Connecting Greater Manchester through Travel Choices and Active Travel

Greater Manchester aims to provide world class transport connections that enable long-term economic growth and provide access to opportunities for all.

Our Access Fund submission builds on Greater Manchester’s significant experience of delivering high-performing Travel Choices and Active Travel programmes that have a proven track record of achieving tangible outcomes.

Tailored to meet the objectives of the Access Fund, our submission encompasses a comprehensive package of initiatives, based on the most successful components of our previous Local Sustainable Transport Fund and Sustainable Travel Transition Year programmes.

Responding directly to the unique opportunity presented by Greater Manchester’s growth and reform agenda, our submission aligns strongly with the strategic priorities set out in the Greater Manchester Strategy and more recently the draft 2040 Transport Strategy. These include driving economic growth, connecting people with opportunities and improving the health of our residents.

Travel Choices

Building on the well-developed Travel Choices programme, our submission includes initiatives focused on connecting people with employment, education and training opportunities across Greater Manchester. In support of our wider strategic priorities, a strong focus has been placed on supporting jobseekers and apprentices starting work or training.

Key deliverables include:

- Over 25,000 free and discounted bus and tram tickets, and 1,000 recycled bikes, for jobseekers and apprentices
- Doubling the size of the Travel Champion programme, providing training and support for 600 frontline staff working with those looking to start work or training
- Providing Personal Travel Planning to 20,000 jobseekers, employees, apprentices and students
- Doubling the size of our business network, providing tailored expert advice and support to over 1,000 workplaces
Extension of the Train, Learn, Drive, Earn scheme, providing training and workplace experience for up to 60 jobseekers

A bespoke package of Travel Choices support to complement capital transport schemes within the Local Growth Fund submission.

**Active Travel**

Focused on increasing levels of physical activity, and in support of Greater Manchester’s Cycle City ambition, our submission will deliver active travel initiatives that aim to make cycling and walking attractive choices for short everyday journeys.

Key deliverables include:

- Over 15,000 cycle training sessions, including professional driver training to increase awareness of vulnerable road users
- Awarding grants to enable cycle-friendly facilities at workplaces, supporting a network of 300 workplace Cycle Champions and providing 75 free loan bikes
- Supporting 30 secondary schools and colleges to promote cycling for everyday travel to young people
- Promoting cycling and walking within hard-to-reach groups and health-deprived communities
- Delivering over 300 Walking Workplace events, reaching over 15,000 employees, as well as an annual Greater Manchester Walking Festival and Walking Weekends.

**Delivering outcomes**

Our submission provides a very high value for money Benefit Cost Ratio and has been designed to deliver tangible outcomes. Over 22 million car-km will be removed from Greater Manchester’s road network, with over 6,000 new cyclists and public transport passengers being created per day. Over £3 million of health benefits per year will also be realised as a result of increased levels of physical activity.

To find out more about our programme and view the full application visit: [www.tfgm.com](http://www.tfgm.com)
Access Fund for Sustainable Travel Revenue Competition - Application Form

Bids should be no more than 30 pages long (excluding the cover page, S15 officer signature page, and any supporting documents listed as exempt in the guidance document).

Applicant Information

Local transport authority name(s):

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

Bid Manager Name and position:

Helen Ramsden.
Head of Travel Choices and Active Travel

Contact telephone number: 0161 244 1346

Email address: Helen.Ramsden@tfgm.com

Postal address: Transport for Greater Manchester
2 Piccadilly Place
Manchester
M1 3BG

Website address for published bid: www.TfGM.com

When authorities submit a bid for funding to the Department, as part of the Government’s commitment to greater openness in the public sector under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004, they must also publish a version excluding any commercially sensitive information on their own website within two working days of submitting the final bid to the Department. The Department reserves the right to deem the business case as non-compliant if this is not adhered to.
SECTION A - Project description and funding profile

A1. Project name: Connecting Greater Manchester

A2. Headline description:

Tailored to meet the objectives of the Access Fund, our submission encompasses a comprehensive package of Travel Choices and Active Travel initiatives that focuses on connecting people with employment, education and training opportunities, and making cycling and walking attractive choices for short everyday journeys.

Building on Greater Manchester’s significant experience of delivering high-performing Travel Choices and Active Travel programmes, our submission is based on the most successful components of our previous Local Sustainable Transport Fund (LSTF) and Sustainable Travel Transition Year (STTY) programmes.

Responding directly to the unique opportunity presented by Greater Manchester’s Growth and Reform agenda, our submission supports the city region’s aim to provide world class connections that support long-term sustainable economic growth and access to opportunities for all.

A3. Type of bid

a) This bid is:

☒ Revenue only, and I confirm we have made provisions for a minimum additional 10% matched contribution.

☐ Revenue & Capital, and I confirm we have sourced the capital funding locally and have made provisions for a minimum additional 10% matched contribution.

b) If your bid is reliant on capital funding, please select one of the following options:

☐ Reliant on new bid to Local Growth Fund. This bid is reliant on capital funding from the Local Growth Fund and work cannot progress if LGF funding is not secured. (If so, please indicate the page number(s) in the Strategic Economic Plan that corresponds with the relevant capital investment(s):

☒ Contains Local Growth Fund contribution, but not reliant on it. This bid contains a local contribution from the Local Growth Fund, but the work can still progress as planned if LGF funding is not secured.

☐ Does not contain any Local Growth Fund contribution. The local contributions in this bid have been secured from sources other than a new bid to the Local Growth Fund, and there are therefore no relevant links to the LGF.
A4. Total package cost (£m): £57.5 million

A5. Total DfT revenue funding contribution sought (£m): £7.5 million

A6. Local contribution (£m): £50.0 million

The local contribution is made up of:

- Revenue funding from the Greater Manchester Transport Levy to support the delivery of the Travel Choices and Active Travel programme (£0.75 million – secured).
- Capital funding from Greater Manchester’s recent Local Growth Fund submission to support the delivery of minor works schemes that will increase levels of walking and cycling, and improve access to employment, education and training (£49.3 million – subject to award).

While a local contribution from Greater Manchester’s recent Local Growth Fund submission has been included, the initiatives outlined in the submission can progress as planned if Local Growth Funding is not secured.

A letter confirming the local contribution from the Greater Manchester Transport Levy is contained in Appendix A6.

A7. Equality Analysis

Has any Equality Analysis been undertaken in line with the Equality Duty?

☑ Yes       ☐ No

A full Equality Impact Assessment was completed for TfGM’s LSTF programme, and more recently the STTY programme. These assessments robustly demonstrated the positive impact of initiatives within the programmes on all gender, race, disability, sexual orientation and religious belief groups with no negative impacts being identified.

