



Metrolink

300

Boarding

4. Delivering our Objectives

4.1. Introduction

Our transport strategy over the last 10 years (LTP1 and LTP2) has aimed to encourage, wherever possible, travel by sustainable modes (public transport, walking and cycling) and to support the regeneration of our town and city centres. This strategy has received broad support through public consultation and has seen some success (as shown in section 3.1), although there is still much to be done. Although we believe that the broad direction of our existing transport strategy is the right one, we now need to re-focus to help deliver the overall economic and environmental strategy for Greater Manchester and to reflect national priorities.

The following sections set out our priorities for delivering our objectives and our broad approach to meeting these priorities. Our plans for individual parts of the transport network are set out in more detail in Chapter 6.

4.2. Objective 1: Economy

'To ensure that the transport network supports the Greater Manchester economy to improve the life chances of residents and the success of business'

Priorities:

- in line with GMS, prioritised investment in cost-effective major road and rail-based transport interventions that will create maximum economic (GVA and employment) benefit, whilst also ensuring enhanced strategic social and environmental benefits;
- access from residential areas - particularly those prioritised for housing growth - to key education and employment areas in support of Greater Manchester's skills and worklessness objectives;
- access for freight to key economic centres and sub-regional freight facilities;
- surface access to Manchester Airport; and
- efficiency, reliability and capacity of rail and road networks.

Priority: Prioritised investment in cost-effective major transport interventions that will create maximum economic benefit, whilst also ensuring enhanced strategic social and environmental benefits

Transport infrastructure investment in Greater Manchester is effectively aligned at driving productivity and employment levels through business growth and reduced deprivation in a fully targeted manner. The Greater Manchester Combined Authority governance arrangements, encompassing the new Local Enterprise Partnership, Transport for Greater Manchester and Commissions across all major policy areas, will provide the framework for ensuring that there is consistency across this approach. This Plan has been developed against a clear understanding of the significant contribution that transport can make to economic growth, in terms of:

- providing improved access to labour for key employment sites;
- improving connectivity through the region's key national and international gateways;
- supporting the development of new sites eg growth points;
- extending longer distance labour markets to expand the overall pool of labour available to local businesses;
- reducing congestion and journey times, and making all journey times more reliable; and
- improving end-to-end journey levels of service on modes primarily used for business travel, thereby bringing businesses closer together.

Against this background, the Greater Manchester Authorities have prioritised a programme of major transport schemes for delivery by 2020 that will contribute most to economic growth, increased productivity and employment, whilst also contributing to positive social and environmental benefits overall. The agreed list of schemes, covering Metrolink, road, rail and bus networks comprises a £1.5 billion programme: the Greater Manchester Transport Fund (GMTF). The GMTF investment programme requires the ongoing commitment of central government support for certain major investment schemes to complement significant local funding commitments, primarily in the form of LTP resources and local borrowings.

The scale of local funding commitment demonstrates the Greater Manchester authorities' recognition of the value of transport investment in driving local economic growth. The following table shows the GMTF schemes and their contribution to the economy of Greater Manchester. Also shown are a number of other priority schemes, not included in the £1.5 billion package. More details on the Fund are provided in Chapter 7.

GMTF Priority Schemes
<p>Metrolink Expansion:</p> <ul style="list-style-type: none"> • Chorlton to East Didsbury • Droylsden to Ashton • Manchester Airport and Second City Crossing • Rochdale and Oldham Town Centres <p>Metrolink has a proven record of taking car trips off the road (reducing congestion). By extending the network, we expect to reduce congestion along those corridors. It will also contribute to regeneration schemes in Ashton, Oldham and Rochdale town centres, improve access to jobs from a number of deprived areas and improve access to the Airport.</p>
<p>Bus Corridors:</p> <ul style="list-style-type: none"> • Cross City Bus Package • Leigh-Salford-Manchester Busway <p>Investment in bus priority along our Quality Bus Corridor network, to improve reliability, vehicles, waiting facilities and the passenger experience, has led to increased patronage. The Cross City bus scheme will extend these benefits to a number of important bus corridors and also allow for through journeys, across Manchester city centre, from Salford, Middleton and Didsbury. The Leigh- Salford-Manchester Busway will significantly reduce journey times for communities living along that corridor.</p>
<p>Park and Ride</p> <p>Park and Ride has an important role to play in managing the impact of car travel at peak commuting times and in increasing patronage on public transport.</p>
<p>Transport Interchanges¹⁵</p> <ul style="list-style-type: none"> • Altrincham Interchange • Bolton Town Centre Transport Strategy (formerly Bolton Interchange) <p>New public transport interchanges, at Altrincham and Bolton, will make connections between different public transport modes easier and are a key element of regeneration plans for both town centres.</p>
<p>Contributions to Local Rail Stations</p> <p>Improvements to local rail stations will increase rail patronage, reducing congestion.</p>

