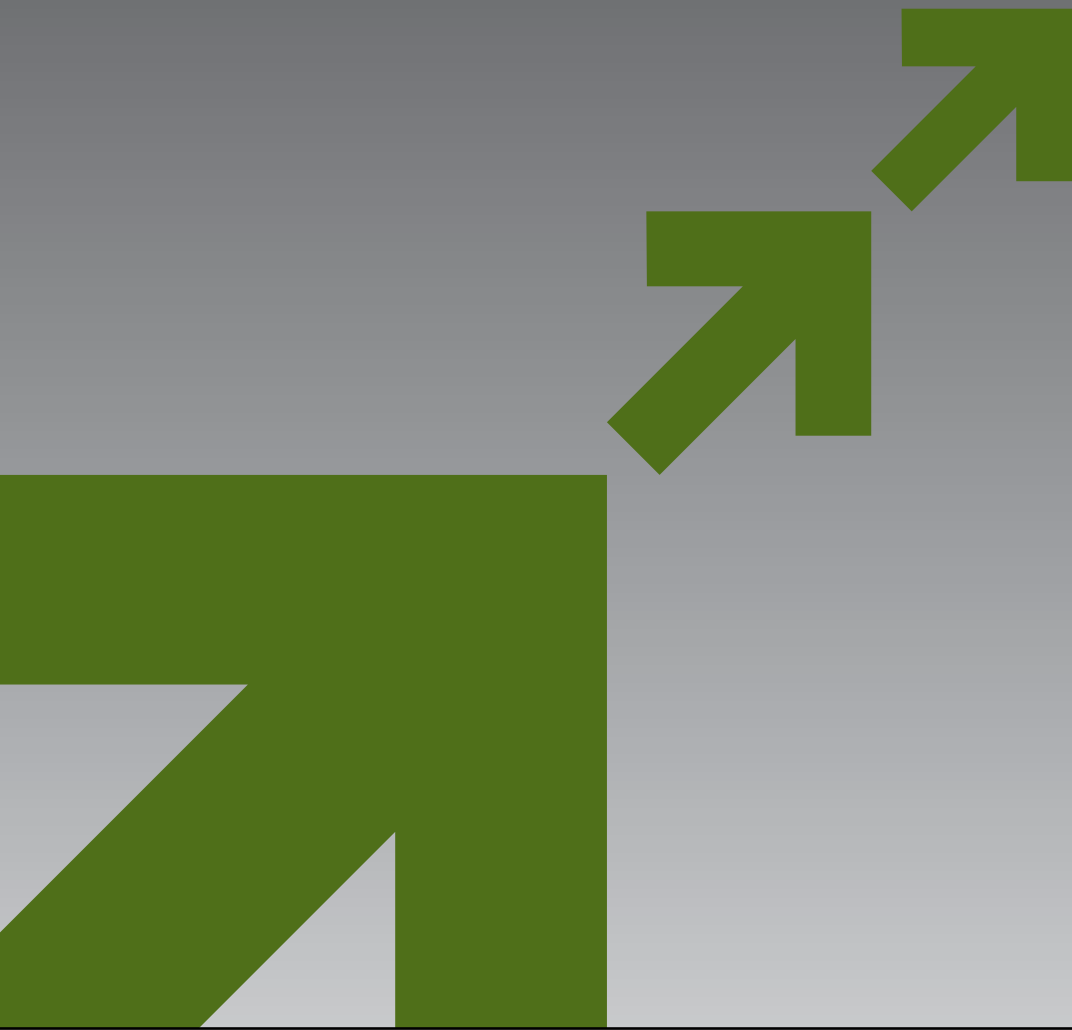


A SUSTAINABLE ECONOMIC GROWTH PROGRAMME

A LARGE PROJECT INITIAL PROPOSAL FOR
THE LOCAL SUSTAINABLE TRANSPORT FUND



SHEFFIELD
City Region



SOUTH YORKSHIRE
INTEGRATED TRANSPORT
AUTHORITY



SHEFFIELD City Region

southyorkshire local transport plan

PREFACE



We are very pleased to submit this proposal for a large project bid for the Local Sustainable Travel Fund. Through this bid we will help increase business productivity, widen labour markets, empower our communities to make smart travel choices and connect people to jobs and training, all while reducing carbon emissions. We have the potential, with businesses and local people, to revolutionise the way people get to work and their attitudes towards how they choose to travel.

We have a diverse City Region. So while we will manage our delivery centrally to ensure it is cost effective, we are flexible in application. This means local people get the solutions that work for their communities, and local businesses get interventions that meet their needs. In doing so we reflect the differing economic drivers, social conditions and geography of our city, towns and surrounding areas. This diversity of need is woven through our bid.