Given the similarities between the previous LSTF and STTY programmes, and initiatives included within this submission, it is expected that the same positive impacts will be delivered.

As with all other programmes developed by TfGM, at the point of formal inception, a formal Equality Impact Assessment will be undertaken.
A8. Partnership bodies:

Greater Manchester has a strong track record of effective delivery through partnership working. Joint working with Greater Manchester’s ten local authorities, who together make up the Combined Authority, as well as strong links with a wide range of local and national stakeholders and delivery partners, has provided a robust foundation for the successful delivery of our previous programmes and will play a critical role in delivering the Access Fund.

Key local and national stakeholders and delivery partners that will contribute to the success of our Access Fund programme include:

The Greater Manchester Local Enterprise Partnership

Improving the health of residents and providing access to employment, education and training opportunities are critical components of Greater Manchester Local Enterprise Partnership (GMLEP) plans for the city region.

To support these plans, the GMLEP has worked closely with TfGM to develop the draft Greater Manchester Transport Strategy 2040 which outlines a long-term commitment to providing world class connections. The GMLEP has also prioritised investment in transport infrastructure that improve connectivity across the city region as part of Greater Manchester’s Local Growth Fund submissions, and has been a strong advocate of our previous Travel Choices and Active Travel LSTF and STTY programmes, as well as our Cycle City programme.

The GMLEP is strongly supportive of the initiatives within our Access Fund submission, which together with the schemes outlined in Greater Manchester’s recent Local Growth Fund submission, will positively impact on the way that people travel and support the wider economic growth agenda.

Looking forward, we will work closely with the GMLEP to ensure that we remain aligned to the region’s economic growth plans and the wider devolution agenda as it continues to develop over the next few years.

Walking and Cycling Partners

Collaborative working with a wide range of stakeholders has been essential as Greater Manchester’s cycling and walking agenda gains momentum.

For example, we are already working with British Cycling to deliver a programme of recreational ride opportunities, Sustrans and Living Streets to deliver support to schools and colleges, and CyclingUK to deliver projects in hard-to-reach communities.

As well as helping us to deliver our programmes, British Cycling, Sustrans, CyclingUK and Living Streets also play an important strategic role helping to shape the active travel agenda in Greater Manchester. We also work closely with the local cycle campaign groups, such as Love Your Bike, who have been supportive of
initiatives outlined in this submission, as well as local cycle forums which provide a critical link to cyclists across Greater Manchester.

**Business Community**

Establishing strong relationships with businesses, and the wider business community, has been key in ensuring the successful delivery of our previous LSTF and STTY programmes.

Through our Sustainable Travel Business Engagement Network, established as part of our LSTF programme, we now actively work with 500 of the most influential businesses in Greater Manchester including MediaCityUK, JD Williams, Thales, Hoover Candy, Barclays, BBC, and Kelloggs.

The feedback from the businesses community, through annual surveys, workshops and forums, has been used to develop our Access Fund submission, with the programme being tailored to meet their needs. Businesses will play a critical role in ensuring the success of the Access Fund programme, including working with us to develop workplace travel plans and deliver interventions to improve access to employment opportunities and encourage sustainable commuting.

We have also collaborated with business intermediaries such as CityCo, which works with over 1,000 businesses in the regional centre and MIDAS, Manchester’s inward investment agency, as well as local authority economic development units. This has enabled us to utilise existing networks to engage with a large number of businesses, with business intermediaries also referring businesses to us for support.

Working with business intermediaries will play an important role in helping us to deliver our Access Fund programme, ensuring that our services are effectively communicated across the wider business community.

**Health and Sport Sector**

Recognising that inactivity is a cross cutting issue, we have worked hard to align our active travel programmes with Greater Manchester’s health devolution agenda and wider public health objectives.

Our commitment to working with others to improve the health of our residents is outlined in the Greater Manchester Moving Blueprint. Since its publication in 2015, we have been working with GreaterSport (Greater Manchester’s County Sports Partnership), Sport England, Public Health England North West and Greater Manchester’s Association of Clinical Commissioning Groups to maximise the benefits of initiatives included within our previous LSTF and STTY programmes.

GreaterSport, Sport England, Public Health England North West and the Greater Manchester’s Association of Clinical Commissioning Groups, will all play a critical role in ensuring the initiatives outlined in the submission support the shared objective of increasing levels of physical activity in Greater Manchester.
Working with partners from the health and sport sector will be of increasing importance as our health devolution agenda continues to take shape.

**Employment, Education and Training Partners**

Organisations that work directly with jobseekers and apprentices have played a significant role in ensuring the successful delivery of our previous LSTF and STTY programmes, as well as in the development of our Access Fund submission.

By working with Jobcentre Plus, apprenticeship providers and Work Programme providers we have been able to access traditionally hard-to-reach groups in a cost-effective way and offer support to those most in need, alongside other support packages. This includes Jobcentre Plus and Work Programme providers assessing the travel requirements of jobseekers and completing the application process for free and discounted tickets, or a free bike, as appropriate. Building on established working practices, this integrated approach to delivery will be further developed as part of our Access Fund programme.

We have also developed a strong network of secondary schools, colleges and universities that have received Travel Choices and Active Travel support through our previous programmes. This includes over 20 Cycling Schools and Colleges, as well as over 100 primary schools as part of work with Living Streets. We also work very closely with three universities in Greater Manchester, which together have a combined student population of 93,000. As part of our Access Fund programme we will continue to work directly with schools, colleges and universities to develop travel plans and deliver interventions that improve access to educational opportunities.

**Transport Operators**

Greater Manchester Travelcards Limited, which represents the key transport operators in Greater Manchester, has been a critical partner in developing and delivering free and discounted tickets for jobseekers as well as bespoke ticket offers for businesses. This has included providing commercial insight and assistance with product development as well as significant levels of match funding through revenue forfeited. Greater Manchester Travelcards Limited will continue to be a critical partner in delivering our Access Fund programme.

Community transport and commercial bus operators will also support us to deliver our Access Fund programme by providing training and work experience for jobseekers wishing to work in the transport sector through the Train, Learn, Drive, Earn project.

A letter of support from GMLEP is contained in Appendix A8a and letters of support from other key partners are contained in Appendix A8b.
SECTION B – The Business Case

You may find the following DfT tools helpful in preparing your business case:

- Transport Business Case
- Behavioural Insights Toolkit
- Logic Mapping Hints and Tips

B1. Project Summary

Greater Manchester’s Access Fund submission builds on our significant experience of delivering high-performing Travel Choices and Active Travel programmes that have a proven track record of achieving tangible outcomes.