¹⁵ Rochdale Interchange (not part of GMTF) is awaiting a Department for Transport funding decision.

<p>Road Schemes:</p> <ul style="list-style-type: none"> • SEMMMS A6 to Manchester Airport Relief Road • Ashton Northern Bypass, Stage 2 • Wigan Inner Relief Road <p>We recognise that in a limited number of situations, new roads can be of benefit to the local economy and the local environment. Those included in GMTF form a key part of local regeneration schemes, relieve communities of heavy traffic and improve access to the Airport. These schemes will also enable us to re-allocate roadspace on the existing routes to give more priority to public transport, walking and cycling.</p>
<p>Longdendale Integrated Transport Strategy</p> <p>A package of improvements will reduce congestion on a key trans-Pennine corridor.</p>
<p>Other priority schemes awaiting further funding</p>
<p>Metrolink extension to Trafford Park/Trafford Centre/City of Salford Stadium and Port Salford</p> <p>Improved public transport access in this area will reduce congestion, particularly on the M60, and support the development of major current and future business and freight areas.</p>
<p>Stockport Interchange and town centre access</p> <p>Improved access to, and interchange in, the town centre is central to regeneration plans.</p>
<p>Transport Improvements in the North Bury and West Rochdale corridors</p> <p>Improved public transport will improve the vitality of, and commuting opportunities from, these areas.</p>

In addition to the local GMTF investment package, we recognise the critical role that the heavy rail system plays in driving the economy of Greater Manchester and the North of England as a whole.

Our macro-economic rail priorities are to secure:

- additional rolling stock to alleviate serious overcrowding on many commuting corridors;
- improvements in network capacity (particularly through Network Rail's work on the 'Northern Hub' solution and Route Utilisation Strategies);
- infrastructure improvements, including the electrification of the North West Rail Triangle, incorporating Manchester – Liverpool and Blackpool via both Wigan and Bolton;
- upgrades to key stations such as Manchester Victoria, Stockport, Wigan North Western, Salford Central and Salford Crescent; and
- direct benefits for Greater Manchester from national plans for High Speed Rail.

Priority: Efficiency and reliability of current networks

The current economic situation means that it is more important than ever to make the best use of existing networks. The effective management of, and minor improvements to, Greater Manchester's strategic highway routes has a key role to play in supporting business and community life. Retaining the Regional Centre's connectivity to labour markets through targeted improvements to the Inner Ring Road and key radial routes into Manchester City Centre will be a priority to accommodate up to 30% additional peak journeys, ensure that Greater Manchester residents have efficient access to new jobs and ensure that we meet new growth in a sustainable manner. The Network Management policies in this Plan are based on improving network connectivity and accessibility (including access to the national road network); supporting the safe movement of people, commercial vehicles and goods across the highway system; encouraging the use of strategic routes for the movement of high volumes of people and goods by all modes of transport; and safeguarding the priority of pedestrians and cyclists in quieter residential streets.

The network management policies will help to improve the efficiency of the bus network, complementing the service reliability benefits of our existing Quality Bus Corridors and supporting the new Bus Code of Conduct and Quality Partnership Schemes, which are designed to lock in adequate service quality levels. Our proposals to support increased local cycling and walking levels will support the more efficient use of roadspace both directly and by helping to maximise the efficiency of local rail, bus and tram networks in accommodating the largest possible volume of journeys. However, resolution of the rolling stock capacity, station enhancements and Northern Hub network capacity issues, are essential if the full potential of the rail network to support total transport network efficiency is to be achieved.