This bid is part of the shared ambition of the Sheffield City Region Local Enterprise Partnership and South Yorkshire Integrated Transport Authority to ensure our transport investments maximise economic returns, support employment growth and reduce carbon emissions. Aligned with the City Region's transport strategy and our "key component" bid, this proposal is critical to our success and we commend it to Government.

South Yorkshire and the Sheffield City Region.



James Newman,
Chair, Sheffield City Region LEP



Mick Jameson,
Chair, South Yorkshire ITA

APPLICANT INFORMATION

LOCAL TRANSPORT AUTHORITY NAME:

South Yorkshire Integrated Transport Authority

SENIOR RESPONSIBLE OWNER (NAME & ROLE):

Ben Still,
Director of Strategy,
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BID MANAGER (NAME & ROLE):

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WEBSITE FOR PUBLISHED BID:

The bid is published on the "Implementation" page of our
LTP3 website, www.syltp.org.uk.

SECTION A

PROJECT DESCRIPTION AND FUNDING PROFILE

A1 PROJECT NAME

A Sustainable Economic Growth Programme

A2 HEADLINE DESCRIPTION

The economy of South Yorkshire and the Sheffield City Region (SCR) is going through a major transformation. The creation of new jobs, improvement of skills and increase in productivity are at the heart of this transformation. Our transport system and travel culture are an integral part of this change, because they need to facilitate employment opportunities while protecting our area’s high-quality natural environment and reducing carbon emissions.

In April this year we submitted a “key component” application that focused on sustainable transport schemes that support people starting working or acquiring work skills. The “initial proposal” bid we present now extends this to address wider challenges and cover the wider issues of sustainable access to work and developing a sustainable travel culture.

As with our “key component”, central to this bid is a clear identification of the people we need to target, the places we need focus on, and the barriers we need to remove in order to further accelerate our growth. We identify these people, places and problems and then present a set of solutions tailored specifically for their needs. These solutions will cause a significant reduction in carbon emissions, an increase in the area’s economic output and additional benefits which we review in this document.

The solutions described here have gone through a careful assessment process, based on the government’s new early assessment selection criteria. Only solutions which meet all these criteria have been included in this proposal, as described in Figure 1.

Figure 1

Criterion	How the criterion is met
Strategic case	Demonstrated by its close alignment to our LTP3 goals, as illustrated in Figure 2.
Economic case	Illustrated by a forecast increase of up to 0.5% per annum in the number of jobs and GVA in some high-priority areas, followed by improvements in connectivity and in the performance of local networks. Each scheme in this proposal has been scrutinised to ensure it will deliver value for money.
Financial case	Manifested by a strong partnership approach, where partners from a range of sectors provide much of the needed funding and considerably reduce the financial risk.
Commercial case	Takes the form of a clear exit strategy for each scheme with future funding arrangements agreed at the onset to ensure we leave a lasting legacy.
Management case	Derives its strength from the use of South Yorkshire’s existing partnership and governance structure, which has already proved successful in delivering investment programmes and been praised for its achievements.
Carbon case	Although this is formally part of the economic case under ‘EAST’, the detailed presentation of our proposal separates the carbon element, to demonstrate our focus on carbon reduction. We include carbon forecasts for each scheme in Figure 14, showing up to 12.9% reduction in transport-related carbon emissions during the fund period, and a trend that will continue beyond 2015.