Based on the most successful components of our previous LSTF and STTY programmes, and tailored to meet the objectives of the Access Fund, our submission encompasses a combination of Travel Choices and Active Travel initiatives.

The initiatives included in the submission align strongly with the strategic objectives of the Access Fund and perform strongly against the assessment requirements. Together the package of initiatives will deliver clear benefits to those returning to work or wishing to access education or training opportunities, as well as increasing level of physical activity through the promotion of cycling and walking.

The lessons learned through previous delivery, and importantly evidence gathered from outputs and outcomes achieved to date, has provided invaluable insight that has been pivotal in shaping our Access Fund submission.

1. Travel Choices

Building on the well-developed Travel Choices programme, our submission includes a package of initiatives focused on connecting people with employment, education and training opportunities across Greater Manchester. In support of our wider strategic priorities, a strong focus has been placed on supporting jobseekers and apprentices starting work or training.

Key deliverables include:

- Over 25,000 free and discounted bus and tram tickets to assist jobseekers and apprentices overcome transport and cost barriers during the initial stages of employment and training, and 1,000 recycled bikes to help jobseekers, apprentices and other low income groups access employment and training opportunities in hard to reach locations.

- Doubling the size of our Travel Champion programme, providing over 600 frontline staff who work directly with jobseekers, apprentices, employees and students with the skills and acknowledge to assist with transport queries and better connect people with opportunities.
• Personal Travel Planning to 20,000 jobseekers, employees, apprentices and students, providing individuals with the information and tools required to make informed travel choices. Personal Travel Planning will be delivered to workplaces, Jobcentre Plus and higher education facilities across Greater Manchester and will be focused on those starting work or training.

• Doubling the size of the Greater Manchester Sustainable Travel Business Network, supporting up to 1,000 workplaces to develop and implement travel plans that improve access to employment opportunities and encourage sustainable and active commuting. This will include tailored expert advice, grants, ticket offers, pool bikes and access to a free car sharing tool.

• Targeted communications, including promotional material supporting Travel Choices and Active Travel initiatives, updated cycle maps, and high-profile campaigns such as Lifeon2Wheels and JustRide campaigns, previously delivered by TfGM.

• Extension of the existing successful ‘Train, Learn, Drive, Earn’ scheme to provide training and workplace experience for up to 60 jobseekers and apprentices wishing to work in transport.

• Bespoke package of Travel Choices support to complement capital transport schemes, that improves access to employment, education or training opportunities or provides new cycling or walking infrastructure, within the recent Greater Manchester Local Growth Fund submission.

2. Active Travel

Focused on increasing levels of physical activity, and in support of Greater Manchester’s Cycle City ambition, our submission includes active travel initiatives that aim to make cycling and walking attractive choices for short everyday journeys. Initiatives included also directly align to the emerging priorities and targets set out in the Department for Transport’s draft Cycling and Walking Investment Strategy.

Key deliverables include:

• Over 15,000 cycle training sessions provided, including On-the-Road, Learn to Ride and Basic Maintenance, to equip new and existing cyclists with the skills and confidence to cycle safely and more frequently. Training will also be provided to professional drivers to increase awareness of vulnerable road users.

• Support to over 250 workplaces to encourage commuter cycling, including providing grants to improve cycle facilities at workplaces, access to 75 free loan bikes and support for over 300 workplace Cycle Champions.

• Support for over 30 secondary schools and colleges to promote cycling and improve physical activity levels in younger people. This will include extending support to 10 new schools/colleges that will receive capital funding from the
Local Growth Fund, as well on-going support for 21 schools/colleges already delivering Cycling Action Plans as part of our Cycle City programme.

- Expansion of the Community Cycle Project, to promote cycling and walking in hard-to-reach groups across Greater Manchester. This will include providing grants to community groups, charities and not-for-profit organisations to encourage Greater Manchester’s diverse communities to cycle and walk more often.

- Over 300 Walking Workplace events, reaching 15,000 employees, as well as delivery of an annual Greater Manchester Walking Festival and 18 Walking Weekends reaching over 100,000 people to improve physical activity levels and promote walking as an everyday activity.

3. Previous Success

Our Access Fund submission builds upon the success of our previous LSTF and STTY programmes and the significant benefits delivered to date. Through a combination of Travel Choices and Active Travel initiatives, led by our dedicated team, we have been able to increase the number of journeys made on foot or by bike, improve awareness of sustainable travel options among commuters and residents, and help those returning to work to access employment opportunities.

Travel Choices

Through our previous LSTF and STTY Travel Choices programmes we have been able to support jobseekers and apprentices back into work and training by breaking down the transport barriers to employment and training. We have also worked with workplaces to improve access to employment opportunities. Key achievements of the Greater Manchester LSTF and STTY programmes include:

- Working with over 500 businesses, covering 280,000 employees, across Greater Manchester to promote sustainable commuting and business travel. Our offer has been endorsed by business intermediaries, including the Chamber of Commerce and MIDAS, Manchester’s inward investment agency, with over 96% of businesses rating the service as ‘very good’.

- Providing over 30,000 free and discounted tickets for jobseekers, across all districts, with over 90% of jobseekers finding the ticket of benefit when attending interviews or starting a new job.

- Recycling over 3,000 bikes, with 90% of jobseekers reporting that the bikes had enabled them get to work, and 68% reporting that they could not work where they do without the bike.

- Delivering travel training to over 400 frontline staff at Jobcentre Plus and Work Programme providers, with 100% of advisors saying that they were now confident in assisting jobseekers with travel, compared to 57% before the training.
• Providing training to over 90 ‘Train, Learn, Drive, Earn’ trainees, with over 80% of trainees securing paid or voluntary work.

• Delivering over 300 Travel Surgeries at Jobcentre Plus sites, with over 80% of jobseekers either agreeing or strongly agreeing that the Travel Choices advisor had ‘increased my knowledge of how to travel to where the jobs are’.

Active Travel

We have also made good progress on our ambitious plan to establish Greater Manchester as a cycling and walking city mirroring the priorities as set out in the DfT’s draft Cycling and Walking Investment Strategy. Key achievements of the existing Greater Manchester LSTF and STTY programme include:

• Delivering cycle training to over 9,000 people, with over 60% reporting that they were cycling more and 91% feeling safer when cycling on roads.

• Awarding over 100 Sustainable Travel Grants to businesses and Registered Social Landlords, delivering over 2,000 secure cycle parking spaces.