Priority: Access from residential areas - particularly those prioritised for housing growth - to key education and employment areas

This Plan explicitly recognises the value of effective access to key education and employment destinations in helping to reduce inequality and increase levels of economic activity. The expansion of Metrolink, described above, will improve access to a number of housing growth areas, particularly in north and east Manchester and in Oldham.

However, the bus remains the largest single provider of public transport trips within Greater Manchester, a result of its flexibility and ability to span a range of different locations. The bus network will therefore offer one of the best solutions to help people back into employment by linking neighbourhoods with key areas of economic activity. Further, the nature of road-based public transport offers essential links for disabled people for local journeys and to travel further afield. This understanding has shaped our priorities for the bus network (set out in section 6.1), aimed at best securing a resilient and reliable network during what is likely to be a short-term period of declining overall revenue in the local bus system. In this section, we also recognise the additional opportunities that flexible and community transport services will need to play in maintaining access to a 24-hour economy from neighbourhoods of greatest need, as well as offering community-based training and employment opportunities in their own right.

For shorter journeys, or for access to the public transport network, we recognise the huge potential of walking and cycling in providing a low cost, healthy travel option.

Priority: Access for freight to key economic centres and sub-regional freight facilities

As discussed above, our Network Management Strategy targets journey time reliability for deliveries and for business travel in general. In addition, we aim to explore how information channels (SATNAV, Smartphones etc) can be better used for the benefit of freight and other commercial traffic to give access to information on network disruptions. We recognise the importance of moving more freight by rail and water. The Northern Hub rail proposals are the key to enabling more freight trains to be operated on existing routes and providing the stimulus for further commercial investment in rail freight facilities. Alongside this, significant commercial proposals are now being developed for much greater use of the Manchester Ship Canal for freight, including the planned development of a multi-modal freight interchange at Port Salford.

In addition, Greater Manchester authorities also understand the importance of managing issues of air pollution and noise caused by road freight, not only to address EU targets but to protect urban neighbourhoods and other sensitive areas. We will continue to plan and take strategic action to encourage cleaner freight fleets in Greater Manchester and to route vehicles away from sensitive and residential areas whilst maintaining access for deliveries.

Priority: Surface access to Manchester Airport

Manchester Airport is a key driver of the Greater Manchester economy, with passenger numbers forecast to rise to 32 million per year by 2015. Over 170,000 tonnes of freight are now being handled at the Airport, as well as a key node in the regional transport network for road, rail and coach. Through the Metrolink development scheme and wider transport activities across all modes in this Plan and in the Airport's Ground Transport Strategy, we aim to increase the range of travel options for passengers and staff, so as to manage the carbon impact of surface travel to the Airport. Our plans will also improve access to employment opportunities, particularly from nearby deprived neighbourhoods, which will continue to grow through the 'Airport City' economic development programme. We also recognise that the proposed SEMMMS, A6 to Manchester Airport Relief Road scheme and other local road improvement schemes planned by the Airport are important in improving airport access and maintaining network efficiency on major approaches to the Airport.

4.3. Objective 2: Carbon/Climate Change

'To ensure that carbon emissions from transport are reduced in line with UK Government targets in order to minimise the impact of climate change'

Priorities

- integrated spatial and transport planning in support of lower carbon economic growth;
- integrated smarter travel choices programmes to promote lower-carbon travel choices;
- delivery of lower carbon travel options;
- improved environmental performance across transport fleets and infrastructure;
- effective management of travel demand to minimise carbon emissions;
- best practice procurement to improve the carbon impact of investment and maintenance schemes; and
- improved resilience of the transport system to climate change and the impact of future oil production declining.

Priority: Integrated spatial and transport planning in support of lower carbon economic growth

Integrated transport and spatial planning is at the heart of this Plan and the GMS. This is crucial in ensuring that new development is prioritised in locations easily accessible by walking, cycling and public transport; in promoting new development that includes facilities and design principles that support travel by sustainable modes; and in ensuring transport investment is prioritised to support the key development sites that will contribute most to the economy of Greater Manchester and the quality of life of its residents. The Greater Manchester Spatial Framework, referred to in section 3.2, will set out spatial priorities for the next 10 to 20 years and provide a coherent set of spatial priorities for delivery and investment in key areas such as housing and transport. The longer-term strategic planning in this Plan will be developed in partnership with the Spatial Framework. This will ensure complementary approaches that fully exploit the scope for further development alongside strong public transport corridors, maximising the potential for partnership solutions to complement public investment, including direct private sector provision of infrastructure.