Figure 2: The link between our LTP3 and our LSTF bid

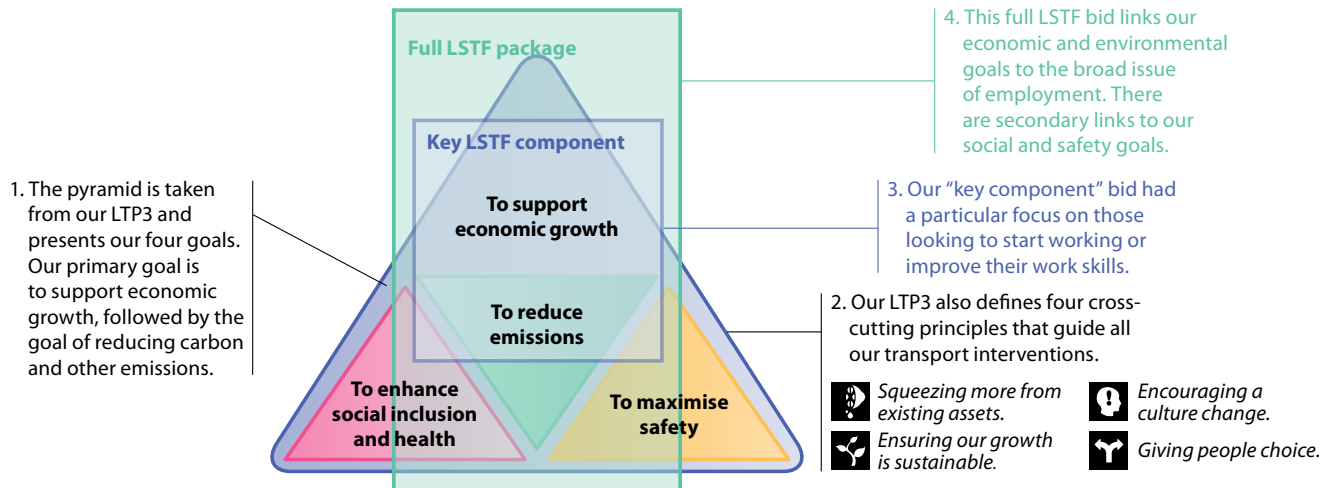
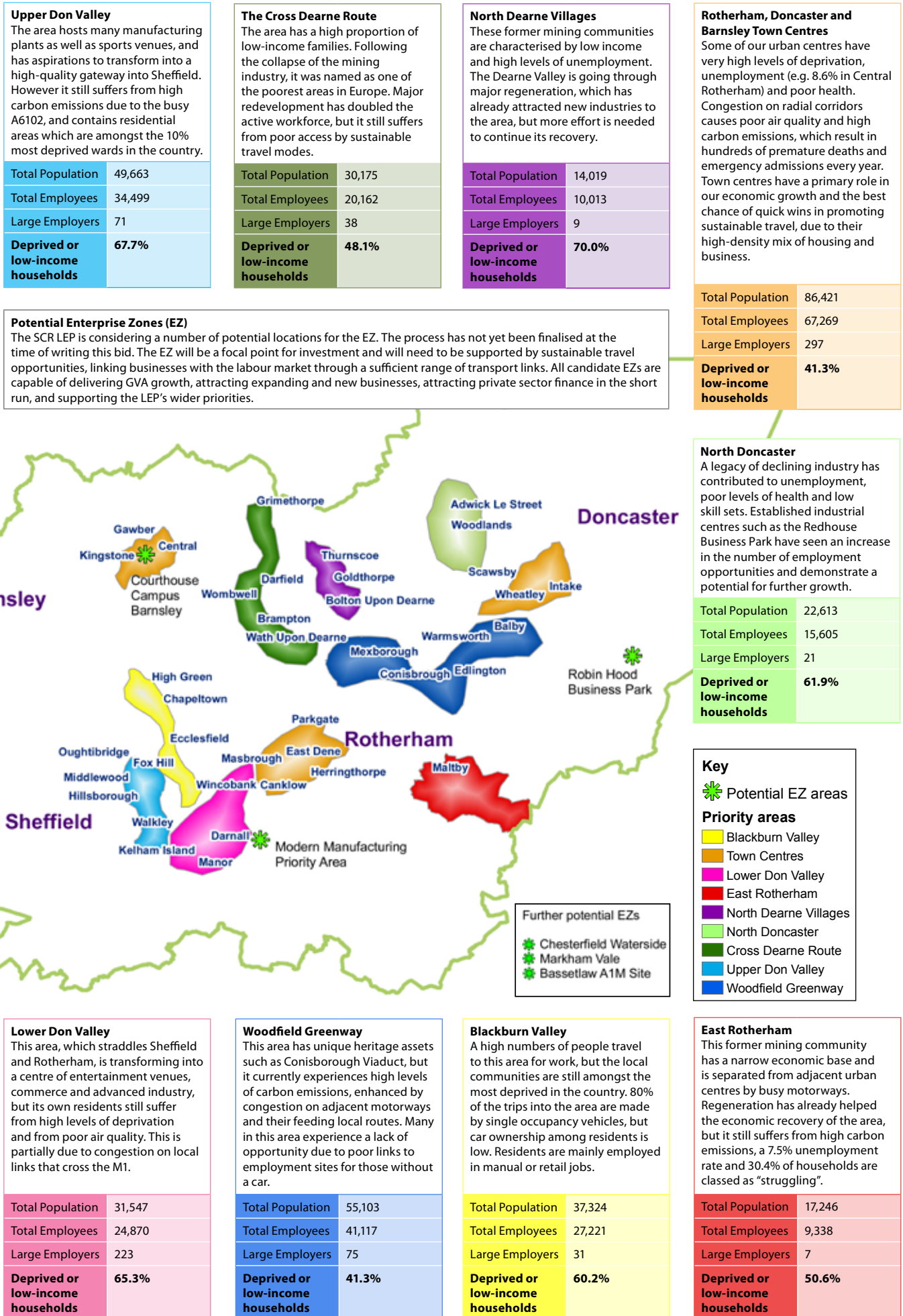


Figure 3: Our priority areas for investment (Demographic segmentation is based on Acorn data).



