

Part I – General information

Project: Resolve

Partner organisation: Transport for Greater Manchester

Country: United Kingdom

NUTS2 region: Greater Manchester

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Part II – Policy context

Policy Context

- The Action Plan aims to impact:
- Investment for Growth and Jobs programme
 - European Territorial Cooperation programme
 - Other regional development policy instrument

Name of the policy instrument addressed: The Greater Manchester Strategy

Policy Instrument Addressed: The Greater Manchester Strategy

The Greater Manchester Strategy sets out an approach which is shaped and driven by our communities themselves. It builds on the work that has been done in previous strategies around reforming public services and growing the economy, and increases the focus on ensuring that the people of Greater Manchester can all benefit from economic growth and the opportunities it brings throughout their lives. It is also the blueprint for the future of our public services, setting out how our public bodies – including the 10 councils and the Mayor, the NHS, transport, police and the fire service – will work alongside local people to take charge of our future. This strategy addresses education and skills, health, wellbeing, environment, work and economic growth simultaneously.

The Greater Manchester Strategy sets out 10 priority areas, these are;

1. Children starting school ready to learn
2. Young people equipped for life
3. Good jobs, with opportunities for people to progress and develop
4. A thriving and productive economy in all parts of Greater Manchester
5. World-class connectivity that keeps Greater Manchester moving
6. Safe, decent and affordable housing
7. A green city-region and a high quality culture and leisure offer for all
8. Safer and stronger communities
9. Healthy lives, with quality care available for those that need it
10. An age-friendly Greater Manchester

The priorities which are covered and improved by the Resolve project are Priority 5: World-class connectivity that keeps Greater Manchester moving and Priority 7: A green city-region and a high quality culture and leisure offer for all.

Resolve Policy Context

As was defined in the Project Application form, the main objective of the Resolve project is to 'innovatively address two urgent challenges in European cities: the decline retail sector and the increasing need to reduce CO2. Resolve seeks to reduce Carbon emissions created by retail related traffic in town and city centres while also supporting jobs and growth in the retail economy. All of the actions set out below will contribute to meeting these objectives.

The Resolve project will help us to improve the Greater Manchester Strategy at three levels;

- New Projects
- Improved Governance, and
- Structural Change

New Projects

In the application form we identified a number of project areas that we may cover throughout the Resolve project. Through engagement with the Peer Review process it was decided that we would focus on the three area of;

1. Provision of advice and support to increase the use or take up of renewable and low carbon fuel/energy (Action 1)
2. Whole place low carbon initiatives/solutions (Action 2 and Action 3)
3. Low car transport, including electric/low carbon vehicle infrastructure, cycle paths, walking and waterways (Action 2)

Each of the actions that have been identified in part III are taken from and have been influenced by these themes.

Improved Governance

One of the main ways in which the Resolve projects seeks to improve the governance is through creating a dialogue programme with city retailers. This was partly achieved throughout the Resolve project during the exchange of experience phase. During the early phases of the project we were careful to select our key stakeholders. In line with the principles of the project, we

selected both a small number of key retail outlets which could be ‘influencers’ and also selected two well established Business Improvement Districts who represent a number of retail businesses. Throughout phase one of the project the Regional Stakeholder Group was consulted on and were able to form the actions alongside the project leaders.

The Peer Review process also influenced and improved the governance. We were able to convey the thoughts and ideas that were shared at the Peer Review sessions with the business intermediaries who were present at the sessions. These concepts were explored further by opening up a communication channel with these business intermediaries and the retailers that they represent. This forum allowed the business intermediaries to communicate the issues and problems that they faced regarding attracting customers to their areas and outlets. Not only has this directly lead to the formation of some of the actions which have been developed, but these communication channels have now developed into a consultation body who have an opportunity to influence and consult on other work streams that are taking place.

Further evidence of the Resolve project improving governance can be found in Action 3 where this action has led to an additional communication channel with numerous stakeholders.

Structural Change

Following on from the improved governance theme, the Resolve project also has ambitions to create structural change. Structural change will be achieved through review and an updating of two existing strategy documents, the Streets for All Strategy and the Greater Manchester Freight and Logistics Strategy. These strategies will now include actions 2 and 3 as set out in Part III.

Part III – Details of the actions envisaged

ACTION 1

Name of the action: Residential Personal Travel Plans

1. Relevance to the project

Ideas on how to develop the Residential PTP project were identified at the study visit to Almada in October 2017 where members of the Travel Choices Team observed their New Residents Welcome Kit. We were already implementing a PTP project but this was directed predominately at businesses. Having observed the Residential Welcome Kits, we were able to change our approach and diversify our target audience. We were able to build on

the successes and learn from the shortcomings of the Almada example and implemented the Stockport pilot project the following year.

Since 2017 PTPs have evolved to be more cost effective due to the ability to deliver via email (ePTP). We decided to continue to utilise the more cost effected ePTP concept whilst introducing the methodology which was learned during the Almada study visit. This was offer PTP to those who had changed their billing address of their utilities. In doing so we had a captive audience that were susceptible to this type of information.