Priority: Integrated smarter travel choices programmes to promote lower carbon travel choices

Greater Manchester has a strong track record of delivering high quality public transport solutions and providing support for the uptake of active travel. This Plan continues this trend, and also aims to deliver an integrated "smarter travel choices" strategy for Greater Manchester that helps more local people to see the benefits of travel by public transport, bike or on foot for more of their journeys. We can make a major contribution to climate change objectives, as well as to public health through increasing activity levels, by encouraging more people to consider their alternatives, particularly for the shorter trips. Our plans (set out in chapter 5), involve new partnership working across all sectors to align a wide range of travel promotion activities, as well as providing innovative approaches to the ways in which we provide travel information and ticketing. This will include a

renewed focus on new technologies, and initiatives such as car sharing/car clubs and cycle training/hire schemes.

Priority: Delivery of lower carbon travel options

In promoting “smarter choices”, this Plan recognises the need to encourage a shift from single-occupancy car use to walking, cycling, public transport and car sharing. Our proposals set out ways to improve the pedestrian environment, remove barriers to cycling, improve cycling infrastructure, enhance the coverage and quality of public transport, and manage the highway network. This will help to encourage more car users to change the way they travel, and also make it easier for people who do not have access to a car to travel to key facilities.

Priority: Improved environmental performance across all transport fleets

Low carbon transport technology offers great potential to improve environmental performance. Our successful bid to the Government's 'Plugged in Places' programme will provide a network of charging points for electric vehicles to complement Government consumer incentives to purchase electric vehicles. Private sector investment and expertise is critical to long term sustainability, generating long term revenue and developing and coordinating schemes across Greater Manchester.

In addition, fleet vehicles offer potential for significant change. We will, therefore, work with operators of public transport, freight and commercial vehicles and with taxi licensing authorities to increase the number of 'green' vehicles in fleets and promote 'eco-driving' techniques, as well as to seek funding to increase the number of 'green' buses in operation in Greater Manchester. We have also identified a need to save energy (and reduce emissions) used by public transport vehicles, as well as at stops, stations and depots, and to identify opportunities for generating renewable energy.

Priority: Effective management of travel demand to minimise carbon emissions

Managing the demand for travel is also central to reducing CO₂ emissions. Whilst we will not be bringing forwards proposals for congestion charging or workplace parking charging, we aim to identify other opportunities for demand management to improve the efficiency and reliability of the road network and complement investment in public transport, cycling and walking schemes, and travel promotion programmes. These are described in section 8.5. Reducing the need to travel is, of course, the most effective way of managing travel demand. The integrated approach to spatial and transport planning, as discussed above, will be important here, as will the Greater Manchester Strategy policy of extending fast broadband coverage to more areas, thereby facilitating home and remote working.

Priority: Best practice procurement to minimise the carbon impact of investment schemes

There are a number of ways in which the maintenance of the highway network can reduce our carbon footprint. There is the potential to reduce energy costs in street lighting by utilising the latest techniques for switching off and dimming where appropriate, and to reduce energy usage. There is also the potential to use recycled, re-used and cold materials for highway maintenance to minimise waste and to reduce carbon usage through bulk purchase and through optimal use of salt,

storage, vehicles, fuel and staff resources and through the use of road surfaces that reduce carbon emissions.

Priority: Improved resilience of the transport system to climate change and the impact of future oil production declining

As the climate changes, we will also need to adapt to different weather. We will incorporate risk management strategies within Transport Asset Management Plans and continue to develop Surface Water Management Plans for Greater Manchester. We will also develop plans to increase the efficiency of winter gritting, reviewing the risk to bridges, embankments and cuttings and ensuring that public transport vehicles and associated infrastructure are adequately maintained and information relating to disruptions needs to be readily available to those already in transit, as well as those considering travelling in extreme weather.