“The bid supports our local aspirations for travel choice and we are committed to continuing work with our South Yorkshire partners to deliver projects that meet the needs of business and the community”.

Rob Vincent, Chief Executive, Doncaster Metropolitan Borough Council

A3 GEOGRAPHICAL AREA

This bid covers the Sheffield City Region (SCR) as shown on the map in the Preface. Our Transport Strategy shows that South Yorkshire’s “travel to work” area is wider than South Yorkshire alone. Adding in five Districts in the East Midlands captures 90% of commuting trips in the area, and these nine Districts together form the Sheffield City Region.

The schemes presented in this bid will benefit people, businesses and communities across SCR. We avoid requesting funding for types of investment that have been applied for separately by Derbyshire and Nottinghamshire. Instead, we will work jointly with the SCR Counties and Districts outside South Yorkshire to deliver sustainable economic growth in a coordinated manner.

Our analysis and evidence have led to identifying geographical areas in SCR, which have the strongest need for investment in sustainable growth. Investment in these areas will have the biggest impact in facilitating further economic development, reducing carbon emissions, and delivering a range of social and wellbeing benefits. Based on detailed market segmentation and expertise in community engagement, we will target people, businesses and communities where a market for sustainable travel already exists and therefore a ‘nudging’ approach will have the highest chance of success. This will result in a maximum impact and delivery high value for money from our investments.

Some of the local flavour of our selected priority areas is presented in Figure 3.

A4 TYPE OF BID

Small project bids

- Tranche 1 bid
- Expression of interest for Tranche 2
- Tranche 2 bid

Large project bids

- Key component bid
- Large project initial proposals

A5 TOTAL PACKAGE COST

£60,964,562

A6 TOTAL DFT FUNDING CONTRIBUTION SOUGHT

£31,873,247

A7 SPEND PROFILE

Figure 4: Costs of our LSTF package, including local contribution

£ k	2012/13	2013/14	2014/15	Total
Revenue funding sought	5,608	6,241	6,129	17,978
Capital funding sought	4,449	5,025	4,421	13,896
Local contribution	10,167	9,435	9,490	29,091
Total	20,224	20,701	20,040	60,965

Note these totals do not include any part of our “key component” bid.

A8 LOCAL CONTRIBUTION

Sustainable growth is the first priority in our local transport spend, and we seek to fund it from as many sources as possible. This includes our LTP budget and district local budgets; the SYPTE revenue budget; investments by the bus operators; European funding; developer contributions through the planning process; investments by local universities; the local health sector; the voluntary sector; South Yorkshire police; local businesses (e.g. through voluntary travel plans); the Coalfield Regeneration Trust and others. As shown in Figure 4, the different sources of “match” funding account for 50% of cost of our Sustainable Economic Growth Programme.

“Supporting our employees to take up other forms of transport would not only reduce congestion on the roads, but allow us to continue our growth”

Victoria Marks, One Call Insurance

Figure 5: Local contributions to the bid programme

Package Scheme	Scheme	Amount (£K)	Source
Sustainable Commuting	Park that Bike	100	Participating employers
	Key Bus Routes	2,206	LTP
		1,175	Local Authorities
		3,960	Stagecoach
		188	Greenbus
		2,854	ERDF
	Park & Ride	63	Coalfield Regeneration Fund
		600	Barnsley Council
	Workplace Solutions	123	LTP
		300	Get Cycling
100		Local Bike Shops (in kind)	
30		Local Authorities (in kind)	
302		SYPT	
Wider Labour Markets	175	Participating organisations	
	120	LTP	
	338	Sheffield Community Transport	
Access to Employment	580	Local Authorities	
	500	Network Rail	
	140	Northern Rail	
Get on the Tram	579	Stagecoach Supertram	
High Business Productivity	Eco Stars	75	Private Sector
	Digital Region	85	Sheffield Chambers of commerce & Employers (in kind)
		300	Digital Region
	Transport Academy	120	Participating organisations
		59	Local Authorities
	The Car Club	20	District Travel Plan Officers (in kind)
		300	Sheffield Council (in kind – advertising space)
	SYITS	1,650	LTP
Access to Regeneration	500	Network Rail	
	1,000	Doncaster Council	
Other	1,100	ERDF	
Low-carbon Travel Culture	Travel 4 life	10,500	Developer contributions
		625	Bikeability
		360	Sheffield Council
		180	Grant - Sustainable modes of travel to school
		80	School staff (in kind)
	Access to Education	75	Bike It
		783	Safer Roads Partnership
		600	Local Authorities
	Electric Vehicle Pilot	128	ERDF
		125	Sustrans
Car Sharing	1,072	ERDF	
	921	Private sector partner	
Strategic Marketing and Reward	5	Local authorities and partners (in kind)	
	244	Safer Roads Partnership	
Community Travel Solutions	3,240	SYPT (marketing)	
	916	Sheffield Council (inc. admin support & internal resources)	
Total		90	Private sector

