be used to manage consistent assessment and reporting of risk.