In addition, we recognise that oil is a finite resource, and that the issue of 'peak oil' (the point at which oil production reaches its peak and then declines) is of increasing concern. Future oil price rises bring the risk of impact on both the economy and the cost of travel. Our proposals in this Plan to promote lower carbon travel options, to improve the environmental performance of transport fleets and to manage travel demand will help to improve the resilience of the transport system to oil price rises.

4.4. Objective 3: Public Health and Wellbeing

'To ensure that the transport system facilitates active, healthy lifestyles and a reduction in the number of casualties; and that other adverse health impacts are minimised'

Priorities

- increased levels of walking across Greater Manchester;
- a network of safe cycle routes in support of greatly increased levels of cycling across Greater Manchester;
- reduced incidence and severity of casualties on the network;
- enhanced personal safety and security on all public transport networks;
- reduced harmful emissions, and noise from road transport; and
- improved access to health facilities.

Priority: Increased levels of walking across Greater Manchester

Encouraging more people to walk as part of their daily lives is fundamental to improving health and fitness, and will also bring direct economic benefits to the conurbation. According to the NHS, inactivity affects 60-70% of the adult population and the physical fitness of children is declining by 9% per decade. Our focus on 'active travel' means that, for short distances, we will encourage walking (along with cycling), rather than driving, which will reduce road traffic and carbon emissions and create a safer environment for pedestrians and residents. Working in partnership with the health sector, particularly on active travel promotion programmes, will be important in achieving the cultural change needed to make walking journeys part of everyday life.

Our approach to managing the highway network and supporting Public Rights of Way involves giving greater priority to pedestrians in a variety of environments, and we will also take advantage of regeneration schemes in town and city centres to create a pleasant urban environment that encourages walking. Encouraging more children to walk to school is a key part of our smarter travel choices strategy, supported where possible by local safety improvements and road safety training.

Priority: A network of safe cycle routes in support of greatly increased levels of cycling across Greater Manchester

Like walking, cycling has great potential to improve public health. The overall aim will be to enable people to cycle safely throughout the on and off-road network. However, we recognise the need to focus our investment where it is likely to achieve the greatest impact, informed by our analysis of local travel markets. Our policies will help to create a pro-cycling culture by providing safer cycle routes; more parking and training; and traffic management that reduces speeds and gives greater priority to cyclists.

In particular, we see great value in prioritising cycle access to Manchester City Centre, town centres and public transport interchanges, supported by improved cycle parking at these locations.

Priority: Reduced incidence and severity of casualties on the network

We remain fully committed to reducing the number of casualties, particularly people killed or seriously injured, on our highway network. Our aim is to minimise the risk of road casualties (especially to reduce road deaths), reduce pedestrian and cyclist casualties, protect children, young people, disabled people and motorcyclists, and to support responsible road use/tackle irresponsible behaviour. Our approach will include a range of interventions, including local road safety schemes, travel and safety information campaigns to support responsible behaviour, driver improvement programmes and local road safety training, education for high risk people and enforcement of traffic offences in partnership with the Police. Through our asset management policies, we will improve road safety by ensuring that roads, footpaths and equipment are effectively maintained so they are current and fit for purpose.

Public transport is a very safe way to travel, and encouraging its use will help to reduce casualties. We recognise that safety and security remains a key concern and fear of crime deters some people from using public transport. We will continue to improve safety and security at stops and interchanges, through the design and maintenance of facilities, to work with the police to target anti social behaviour on the network and to introduce innovative measures to tackle specific problems.

Priority: Reduced harmful emissions and noise from road transport

Despite considerable improvements in air quality in recent decades, air pollution from road transport continues to pose significant health risks. Currently many areas within Greater Manchester exceed EU limits for nitrogen dioxide (NO₂) concentrations. Our proposals to promote increased walking, cycling and use of public transport will all reduce emissions on congested corridors. However, we are aware that HGVs and buses are responsible for a high proportion of the nitrogen oxides (NO₂ and NO) emissions from road transport. We will continue to work with the government and freight and bus operators to accelerate the renewal of their fleets wherever possible. Looking to the longer term, we will focus our efforts on maintaining network efficiencies and, importantly, in working with Government and the private sector to deliver the conditions needed for the widespread adoption of hybrid/electric vehicles.