• Engaging with thousands of people at events and through the Better By Cycle e-newsletter (growing circulation of over 26,000 people), as well as delivering high-profile campaigns such as the Lifeon2Wheels, which generated 769,000 impressions on the TfGM cycling website.

• Working with 100 schools through the Walk to School project delivered by Living Streets, resulting in a 32% increase in walking rates in primary schools and 16% increase at secondary schools as well as 21 secondary schools and colleges.

• Providing over 4,000 recreational cycling opportunities across Greater Manchester, in partnership with British Cycling.

• Delivering the Greater Manchester Walking Festival in 2015 and 2016 which delivered over 350 free led walks to over 30,000 participants, and launching our Walking Workplaces initiative, delivering over 100 events engaging with 2,000 employees.

3. Achieving Outcomes

Through a combination of highly-refined Travel Choices and Active Travel initiatives, and building on the significant momentum established through our previous LSTF and STTY programmes, we are confident that our submission will be able to robustly deliver a range of tangible outcomes. Collectively these outcomes will strengthen the performance of our key economic and employment areas, improve access to employment, training and education opportunities and reduce the carbon impact of growth.

Overall, our submission provides Very High Value for Money, with a Benefit Cost Ratio (BCR) of 4.35. The submission will further reduce car-km by 22,145,932 per
B2. The Strategic Case

Over recent years we have been transforming transport in Greater Manchester through the biggest investment programme outside of London. This is in support of our aim to provide world class connections that support long-term sustainable economic growth and access to opportunities for all.

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

1. Greater Manchester Strategy & Greater Manchester Transport Strategy 2040

The Greater Manchester Strategy sets out an integrated economic policy framework for effective co-operation across public and private sectors, and covers everything from early years and skills development to housing growth and infrastructure delivery.

Underpinning the Greater Manchester Strategy is the vision that:

‘By 2020, the Greater 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.’

In support of the Greater Manchester Strategy, the draft Greater Manchester Transport Strategy 2040, currently out to consultation, provides a vision of what a successful transport system might look like in the future.

The draft Greater Manchester Transport Strategy 2040 focuses on supporting growth, recognising that providing access to jobs and training, and improving the health of the population are essential aspects of improving productivity. The strategy also places a strong emphasis on enabling people to travel more easily and safely on foot and by bike.

Achieving this will help to increase levels of physical activity while reducing the significant numbers of very short car trips currently made in town centres and local neighbourhoods, making them more attractive places to live, work and visit. This will in turn result in environmental improvements in terms of reduced emissions and traffic noise.

Our Access Fund submission will play a significant role in delivering the objectives set out in both the Greater Manchester Strategy and the draft Greater Manchester Transport Strategy 2040. Importantly, the revenue initiatives outlined in our Access
Fund submission will directly complement investment being made to the transport network through capital programmes, such as the Local Growth Fund.

2. Supporting sustainable economic growth

Greater Manchester is the most important economic centre in the UK outside of London, generating £56 billion of GVA each year and employing 1.4 million people in 105,000 businesses, and with an additional 44,000 jobs forecast to be created over the next ten years. The potential of Greater Manchester to drive overall growth at a national level and support objectives for economic rebalancing across the country is recognised by the City Deal with Government. 

The importance of sustainable travel in achieving economic growth and cutting carbon emissions is clearly set out in the Greater Manchester Strategy. This is further supported by the draft Greater Manchester Transport Strategy 2040 which recognises that sustainable economic growth will require a significant shift to sustainable and active modes in order to prevent increased congestion, and worsening air quality which could become a significant barrier to growth and make Greater Manchester less attractive to future investors.

Greater Manchester's recently published Low Emission Strategy and Air Quality Action Plan identifies travel choices and active travel programmes as a high-impact measure that will contribute significantly to a long-term approach to managing emissions and air quality.

3. Connecting people with opportunities

Despite recent economic success, Greater Manchester is still the third most deprived LEP in the country, with an unemployment rate of 7.3%, which is above the national average.

Whilst there has been substantial growth in the regional centre, the geographical spread of economic activity in Greater Manchester varies noticeably. This has led to complex commuting patterns which can act as a significant barriers to connecting people with opportunities and in turn resulting in high levels of car reliance for many journeys to work.

Reducing inequality by enabling everyone in Greater Manchester to benefit from economic growth is a major theme of the Greater Manchester Strategy, with transport clearly playing an important role in linking people with jobs, training and education. Connecting people across Greater Manchester with new opportunities and providing the talent pool required for growth is an essential component of Greater Manchester’s ability to thrive.

Through our previous LSTF-funded Travel Choices programme, we have made significant progress in removing transport barriers for jobseekers across Greater Manchester by broadening travel horizons.
4. Improve the health and well-being of our residents

Greater Manchester has some of the lowest life expectancy at birth in England for both men and women, with poor health being a significant cost of deprivation. Seven out of ten Greater Manchester districts have levels of heart disease above the national average, while one in ten residents is classed as obese. Many health problems, such as obesity, mental illness, diabetes, heart disease, asthma and respiratory disease, are related to low level of physical activity or poor air quality, both of which have a transport dimension.

Over the last few years we have been working with GreaterSport (Greater Manchester’s County Sports Partnership), Sport England, Public Health England North West and Greater Manchester’s Association of Clinical Commissioning Groups to bring about large-scale change that will reduce sedentary behaviour. This included the publication the Greater Manchester Moving Blueprint in 2015 which outlined our collective response to the issue of inactivity and highlighted the importance of increasing levels of active travel and engagement in sport. More recently we have been working with our health and sporting colleagues in response to the Government’s Sporting Futures Strategy as well as Sport England’s Towards an Active Nation Strategy.

Active travel also features prominently in the draft Greater Manchester Transport Strategy 2040, in terms of its potential for improving health but also to achieve mode shift and emissions reductions. The strategy builds on the momentum generated by our ambitious Cycling Strategy and Cycle City programme which has resulted in over £90 million being invested in cycling in Greater Manchester. The ambition set out in our Cycling Strategy also directly align to the emerging priorities and targets set out in the Department for Transport’s draft Cycling and Walking Investment Strategy.

The draft Greater Manchester Transport Strategy 2040 also acknowledges that safety is an important issue in influencing people’s willingness to walk or cycle and includes schemes, such as cycle training and improved infrastructure, to directly tackle the issue of actual and perceived safety of vulnerable road user groups. This is supported by the recently published GM BikeLife report which found cycle safety remains a key concern for GM residents - only 26% of people rated cycling safety as ‘good’ or ‘very good’, and nearly 80% of people supported investment in cycle safety.