We are intensively involved in other bidding efforts in parallel to LSTF, and we expect this to result in having additional funds for our sustainable economic growth programme, to match the LSTF investment and the contributions listed above, which are already secured. Among the other sources of funding through which we seek to promote sustainable travel is the European Regional Development Fund (ERDF). Applications are currently being developed for investment of this fund in key bus routes. As an area formerly included in the Objective One programme we still have access to transitional European funding, and additional funding applications are also being processed to seek support from the European Commission to our monitoring and evaluation programmes.

A9 PARTNERSHIP BODIES

Figure 6 presents the bodies that have partnered for the delivery of the packages and schemes in this proposal. We have strong buy-in from a wide range of partners, drawn from the commercial and voluntary sectors wherever possible, as well as including statutory bodies. A key role that is in common to all partners is assisting in the careful targeting of our interventions and the exact identification of individuals, businesses and places that would benefit from this programme the most.

Figure 6: Roles and responsibilities in our LSTF partnership

Role / Responsibility	Organisation supporting or contributing
Helping people into work or training Organisations that will deliver interventions to help people enter work or training	Jobcentre Plus, Lifelong Learning, Employment & Training Links Ltd, Job Steps, Nacro, Sheaf Training, SYTG Training Ltd, Oakwood Technology College, Rotherham College of Arts & Technology, University of Sheffield, Sheffield Hallam University, Birkdale School, Sheffield City College, Hill House School, Team Barnsley, Barnsley Academy, Campsmount Technology College, McAuley Catholic School, Group Training Association Ltd, Hillsborough College, Tupton School, Doncaster GTA, King Edwards VII School, Doncaster College.
Representing business needs Ensuring we make the most of our LSTF investment by putting business needs at the heart of our activity	Sheffield City Region Local Enterprise Partnership (LEP), Engineering Employers Federation, South Yorkshire Chambers of Commerce.
Bringing in local knowledge Organisations that will ensure our LSTF work is focused where the need is, contributing cross-sector knowledge into design and delivery	NHS Barnsley, NHS Doncaster, NHS Rotherham, NHS Sheffield, South Yorkshire Police, South Yorkshire Safer Roads Partnership, Roadsafes.
Delivery partners Organisations that will deliver elements of our LSTF schemes or are committed to the promotion of sustainable travel in South Yorkshire	First Group, Stagecoach, CTC, Peak District National Park Authority, Sustrans, Pedal Ready, Sheffield Community Transport, Network Rail, Northern Rail, Park That Bike, C02 Sense.
Enthusiastic participants Organisations that want to be involved in the implementation of the solutions and benefit from investment in sustainable transport modes	Dearne Valley Eco-vision, Sheffield & District Advanced Motorcyclists, Edriving solutions, City Car Club, The Ramblers, Transport & Travel Research Ltd, E.ON, Living Streets, The Source, Southey & Owlerton Area Regeneration, Kelvin Media Productions, Sheffield Transport User Group, South Yorkshire Transport User Advisory Group, The Dearne ALC, Natural England, Norton Finance, TATA Steel, Rotherham Transport User Group, Walking Forum, Diva.
Delivery coordinators Organisations that will steer and lead the full programme or elements of it	South Yorkshire ITA, South Yorkshire Local Transport Plan Partnership, Barnsley Metropolitan Borough Council, Doncaster Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Sheffield City Council, South Yorkshire Passenger Transport Executive

SECTION B

THE LOCAL CHALLENGE

B1 THE LOCAL CONTEXT

Our strengths

SCR is undergoing an economic and environmental transformation which our bid will accelerate and enhance.

SCR lies at the heart of the UK and has been for centuries at the very forefront of the British industrial and entrepreneurial development, with a tradition of specialist steel production, manufacturing and mineral mining. The decline of the traditional industries caused economic, environmental and social impacts which are still apparent (see section B2); but over the last decade SCR has re-established itself as a centre for advanced manufacturing and engineering, diversified its industrial base, and greatly improved its environment.

This growth will continue. SCR has a combined population of 1.75 million, it contains close to 58,000 businesses, and has a GVA of over £25 billion¹. During 2000-2008 employment in SCR grew by over 9%, higher than any other city region. Before 2030 the population is expected to top 2 million. Unemployment in the area declined from over 9% in the late 1990's to less than 3% from 2004 to 2007.