We are aware that traffic noise is an issue for communities who live alongside major roads. The development of detailed action plans for target areas, as part of the Noise Action Plan for Greater Manchester, will identify options for mitigating measures.

Priority: Improved access to health facilities

The measures we have outlined for improving access to employment and education also apply to improving access to health facilities. We recognise the cost to the health service of missed appointments, and will continue to promote the availability of services to hospitals through both local schemes and major interventions like the Cross City Bus scheme, which is specifically aimed at improving access to the Manchester Royal Infirmary site from a wide area. We will also continue to work closely with the health sector to ensure that access by sustainable modes is a key consideration when planning new facilities and will assess the potential to improve access through the most appropriate local solutions, including the best use of door to door services provided across multiple agencies which provide essential access to many of our residents.

4.5. Objective 4: Sustainable Neighbourhoods and Public Spaces

'To ensure that the design and maintenance of the transport network and provision of services supports sustainable neighbourhoods and public spaces and provides equality of transport opportunities'

Priorities

- increased access from priority neighbourhoods to areas of opportunity;
- improved access for all;
- reduced impact of road traffic on deprived areas and priority neighbourhoods;
- improved quality of public realm in support of neighbourhood renewal and increased cycling and walking; and
- reduced impact of traffic on biodiversity and protected natural sites.

Priority: Increased access from priority neighbourhoods to areas of opportunity

As discussed under our economy objective above, we recognise that for people who do not have access to a car improved access, either by walking and cycling for short journeys or by public transport for longer ones, is essential in improving their life chances by giving them access to employment, education/training, health and other facilities. Our spatial policies aim to focus new housing, employment and other facilities in areas which already have good access to public transport, including the key employment areas and centres of activity that our new Metrolink lines and other GMTF investment schemes will serve in the coming years.

Mainstream public transport can never meet all transport needs, and we will continue to promote demand responsive and community transport services to better meet the needs of our most deprived communities. Our plans for the development of walking and cycling will also offer a low cost way of helping people to access jobs and key centres of activity.

Priority: Reduced impact of road traffic on deprived areas and priority neighbourhoods

Giving a higher priority to pedestrians and cyclists over vehicular traffic in lightly trafficked residential streets will help to emphasise the use of residential streets as sustainable places that support community cohesion rather than the focus for the movement of people and goods. Access for disabled people, cyclists, local bus services, service vehicles (such as refuse collection and ambulances) and residents' own vehicles will take precedence over through traffic. We will reinforce this through spatial policies that will encourage new development that is designed for low traffic speeds, car free areas and for 'legibility', making it easy for people, including mobility and sensory impaired persons, to make their way on foot.

Priority: Improved access for all

We recognise that sustainable neighbourhoods should cater for the needs of all the people who live there. By giving a high priority to improving access to work and education and by encouraging more active travel, which improves health, we aim to improve the life chances of Greater Manchester residents, particularly our young people and those living in deprived areas.

In addition, we will continue, through our network management policies, to improve local accessibility by introducing more tactile surfaces, dropped kerbs and upgraded crossing facilities and by ensuring that new public realm is designed to meet the needs of all users. We will also continue to develop the accessibility of the public transport system. This will include more level-access kerbs at bus stops to support low floor buses; continued support for specialised accessible transport and concessionary travel services; and work with the rail industry to secure access facilities at more stations to better match the benchmark set by our fully accessible Metrolink network. Finally, our procedures for subjecting new projects, policies and programmes to Equality Impact Assessments will ensure that specific groups are not disadvantaged by new proposals, and that opportunities are taken to improve access wherever possible.

Priority: Improved quality public realm in support of neighbourhood renewal and increased walking and cycling

The public realm can have a significant impact on people's willingness to walk or cycle and the creation of 'walkable' neighbourhoods and developments. Design that meets the needs of vulnerable users, such as children or people with disabilities, will benefit everyone. The Greater Manchester authorities will take the opportunity offered by regeneration schemes, both in town and city centres and in other areas to create good quality public realm. We will also continue to offer advice to developers and planners to ensure that the design of new developments encourages active travel and is safe for all.