2. Nature of the action

In 2013 the Sustainable Travel Team in Greater Manchester was created in order to incentivise and encourage sustainable travel use. External funding from the Department for Transport supported the creation of the Travel Choices team within Transport for Greater Manchester.

A key part of this new work was to target personalised information to car drivers on their alternative options and provide incentives for trying these. To achieve this a Personalised Travel Planning programme was created. As the Travel Choices programme developed to target certain audiences and scenarios, the PTP programme evolved alongside to fulfil the requirement of improving knowledge and awareness; and ultimately supporting a change in travel habits. Traditionally physical PTP 'packs' were distributed to recipients, this moved to E-PTP where recipients now receive this information online.

In 2018 The Travel Choices Team launched an extension to the existing PTP project by targeting Stockport residents moving into a new home or recently changing address to influence their travel behaviour to active and sustainable modes. Life changes such as a change of address and new travel patterns presented an opportunity to 'trigger' a modal shift.

Residential PTP

Stockport Homes were building 200 new houses within the Stockport area. The area which these were built had good transport links and were keen to participate in an E-PTP pilot, particularly in offers and support for their clients (i.e. new owner occupiers / residents). This was the first time the E-PTP was widened out from a work journey; the offer included a free weekly bus ticket, 10% discount at a local bike shop and reduced price offer on the Stockport Enterprise Car Club; in addition to standard EPTP support.

Change of Address PTP

Stockport Council were creating a new on-line portal where residents could register online any change of address. Anyone who used this service was receptive to offering EPTP (shifting all council processes such as council tax online).

3. Stakeholders involved

The main stakeholders involved in this project were;

- Transport for Greater Manchester Travel Choice Team
TfGM were the principle deliverers of the project.

- Stockport Metropolitan Borough Council

These were the delivery partners, assisting in data collection, communications and promotion of the project.

4. Timeframe

The project was under operation from June 2018- September 2018

Please note that though this has already been implemented, key themes were identified earlier on in the Resolve process and this action was influenced by an earlier study visit.

5. Indicative costs

After a competitive tender for the PTP work, the commission was awarded to a supplier which was capped at £68,000. This was for delivery of the project and evaluation work.

6. Indicative funding sources

This project was funded through the Stockport Town Centre Access Plan. Town centre access is a strategic priority of the Greater Manchester Strategy; thus RESOLVE good practices imported to Stockport will improve the delivery (governance) of the Strategy. Section 2.3 of the Stockport Town Centre Access Plan overviews the many links between this plan and the Greater Manchester Strategy.

ACTION 2

Name of the action: Parklet

7. Relevance to the project

The Vonderterras concept was introduced to us by Erasmus University. During our study visit to Netherlands in February 2018 a delegation of TfGM stakeholders were able to observe this concept in operation and also listened to a presentation on how these are successfully implemented in Rotterdam. These ideas were then discussed with the wider stakeholder group at TfGM and passed to the internal decision makers for consideration. We then invited experts from the Resolve Project to present and co-ordinate an import workshop here at Manchester where these ideas could be shared with a wider audience, including those that would be involved in implementing any potential pilot. The import workshop was also an opportunity for the experts to discuss the concept within a Greater Manchester context and to speak in greater detail about how this may be implemented.

8. Nature of the action

The Parklet concept has been recognised by our Cycling and Walking Commissioner as a good example of promoting walking and cycling to our town and city centres. As such we have support from the highest level of regional governance to explore and implement this scheme.

This good practice will give a clear improvement to Priority 7: 'A green city region and a high quality cultural and leisure offer for all' of The Greater Manchester Strategy. In particular this links heavily to the main outcome of reducing Carbon emissions and air pollution.

A parklet is a sidewalk extension that provides more space and amenities for people using the street. These can be installed on parking lanes and use several parking spaces. A parklet can be permanent, but designed for quick and easy removal for emergencies. As initially conceived, a parklet is always open to the public. However, going forward beyond this trial, we may use the Rotterdam model and let these out to local restaurants that may use them to attract customers.

It is our intention to use this first pilot as a place for people to meet and relax but also have some cycle parking to encourage people to cycle to the retail/leisure destination. Again, this closely aligns with the objectives of Resolve in finding a way to reduce Co2, whilst improving the attractiveness of retail areas. An impression of what this may look like can be found in Annex 1

It is expected that this first installation will be in place for around three months. Alongside this there will be a programme of monitoring and evaluation where we will assess the use of the parklet but also engage with local retailers to understand what perception they and their customers have. We will also involve the Local Highway Authority as they will have ownership of the structure.

9. Stakeholders involved

- Transport for Greater Manchester – project co-ordinator
- Stockport Metropolitan Borough Council – Delivery partner
- Highways Agency – Consultation body
- Greater Manchester Cycling and Walking Commissioner – Delivery partner
- Local retail outlets – consultation partners

10. Timeframe

We anticipate that this pilot will take place over around a three/four month trial period where the monitoring will take place. The local authority will then have the option to extend this should they deem it a success. We will also produce a report on the findings of the monitoring exercise as a way of promoting this to other areas in Greater Manchester. In total the project should take around six months to complete (including monitoring) We anticipate that this will commence during April/May 2019.