SCR's growth is shown by business hubs such as the Advanced Manufacturing Park in Rotherham, developing cutting edge manufacturing technologies for Rolls Royce, Boeing, Airbus, Renault Formula One and others. It is also demonstrated by the growth of sectors such as in digital media, logistics, distribution and healthcare.

Put together, these factors show that SCR is poised to make a substantive contribution to the UK economic recovery. The growth trend creates demand on infrastructure. In terms of housing, for example, over 130,000 new homes will be required to cater for the growth.

Hand in hand with this goes an increasing political commitment to improving the environment and reducing carbon emissions. Sheffield, for example, has a target of reducing carbon emissions by 30% (over a million tonnes) by 2030, and is currently consulting on radical solutions to improve air quality in the city². This high environmental quality and emphasis on a green city region benefits existing residents and also helps attract inward investment.

Our challenges

Yet, despite its impressive economic transformation, parts of SCR still suffer from the effects of the loss of over 170,000 jobs in the traditional steel and mining industries. The proportion of unemployed is currently 8.5% of the economically active population, compared to the national average of 6.9%. The demise of dependency on mining and steel production has left some remote communities with high levels of unemployment and low skills. NVQ skills levels in SCR, and especially in South Yorkshire, are significantly below the national averages, and the proportion of the workforce in more highly qualified roles is lower than the national average³.

To compound this skills issue, there is a mismatch between the geography of the supply and demand of labour. For example, there are urban areas of unemployment and deprivation, resulting from the withdrawal of manufacturing from these places. But analysis of job vacancies shows that the demand for low-skilled and semi-skilled employees tends to concentrate in business parks, distribution centres and manufacturing plants, most of which are out of town. Many of the isolated rural communities in former mining areas have low levels of car ownership. Since they are also poorly served by public transport, this often results in limited access to work, training and other opportunities.

B2 EVIDENCE

This section outlines the challenges in more detail, and links them explicitly to the objectives presented in Section B3.

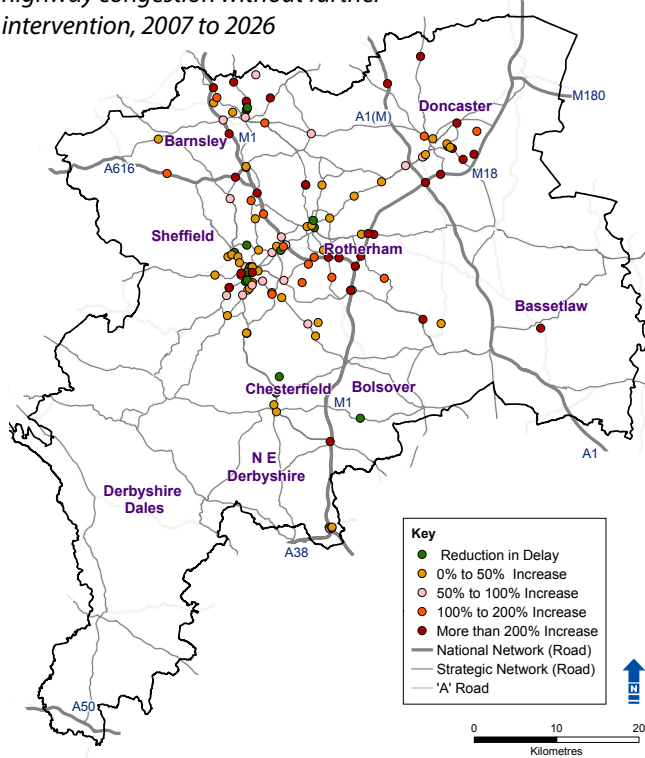
Unsustainable commuting

Growth in employment and population will place increased stress on SCR's transport network, leading to increases in journey time unreliability and congestion. Forecasts undertaken for our LTP3 indicate that by 2026, nearly 500,000 additional trips will be added to the network every day (a 13% increase over current demand). This will result in a rising number of severe congestion hotspots, as shown in Figure 7⁴.

“The bid is well aligned to our LTP3 Transport Strategy”

Phillip Coppard, Chief Executive, Barnsley Metropolitan Borough Council

Figure 7: Change in delay due to highway congestion without further intervention, 2007 to 2026



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The rising levels of congestion and unreliability will have direct and indirect impacts, including reduced viability of public transport as a travel option to work, a decline in bus use, a consequential decline in bus supply, and further dispersal of land uses. The increasingly spread pattern of workplaces across SCR also reduces the perceived feasibility and safety of walking and cycling options. This creates a car-dependent culture for those who have cars, while denying good connectivity to those without access to a car.