This approach is supported by the GM Road Safety Plan (2013) which focuses on reducing casualties in the most vulnerable road user groups, two of which are pedestrians and cyclists, as well as the 2040 Strategy aim of reducing ‘road deaths as close as possible to zero’.

5. Links to Local Growth Funding

Our Access Fund submission has been designed to add value and complement to the capital investment being made through programmes such as our recent Local Growth Fund.
With a strong focus on walking and cycling, our recent Local Growth Fund submission included significant investment in strategic cycle routes that link residential areas with employment and education opportunities, improvements to the attractiveness and accessibility of our key centres for those travelling by bike and foot, as well as enhanced cycling facilities at schools, interchanges and businesses.

Our submission also focused on transport schemes that unlock employment sites or provide improved access to existing employment, education or training opportunities across Greater Manchester.

**B3. The Economic Case – Value for Money**

The economic appraisal of our Access Fund submission has been undertaken following webTAG guidance for Travel Choices and Active Travel. The BCR for the Access Fund programme is 4.35, which means that the overall bid has been assessed as offering **Very High Value for Money**.

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

<table>
<thead>
<tr>
<th>Forecast Impacts of Access Fund for Sustainable Travel</th>
<th>Impact</th>
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</thead>
<tbody>
<tr>
<td>No. of new cyclists (per day)</td>
<td>3,627</td>
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<td>% of additional cyclists that would have gone by car</td>
<td>26%</td>
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<tr>
<td>No. of new public transport passengers (per day)</td>
<td>2,664</td>
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<tr>
<td>Car-km removed from road per year</td>
<td>22,145,932</td>
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<tr>
<td>CO₂ emissions avoided (tonnes) per year</td>
<td>101</td>
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<tr>
<td>Health benefits per year</td>
<td>£2,997,179</td>
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<tr>
<td>Absenteeism benefits per year</td>
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To assess the potential impact of these risks to the Very High Value for Money forecast, a series of sensitivity tests have been undertaken regarding costs, omission of the Travel Choices scheme and reduced unit impacts and demand projections.

These tests show that we are confident that the assessment has been undertaken in a robust manner. The table below shows the impact in terms of PVB, PVC and NPV of varying key assumptions one at a time off the core appraisal. None of the BCRs for the individual tests fall below 3.0, therefore we can conclude that the packaged economic appraisal is robust.

Further information is contained in the Economic Appraisal Report (**Appendix B3a**) which includes a summary of the data sources and assumptions underpinning each of the scheme element appraisals and supporting the pro-forma inputs.

To support the VfM assessment, Impacts Pro Formas (**Appendix B3b**), Appraisal Spreadsheets (**Appendix B3c**) and Appraisal Sensitivity Tests (**Appendix B3d**) have been produced.
### Core Package Appraisal

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<tr>
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<th>PVB £m’s</th>
<th>PVC £m’s</th>
<th>NPV £m’s</th>
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<td></td>
<td>£27.12</td>
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### Sensitivity Tests

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<th>Test Description</th>
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<th>PVC £m’s</th>
<th>NPV £m’s</th>
<th>BC R</th>
<th>VfM Band</th>
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<td>Test 1: Increase cost per additional cycle trip by 50%</td>
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<td>Test 3: Faster rate of decay at 40% not 33%</td>
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</tbody>
</table>

### B4. The Financial Case – Project Costs

The total value of the submission is £57.5 million, including local contributions of £0.75 million from the Greater Manchester Transport Levy and £49.3 million from the Local Growth Fund and £7.5 million of Department for Transport funding.

### Table A: Funding profile (Nominal terms)

#### Transport for Greater Manchester - Access Fund Summary

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Package-Revenue</td>
<td>£12,602</td>
<td>22,454</td>
<td>17,528</td>
<td>4,926</td>
<td>57,511</td>
</tr>
<tr>
<td>DfT Funding Sought</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
<td>-</td>
<td>7,500</td>
</tr>
<tr>
<td>Local Contribution</td>
<td>250</td>
<td>250</td>
<td>250</td>
<td>-</td>
<td>750</td>
</tr>
<tr>
<td>Third Party contribution including LGF</td>
<td>9,852</td>
<td>19,704</td>
<td>14,778</td>
<td>4,926</td>
<td>49,261</td>
</tr>
<tr>
<td>Total</td>
<td>12,602</td>
<td>22,454</td>
<td>17,528</td>
<td>4,926</td>
<td>57,511</td>
</tr>
</tbody>
</table>

#### Travel Fund Revenue Expenditure By Scheme

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Choices</td>
<td>1,538</td>
<td>1,538</td>
<td>1,538</td>
<td>-</td>
<td>4,613</td>
</tr>
<tr>
<td>Active Travel</td>
<td>963</td>
<td>963</td>
<td>963</td>
<td>-</td>
<td>2,888</td>
</tr>
<tr>
<td>Total</td>
<td>2,500</td>
<td>2,500</td>
<td>2,500</td>
<td>-</td>
<td>7,500</td>
</tr>
</tbody>
</table>

#### Local and Third Party Contribution By Scheme

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>2018/19</th>
<th>2019/20</th>
<th>2020/21</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Choices</td>
<td>3,436</td>
<td>6,746</td>
<td>5,091</td>
<td>1,655</td>
<td>16,928</td>
</tr>
<tr>
<td>Active Travel</td>
<td>6,667</td>
<td>13,208</td>
<td>9,937</td>
<td>3,271</td>
<td>33,083</td>
</tr>
<tr>
<td>Total</td>
<td>10,102</td>
<td>19,954</td>
<td>15,028</td>
<td>4,926</td>
<td>50,011</td>
</tr>
</tbody>
</table>

Initiatives within the submission will be managed by TfGM. The costs and scope have been developed using the significant knowledge and experience gained through the delivery of previous programmes, such as LSTF and STTY, and cover items such as:

- Marketing and digital material associated with promoting modal shift and encouraging people to travel actively
• Resources to develop personal travel plans for businesses and individuals.
• Providing tickets and support for jobseekers and apprentices
• Resources to deliver the Train, Learn, Drive, Earn scheme
• Resources to deliver cycle training and maintenance courses
• Resources to deliver support to education facilities, workplaces and community groups
• Resources to develop and deliver walking schemes.

Financial Methodology

The key assumptions made in developing the financial case for the submission are set out below:

• The cost of each scheme has been developed from the ‘bottom up’
• The price base for all costs is Q2 2016/17
• Local and third party contributions have been included in the financial case where appropriate.