Priority: Reduced impact of traffic on biodiversity and protected natural sites

We recognise that conserving biodiversity is an integral part of policy making, and that we have a duty under the Natural Environment and Rural Communities Act 2006 to have regard to the conservation of biodiversity. The Habitats Regulation Assessment prepared alongside the development of this strategy has helped to identify actions, particularly in relation to protected natural sites including the South Pennine Moors, the Manchester Mosses and the Rochdale Canal.

We will ensure that:

- all new transport schemes are subject to Environmental Impact Assessment;
- legally protected species, habitats and landscapes are respected;
- biodiversity in general is reviewed and managed on the highway and public transport network (such as roadside trees and verges, and Metrolink embankments) through positive maintenance; and
- the role of transport networks as vital wildlife corridors is maintained and enhanced.

4.6. Objective 5: Value for Money

'To maximise value for money in the provision and maintenance of transport infrastructure and services'

Priorities

- maximised efficiency of networks;
- effective prioritisation of spending to maximise contributions to economic growth priorities and maximised additional third party funding in support of spending priorities;
- best practice procurement to drive value for public money; and
- improved satisfaction with the performance of GM's transport network.

Priority: Effective prioritisation of spending to maximise contributions to economic growth priorities and maximised additional third party funding in support of spending priorities

Resources for transport will be scarce in the short term, and we recognise that more than ever there is a need to maximise the potential of existing infrastructure and prioritise expenditure to support the objectives of this Plan and the GMS. The new Greater Manchester Combined Authority will provide for the effective alignment of decision making and delivery in all key policy areas. This will build upon our prioritisation of investment in major transport schemes through the Greater Manchester Transport Fund, described above. Third party funding for infrastructure (via the planning system) will be essential to support new developments and we will work with developers to ensure that this contributes to the delivery of our strategy.

We are also committed to driving maximum efficiency through the public subsidies that support our local bus system. We see the current Competition Review into the bus industry as holding great potential to help us to drive out inefficiencies that currently exist in the local bus market, which result in service patterns and fares that do not always meet local objectives. Alongside this, technology development in smart-ticketing and real time information provides real opportunity to encourage new public transport markets; we are keen to work with the Government and transport operators to deliver these innovations in Greater Manchester at the earliest opportunity.

Priority: Maximised efficiency of networks

In addition to our network and asset management approaches, we also recognise the importance of performance management and evidence-based planning in ensuring and demonstrating value for money. We will continue to collect the necessary information on travel patterns and behaviours so that we can be confident that our proposals will properly address people's needs and will offer the best value for money. We propose to monitor the effectiveness of the strategy through a limited number of 'headline' indicators and targets.

The value for money of major public transport schemes will also be increased through the "smarter choices" programme set out in this Plan. We also have the potential to use the public transport network, including school buses, more effectively by encouraging walking and cycling for short journeys. In the medium to long term better integration between land use and transport planning will reduce the need to travel and encourage walking, cycling and public transport use which will

help to increase the efficiency of use of the road network whilst increasing health and improving air quality. Increased use of sustainable transport also represents good value for money in terms of its contribution to carbon reduction.

Priority: Best practice procurement to drive value for public money

The Greater Manchester authorities are increasingly working together on procurement in order to gain the pricing advantages of bulk purchase. In the future this will involve, for example, agreeing standard specifications for goods across groups of authorities. Increasingly, local authorities are also adopting a 'commissioning' approach to procurement, involving a range of agencies working together to plan and commission services to address the same issue or to meet the needs of a particular group. We are also developing a range of procurement models to build upon activities such as the purchase of Yellow School Buses and buses for use on tendered services to manage contract costs and maximise the use of Yellow School Buses and low carbon 'Green' buses through the day.

Priority: Improved public satisfaction with transport in Greater Manchester

We regularly monitor the views of customers and residents about local transport. The main priorities are set out in section 3.4 and have driven the priorities on travel reliability and affordability that run throughout this Plan.

4.7. Transport Proposals

Our transport strategy is described in more detail in the following chapters covering; Promoting Travel Choices; Public Transport; Active Travel; Highways and Freight; and Wider Issues. These cover both our short term priorities, which we expect to deliver by 2015, and our longer term aspirations. The delivery of long term schemes will depend on the future level of funding available, and the strategy will therefore provide the basis on which we will submit bids for additional funding, for example to the Local Sustainable Transport Fund and Regional Growth Fund.