Furthermore, our forecasts for LTP3 suggest that carbon emissions from transport will rise by c. 17% by 2026 due to the increase in the number of car trips and greater average car trip lengths⁵. These high levels of forecast emissions have also been confirmed by analysis we have undertaken using the DfT's Carbon Tool. These projected rises are unacceptable, given the carbon targets discussed in section B1 and the national targets, and must be addressed.

It is therefore a key challenge to encourage a switch to lower carbon alternatives, particularly at the areas with the highest levels of congestion.

Limited labour markets

The geographical mismatch mentioned in Section B1 poses difficulties not only to those looking to start a job or training, but also to employers. They have to select their employees from a smaller pool of workers, as the recruitment is limited to a relatively narrow catchment area. Our targeted research⁶ and our work with community-based employment agencies give clear evidence of people unable to start a job because public transport timetables do not match the working hours. A consultation exercise carried out amongst businesses in Sheffield shows that some employers prefer employees who drive to work since this makes their start times more reliable. The consultation also gives evidence of a high proportion of job candidates not turning up for interviews because of travel difficulties.

This has far-reaching impacts on the local economy. For example, the average weekly wage in the area is almost £50 less than national average⁷. The difference between the local and national average wages was getting continuously narrower till 2008, but has now started growing again.

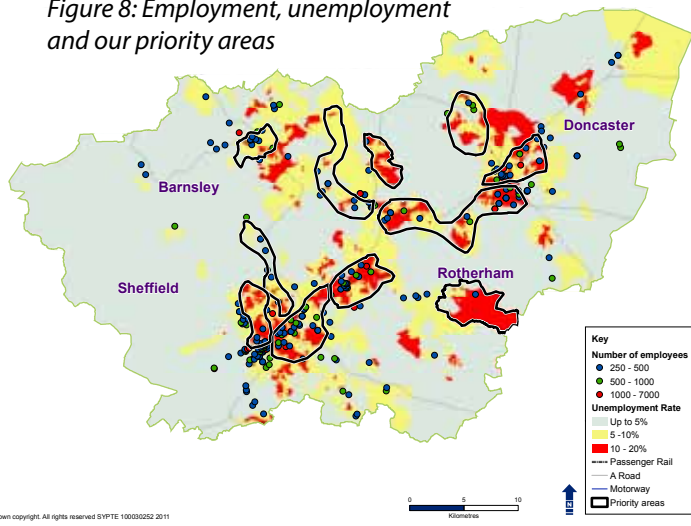
We have undertaken analysis that has drawn out the key areas in SCR where labour markets are restricted, deprivation levels are high (i.e. low skills and high worklessness), and/or connectivity is poor. This has led to the identification of ten areas in total, which we presented in figure 3. The priority areas we identified can be split into three types:

- **Deprived rural communities.** These are largely former mining communities which were previously self-contained. Now there are in serious need for wider connectivity to employment and training, but yet they have poor public transport accessibility, and low current usage of sustainable modes.
- **Deprived urban areas.** These communities exhibit high levels of carbon emissions, air pollution, unemployment, deprivation, low skills and health problems, as well as a geographic mismatch to suitable employment opportunities. These are also often areas of high congestion.
- **Enterprise Zone (EZ).** We will need to ensure that our EZ is well supported by sustainable modes and well connected to local labour markets. The LEP is considering a number of potential locations, and the process is not yet finalised at the time of writing. The candidate EZs are capable of delivering GVA growth, attracting expanding and new businesses, acting as a magnet for private sector finance in the short run, and supporting the LEP's wider priorities. They vary from each other in terms of their transport needs, but all will require enhanced public transport services, which we have included in this proposal.

“Investment in local and sustainable public transport in the Sheffield City Region is vital as we look to support existing business and attract new business to the area”

Russell Burnett, HSR Law

Figure 8: Employment, unemployment and our priority areas



The challenge in these areas is to better link people to the employment areas and to appropriate training, to allow them to access nearby jobs. Addressing this challenge will also allow businesses to recruit workers from the maximum pool and access the types of employees they need. Economic development agencies also indicate that addressing this challenge will enhance the offer of our ongoing proactive programme to attract inward investment.

A negative impact on productivity

The rising levels of congestion and unreliability on the road network reduce business efficiency and hence productivity. The impact is particularly high on logistics and distribution, a critical sector to SCR’s economy as discussed in Section B1.

There is clear evidence from our work to develop our LTP3 that SCR’s business community needs more capacity to be squeezed from the existing network⁸. Rising fuel prices will increase business sensitivity to this issue, since fuel costs increase as a proportion of business cost. In real terms the rise is stark, with oil prices (which were under \$30 a barrel throughout the 1990’s) now reaching over \$150 a barrel.