11. Indicative costs

The Parklet structure itself has been costed at around £25,000 but with associated costs and the monitoring exercise this is likely to total around £35,000

12. Indicative funding sources

Logistics and Environment Team budget obtained from Greater Manchester Combined Authority Levy funding
Potential IRE funding as Pilot Project.

ACTION 3

Name of the action: Waste Consolidation

13. Relevance to the project

The issue of waste collections being a concern for retailers was first uncovered at the beginning of the Resolve project at our Peer Review. Feedback from the session by the experts focused on the role of poor waste management being factor in detracting visitors to the city centre.

This was an area that had not yet been mentioned in the prior Regional Stakeholder Group meetings, but was now brought onto the agenda.

Through liaison with the RSG we decided to explore this further and to see if there are any good practices currently taking place that can link waste removal practices with the Resolve objectives. This was found in the West End Waste Consolidation example (Annex 2). Extensive discussions were had with those involved in the operation of the Bond Street Good Practice, where they were invited to present to the RSG. At this meeting ideas were discussed about the possibility of introducing a similar scheme to this in Greater Manchester. Since then, a steering group made up of interested parties from the RSG has formed to scope this project out further. We are now in a position, along with our stakeholders, to develop this project to implementation stage.

14. Nature of the action

In our town and city centres almost all businesses generate commercial waste which must initially be stored at, and subsequently removed from the premises. The prevailing situation which has broadly always existed is that individual businesses arrange their own commercial waste collection.

Whilst these arrangements have some advantages for both the businesses and waste collection companies, there are a number of negative societal aspects, including:

- I. Multiple waste contractors operating in one area to create extra (potentially unnecessary) vehicle movements
- II. Collection times being spread out throughout the day, often coinciding with peak congestion hours
- III. The proliferation of poor air quality and Co2 emissions coming from multiple heavy waste vehicles
- IV. Increase risk of accidents
- V. There are also a myriad of negative non-transport impacts which has led to poor street aesthetics and an increasing pressure on Council Waste Enforcement resources

The proposal is to reduce the amount of waste operators in a given area through implementing a preferred supplier scheme, with the hope that all businesses in the area use this supplier. The winning supplier of this tender will be tasked with undertaking an initial survey and scoping of businesses to establish and clarify current waste collection arrangements

As part of this action a legal document for the procurement of a 'preferred supplier' will be produced. The awarding of the preferred supplier will be based on pre-determined criteria, including cost and environmental credentials

Once the scheme has been set up and launched there will be a marketing campaign to promote the initiative and to influence local business to use the preferred supplier.

A working group will be established thereafter so that a dialogue is maintained with each party.

This proposal will be seen as a pilot study using one or two destinations. The success of this pilot will determine whether this should be up-scaled to include multiple destinations across Greater Manchester.

15. Stakeholders involved

- Transport for Greater Manchester
- Manchester City Council
- CityCo
- Commercial Waste Provider Forum

16. Timeframe

Research and scoping of this project is already underway. The next step would be to appoint a project co-ordinator who will manage its implementation. We hope to be in a position to appoint a preferred supplier by the end of March 2019

17. Indicative costs

Approximately £18,000

18. Indicative funding sources (please describe how action 2 will be financed. Is it through the policy instrument(s) indicated in part II):

We intend on funding this project through the External Expertise section of the TfGM Resolve Budget. Other wider costs will be made up from the internal TfGM Environment and Logistics budget.

Annex 1



Annex 2

West End Waste Consolidation

How a preferred supplier scheme reduced waste and recycling vehicle trips in Bond



Bond Street is revered throughout the world as a luxury shopping destination in London's prestigious West End. However, the area suffers through traffic congestion and environmental pollutants from the many commercial vehicles travelling to and from the street to carry out delivery and servicing activities.

To address these issues the Bond Street 2018 Public Realm Strategy was launched by NWECC, Westminster Council and Transport for London. As part of this, Arup and NWECC are implementing a multi-phase vehicle reduction scheme to help improve the environment and ambiance of the street, aiming to increase retail patronage and ensure commercial success on Bond Street.

The Vehicle Reduction Scheme will be introduced over a three year period (2015-2018) with targets to:

- Reduce the number of delivery and waste vehicles by 50% (from 2014 levels)
- Reduce emissions generated by commercial delivery and waste vehicles by 10% (from 2014 levels)

at-a-glance

Issues

- Traffic congestion
- Waste bags on pavement
- Environmental pollutants
- Impacts on Bond Street's reputation

Solution

- Collaboration between 321 (73%) businesses on Bond Street
- A waste supplier scheme to consolidate vehicle trips

Benefits

- 67% reduction in waste left on street during inappropriate hours
- Waste vehicle movements decreased from 144 to 9 per day: a 94% reduction
- 76% reduction in CO₂e, 76% reduction in NO_x and 74% reduction in PM₁₀.



Date: 26/03/2019

Name of the organisation(s): **Transport for Greater Manchester**

Signature(s) of representative of the relevant organisation(s):