The financial model used to develop the financial case for the submission includes:

• A line by line analysis of costs for each scheme
• The phasing of costs
• The local and third party funding contributions towards scheme costs.

A risk assessment has been undertaken and used to inform the budget. Further information on Risk Management can be found in Section B7.

Local Funding Contribution

The total value of the local funding contribution is £50.0 million, made up of:

• Revenue funding from the Greater Manchester Transport Levy to support the delivery of the Travel Choices and Active Travel programme (£0.75 million – secured).
• Capital funding from Greater Manchester’s recent Local Growth Fund submission to support the delivery of minor works schemes that will increase levels of walking and cycling, and improve access to employment, education and training (£49.3 million – subject to award).

While a local contribution from Greater Manchester’s recent Local Growth Fund submission has been included, the initiatives outlined in the submission can progress as planned if Local Growth Funding is not secured.

We will also continue to work with commercial operators who have previously provided significant levels of match contribution for the Travel Choices ticket schemes through revenue forfeited and Jobcentre Plus, Work Programme Providers and Travel Shops, who administer the Travel Choices ticket schemes on behalf of TfGM as an in-kind contribution.
Financial Sustainability

Travel Choices and Active Travel activities are now a key part of TfGM’s wider integrated transport offer, with both playing a significant role in the draft Greater Manchester Transport Strategy 2040.

TfGM’s commitment to mainstreaming Travel Choices and Active Travel is clearly demonstrated through the allocation of revenue funding to ensure these core services are delivered in Greater Manchester. Greater Manchester’s long-term commitment to Active Travel has been outlined as part of our previous successful submissions to the Cycle City Ambition Grant.

More recently, Greater Manchester’s submission to the Local Growth Fund, made in July 2016, included significant levels of funding for schemes that are focused on walking and cycling, and improving access to employment, education and training.

As with all programmes delivered by TfGM, a robust exit strategy will be developed as part of the Programme Execution Plan.

B4. Management Case - Delivery

Previous experience in delivering Travel Choices and Active Travel initiatives has given us a high level of confidence in terms of delivery timescales. The programme Gantt chart, which can be found in Appendix B4, clearly demonstrates that all initiatives within the submission are deliverable within the funding timescales.

Table C: Milestones

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Execution Plan – Approved</td>
<td>Mar-17</td>
</tr>
<tr>
<td>Programme Commenced</td>
<td>Apr-17</td>
</tr>
<tr>
<td>Business Engagement – Commenced</td>
<td>Apr-17</td>
</tr>
<tr>
<td>Jobseeker and Apprentice Ticket Offer – Launched</td>
<td>Apr-17</td>
</tr>
<tr>
<td>Personal Travel Planning – Contract Awarded</td>
<td>Apr-17</td>
</tr>
<tr>
<td>Walking Workplaces – Contract Awarded</td>
<td>Apr-17</td>
</tr>
<tr>
<td>Cycle Skills Training – Contract Awarded</td>
<td>Apr-17</td>
</tr>
<tr>
<td>Walking Festival - Launched</td>
<td>May-17</td>
</tr>
<tr>
<td>TLDE – Procurement Completed</td>
<td>Jun-17</td>
</tr>
<tr>
<td>Secondary Schools and Colleges – Website and Toolkit Launched</td>
<td>Jun-17</td>
</tr>
<tr>
<td>Secondary Schools and Colleges – Contract Awarded</td>
<td>Aug-17</td>
</tr>
<tr>
<td>Community Cycle and Walking project – Launched</td>
<td>Aug-17</td>
</tr>
<tr>
<td>Travel Champions Programme – Website and Toolkit Launched</td>
<td>Sep-17</td>
</tr>
<tr>
<td>Local Growth Scheme Support – Mobilised</td>
<td>Sep-17</td>
</tr>
<tr>
<td>Cycling Schools and Colleges Project – Recruitment Completed</td>
<td>Sep-17</td>
</tr>
<tr>
<td>Programme Completed</td>
<td>Mar-20</td>
</tr>
<tr>
<td>Post Implementation Review – Completed</td>
<td>Aug-20</td>
</tr>
</tbody>
</table>
Where appropriate, existing delivery arrangements, established as part of the previous programmes, will be utilised. This will have the benefit of minimising mobilisation requirements as well as reducing uncertainty in delivery.

B5. Management Case – Statutory Powers and Consents

The Access Fund can be delivered without the need for any statutory powers or consents.

B6. Management Case – Governance

The development and delivery of the programme of initiatives within this submission will be the responsibility of TfGM, the Greater Manchester's Combined Authority’s delivery agent for transport. To ensure effective management of the submission, TfGM will assume a programme management role, co-ordinating the delivery of the programme and managing the interface and relationships with delivery partners, local authorities and stakeholders.

Governance and Assurance

All programmes delivered by TfGM report through a structure which includes a Programme Board; the TfGM Operations Board; the TfGM Executive Board; and TfGM Audit Committee. In addition, regular update reports on progress are presented to Greater Manchester Combined Authority (GMCA), which act on behalf of the Greater Manchester Local Enterprise Partnership.

Programme Board

The Programme Board will ensure that the overall programme is managed to budget, time and quality and focused on the successful delivery of identified benefits. This includes reviewing status reports on progress, cost variance to budget, issues and risks and to escalate issues as and when required, as well as taking ownership of escalated risks and issues. The Programme Board is also responsible for monitoring progress with respect to the source funding and strategic outcomes.

The Programme Board meets monthly and is attended by other functional heads of service and directors.

Operations Board

The Operations Board is chaired by the Chief Executive and attended by directors and functional heads of service. The programme of initiatives within this submission will be reported to the Operations Board which meets monthly and is responsible for TfGM’s business planning and performance management processes.
The purpose of this meeting is to review, by exception, the overall programme progress, and provide a forum to determine appropriate strategies to address key issues, which require input from senior management.

The Operations Board will review progress reports prepared by the Senior Responsible Officer (SRO), following the Programme Boards. The progress reports will summarise performance, including performance against budget, schedule, risk and key deliverables both in terms of outcomes and outputs. The Operations Board is responsible for escalating issues to the Executive Board as required.

**Executive Board**

The Executive Board is responsible for providing corporate and strategic overview of all activities delivered by TfGM. In line with TfGM’s Constitution and Scheme of Delegation, contract awards over £2 million will be overseen by the Executive Board.

The TfGM Executive Board is attended by the Chief Executive Officer; Director of Finance and Corporate Services; and Chief Operating Officer and three Non-Executive directors, including the Treasurer of the GMCA.

**Greater Manchester Combined Authority and Greater Manchester Local Enterprise Partnership**

The GMCA is a statutory body which has a range of functions, including transport. The GMCA, which comprises the Interim Mayor and the Leaders of the ten constituent councils in Greater Manchester, provide a stable, effective and efficient governance framework for Greater Manchester.

The GMLEP sits at the heart of Greater Manchester's governance arrangements, ensuring that business leaders are empowered to set strategic course, determine local economic priorities and drive growth and job creation within the city region. Regular reports on progress of initiatives within this submission will be provided to GMCA, as well as the GMCA’s Transport Portfolio Lead. Regular reports will also be provided to the GMLEP.

**TfGM Audit Committee**

Audit and Assurance carries out regular reviews of the projects and programmes, with findings and agreed actions being presented to the TfGM Audit Committee for consideration. All audit actions are reported to the Operations Board on a monthly basis.

**Programme and Project Assurance**

Project and Programme Assurance is provided through an industry best practice ‘Lines of Defence' model that has been implemented by TfGM and which has matured in recent years as delivery of a diverse range of programmes has been managed.
**First line of defence**: TfGM management has ownership, responsibility and accountability for assessing, controlling and mitigating risk on a day-to-day basis. An example of this is the monthly reporting that is undertaken for each project and programme by the project managers.

**Second line of defence**: This includes the processes and procedures that are in place to provide an oversight of the effective operation of the internal control framework. One key example of this is the Gateway Review Process that each project has to go through as it proceeds through the project lifecycle. This represents a key forum for challenge and oversight of projects as well as bringing in stop/go points.

**Third and fourth line of defence**: The third and fourth lines describe the TfGM assurance function and provides a risk-based approach to ensuring delivery. This covers all elements of TfGM’s risk management framework including risk identification and assessment.

**Programme Management Procedures**

Initiatives within the submission will be managed in line with TfGM’s Programme Management Procedures.

Programme Management Procedures are a corporately agreed approach to managing programmes. TfGM uses the procedures to provide a consistent and repeatable standard by which programmes are managed, minimising variation and ensuring delivery to the desired standard, on time and within budget. The procedures will ensure effective delivery through each stage of the programme lifecycle including initiation, implementation and close.

**Senior Responsible Owner**

The SRO for the programme will be the Director of Customer Operations. The SRO will have overall responsibility for ensuring the successful delivery of the outcomes and outputs outlined in the submission, and escalation of issues as required via established TfGM governance structures.

**Delivery Team**

Building on our well-established and successful delivery mechanisms, the team established through our previous LSTF programmes will be responsible for managing the delivery of initiatives within this submission.

Each initiative within the submission will be assigned a project manager from the Travel Choices and Active Travel team who will be responsible for the management of all aspects of the project in accordance with agreed budget and timescales, as well as preparing progress reports for consideration by the Programme Board.

The Travel Choices and Active Travel team will be supported by the Programme Management Office which will undertake technical tasks relating to procurement, finance, legal, risk and project control support.
An organogram of the governance structure is contained in Appendix B6.

**B7. Management Case - Risk Management**

The management of risk is an integral part of TfGM’s programme management procedures. TfGM has a proven track record of successfully overseeing risk management activity across a range of projects and programmes, including previous LSTF and CCAG programmes, as well as the current STTY programme.

Initiatives within the Access Fund submission will be delivered in accordance with TfGM’s Risk Management Policy and Strategy document. This is in line with OGC Best Practice, as described in Management of Risk: Guidance for Practitioners. The approach for managing risk is to establish an iterative and on-going cycle of risk management activity, which includes identifying, assessing, mitigating, reporting (including escalation) and reviewing risk.

The Access Fund programme will have an assigned Risk Manager who will work in close liaison with TfGM's delivery team in order to ensure that risks are managed effectively.

**Risk Identification and Assessment**

Risk identification and assessment have been undertaken which has resulted in the development of programme risk register. This register includes risk causes and consequences, mitigation measures, risk ownership and a qualitative assessment of risk likelihood and impact. The risk register will be reviewed during the mobilisation of the Access Fund programme and updated on at least a monthly basis. In addition, risk workshops will be held at key milestones involving wider team members and stakeholders.

**Risk Planning and Mitigation**

All risks identified will be assigned a Risk Owner, the person ultimately accountable for the mitigation status and eventual outcome of the risk. The Risk Owner is responsible for ensuring that the risk is managed and monitored over time and that the mitigation measures are undertaken to the agreed timescales.

**Monitoring and Reporting**

TfGM requires all risk information to be up-to-date at all times to facilitate reporting. Open risks and actions are updated in line with the monthly reporting cycle.

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

The QRA will continue to be reviewed on a monthly basis throughout the lifecycle of the 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).

**Risk Register**

Experience gained during the delivery of the LSTF, STTY, and CCAG programmes has provided a good understanding of potential risks and has enabled appropriate mitigation measures to be developed. Following a risk assessment process, in line with TfGM’s Risk Management Strategy, a qualitative Risk Register has been developed and the residual post mitigation rating of the programme risk is assessed as ‘Low’.

The key risks and mitigation actions for the programme, identified through the TfGM Risk Management Strategy, can be summarised as:

**Availability of resources** – resource planning for this submission has been informed by previous LSTF and STTY programmes which have provided us with a high level of confidence of the resources required. To ensure that the required resources are available we will be developing a mobilisation plan which will be deployed immediately after the funding decision. To further reduce risk, where possible, we will also continue to utilise established contractual and commercial arrangements already in place for the STTY programme as well as the existing team.

**Clarity of Scope Definition** – the scope of the submission has been developed using insight and experience gained through our previous LSTF and STTY programmes, to provide improved clarity. To further reduce risk we will use established project and programme processes to manage scope.

**Cost Certainty** – the current cost plans are informed by actual historical scheme costs informed by our previous LSTF and STTY programmes. Risk-based estimating techniques will be applied to all schemes to ensure they are delivered to time.

The Risk Manager along with the delivery team will work closely with the nominated Project Manager to ensure that the risk register is monitored, reviewed and maintained in line with TfGM’s Risk Management policy and Strategy document.

The Risk Register for the Access Fund is contained in Appendix B7.
B8. Management Case - Stakeholder Management

Our Access Fund submission has been developed following extensive dialogue with stakeholders to define the scope and design of initiatives.

To help develop this submission, we have engaged with a range of key Greater Manchester stakeholders, including the Interim Mayor, the Greater Manchester Wider Leadership Team comprising chief executives from the ten local authorities, and the GMLEP which provides an effective means of engaging with the business community. We have also worked closely with our partners in the health and sport sector reflecting our increased focus on the co-benefits that active travel can unlock in terms of improving the health and well-being of our residents.

As part of the mobilisation of the Access Fund programme, a full stakeholder engagement plan will be developed which will identify key stakeholders, map stakeholder synergies and define communication channels. This will build on existing stakeholder engagement arrangement established as part of our previous LSTF and STTY programmes as well as TfGM’s organisational stakeholder management processes.

Further details of stakeholders and delivery partners that will contribute to the successful delivery of this submission can be found in section A8.

a) Can the scheme be considered as controversial in any way?
☐ Yes ☑ No

b) Have there been any external campaigns either supporting or opposing the scheme?
☐ Yes ☑ No

B9. The Commercial Case

All procurement activity undertaken by TfGM follows a strategic sourcing process and is governed by a Strategic Procurement Group which ensures that value for money, legal compliance and internal policies are taken into account. As part of mobilising the programme, a Sourcing Strategy Document will be developed which identifies the most cost-effective and compliant sourcing approach taking account of the risks, the available contracting routes, and OJEU thresholds.

Where possible, commercial arrangements established as part of our LSTF and STTY programmes will be utilised. Where new commercial arrangements are required these will be drawn from TfGM’s established Professional Services Framework.

All initiatives within the Access Fund submission fall into one of the following categories:
To be delivered using internal resource – for which no procurement activity will be required to ensure delivery of the outputs.

Extensions of the scope/scale of contracts established as part of existing Travel Choices and Active Travel programmes – flexibility has been built into previous procurement activities and subsequent appointments to enable additional scope to be accommodated.

New procurement exercises to be undertaken using TfGM’s existing Professional Services Framework – these would use established OJEU compliant frameworks from which the required services and expertise can be mobilised within the required timescales.

An OJEU level tendering exercise may be required for the Train Learn Drive Earn project. However steps are already underway to secure an appropriate contracting arrangement to avoid any delay in mobilisation.

SECTION C – Monitoring, Evaluation and Benefits Realisation

C1. Monitoring and Evaluation

As with previous LSTF, STTY, and CCAG programmes, TfGM will continue to work closely with the Department for Transport to ensure that monitoring of outputs and evaluation of outcomes is robustly undertaken.

The Monitoring and Evaluation Plan for the Access Fund builds on our experience of developing and delivering plans for comparable programmes and will adopt a similar methodology successfully applied to our LSTF, STTY, and CCAG programmes.

Experience of these programmes suggests that the distribution of funds across the city region, delivering many different initiatives and targeted at specific groups requires a bottom-up approach to evaluation. This means we will be attempting to identify benefits at the level of the initiatives rather than seeking to observe changes in, say, traffic congestion overall or at a corridor level.

When collecting data at this level, we need to be mindful of proportionality, in that many of the organisations from whom we will be seeking data will be small, as will the target populations. Experience with LSTF suggests that useful data can be collected through the administrative processes required to manage the interventions (e.g. ticket or bike back to work applications, post-training feedback forms plus email or phone follow-ups).

The principal metric to be reported will be mode shift, specifically the number of people new to walking or cycling, either by specific individuals or at an aggregate level such as workplaces or schools. Combining this with trip frequency and length, we will be able to estimate outturn economic impacts such as health and decongestion, via established relationships such as those in WebTAG.
A secondary aim of the evaluation will be to improve our understanding of the effect of initiatives designed to benefit jobseekers and apprentices, particularly the longer-term effects on removing barriers to opportunities. To this end we will continue to work closely with employment and apprenticeship service providers to improve our survey instruments, particularly in terms of re-contact and response rates.

Where initiatives are a continuation of existing Active Travel and Travel Choices programmes, previously funded by the DfT, we will take the opportunity to augment data to provide more robust overall findings over a longer period of time. We will also learn from analysis of other programmes such as Bike Life and the active travel elements of Growth Deal schemes. Regardless of the source of funds, there will be much commonality among the interventions and we will maximise the use of common approaches and data sources.

As this combined evidence builds, it will support our ambition to move from a ‘research report’ culture to one of ‘insight’ - generating a more complete picture of the how and why of consumer choices and ‘what works’.

**Benefits Realisation**

All programmes delivered by TfGM are subject to our Benefits Realisation Management Procedures, to ensure specific initiatives will deliver benefits assigned to them in the time and manner stated. A Benefits Realisation Plan will detail how initiatives will realise their benefits and how they contribute to the overall outcomes of the programme. This will include a Benefits Profile and Benefits Map, illustrating the relationship between benefits, outputs and outcomes and a Benefits Tracker used to monitor the progress towards the realisation of each benefit.

The Benefits Map will be integral to the development of the Monitoring and Evaluation Plan. As with the causal chains developed for the LSTF and STTY components, the mapping will help identify the key assumptions and those points in the chain where measurement will be most efficient and meaningful.

By submitting this bid, I agree to work with the Department to provide a reasonable level of monitoring to enable the measurement of outputs and, where appropriate, evaluation of outcomes. ☒ Yes ☐ No
### SECTION D - Declarations

#### D1. Senior Responsible Owner Declaration

As Senior Responsible Owner for Connecting Greater Manchester I hereby submit this request for approval to DfT on behalf of Transport for Greater Manchester and confirm that I have the necessary authority to do so.

I confirm that Transport for Greater Manchester will have all the necessary statutory powers in place to ensure the planned timescales in the application can be realised.

<table>
<thead>
<tr>
<th>Name: Stephen Rhodes</th>
<th>Signed: [Signature]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Position: Customer Operations Director</td>
<td></td>
</tr>
</tbody>
</table>

#### D2. Section 151 Officer Declaration

As Section 151 Officer for Transport for Greater Manchester I declare that the scheme cost estimates quoted in this bid are accurate to the best of my knowledge and that Transport for Greater Manchester:

- has allocated sufficient budget to deliver this scheme on the basis of its proposed funding contribution;
- accepts responsibility for meeting any costs over and above the DfT contribution requested, including potential cost overruns and the underwriting of any funding contributions expected from third parties;
- accepts responsibility for meeting any ongoing revenue and capital requirements in relation to the scheme;
- accepts that no further increase in DfT funding will be considered beyond the maximum contribution requested and that no DfT funding will be provided after 2019/20;
- Confirms that the authority has the necessary governance / assurance arrangements in place and the authority can provide, if required, evidence of a stakeholder analysis and communications plan in place.

<table>
<thead>
<tr>
<th>Name: Steve Warrener</th>
<th>Signed: [Signature]</th>
</tr>
</thead>
</table>