It is therefore a clear challenge to help business find ways to use less fuel and in doing so, also avoid contributing to the rising congestion. Equally, there is a challenge to help all road users find alternative, lower-carbon ways to meet their mobility needs.

The challenge of cultural change

SCR, and Sheffield in particular, have a strong track record of encouraging its citizens to embrace changes. This includes, for example, initiatives to tackle obesity⁹ and targeted campaigns that have helped reduce road accident levels¹⁰.

However, there is yet much to be done. While rail and tram patronage have dramatically increased in the last decade¹¹, bus patronage has fallen by around 15 million journeys per annum since 2000. The factors for this are complex, but it is clear that our interventions need to address the key challenges of:

- Helping people understand how travel by bus can meet their needs.
- Encouraging people to give public transport a try.
- Improving the public transport offer in terms of punctuality, quality and customer service.

In addition, the limited role of active travel in the parts of SCR with high levels of unemployment and deprivation also leads to common health problems, such as high obesity rates. Some of these areas have a life expectancy significantly lower than the national average. We presented health statistics for our priority areas for investment as part of our “key component” bid.

We therefore face the key challenge of encouraging travel by bus, walk and cycle, which interlink with other priorities in our transport strategy, and can help address health problems and other issues faced by local communities.

The challenges highlighted in the paragraphs above are those that this proposal will address. Clearly, these challenges are strongly interrelated. Our proposed solutions are split into packages dealing with separate challenges, but this is done mainly for the ease of presentation. We present each scheme under the objective it should meet primarily, but our interventions will act as a combined programme which we deliver in order to tackle the different challenges jointly.

B3 OBJECTIVES

Our LSTF bids directly follow the vision, goals and policies defined in our LTP3:

- **To support economic growth**
- **To reduce emissions of carbon and pollutants**
- **To enhance social inclusion and health**
- **To maximise safety.**

A more detailed description is presented in our “key component” bid and in the SCR Transport Strategy at www.syltp.org.uk.

More specifically, to address the challenges identified in Section B2, our proposal will enhance low-carbon economic activity by focusing on the following objectives:

“We wholeheartedly welcome any investment in public transport that will reduce congestion and offer alternative forms of travel to our employees”

Simon English, Hannah Reed

- Encouraging **sustainable commuting**, which would help reduce congestion and improve safety, health and air quality by making it more attractive to use the bus, Park and Ride, walk or cycle. This will primarily address the challenges identified in the section entitled “unsustainable commuting” earlier.
- Enabling employers to reach **wider labour markets** by improving connectivity and creating sustainable transport links to jobs and training. This will primarily address the challenges identified in the section entitled “limited labour markets” earlier.
- Preventing the loss of productive time and achieving **higher business productivity** by reducing congestion, improving travel time reliability, and increasing vehicle and driver efficiency. This will primarily address the challenges discussed in the section entitled “a negative impact on productivity” earlier.

- Creating a **low-carbon travel culture**, whereby people make travel choices informed by better understanding of the available options, the true costs of travel and the impacts of their choices. This will primarily address the challenges discussed in the earlier section entitled “the challenge of cultural change”.

The schemes presented in Section C are categorised according to these four objectives. Under all four objectives, our investments will primarily target the priority areas discussed earlier. Figure 9 summarises how the features of the priority areas have helped us determine the type of intervention they require.

Figure 9: Characteristics of our priority areas.

Priority Area	Pop.	% aged under 21	Main Employment Categories	Unemployment rate	Obesity Rate	CO2 tonnes /year	NO2 Mmg3	Social Segmentation	Schemes to be implemented in this area, see section C1 for details.
North Dearne Villages	14,019	31.1%	Elementary Occupations 20%; Blue Collar Jobs 17%; Machine Operatives 16%	8.7%	31.5%	4584	32.0	Low income 22.1%; Very low income 47.9%	Park that Bike, ECO Stars, Car Sharing, Transport Academy, Digital Region, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
Cross Dearne Villages	30,175	28.4%	Blue Collar Jobs 16%; Machine Operatives 14%; Elementary Occupations 11%	6.1%	29%	7209	42.0	Low income 19.5%; Very low income 28.6%	Jobconnector, Access to Employment, Park that Bike, ECO Stars, Transport Academy, Car Sharing, Digital Region, Park and Ride, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education,
Upper Don Valley	49,663	28.4%	Administrative Occupations 14%; Blue Collar Jobs 13%; Elementary Occupations 10%	8.4%	23.7%	15248	53.0	Very low income 67.7%	Get on the Tram, Access to Employment, Park that Bike, ECO Stars, Transport Academy, Electric Vehicle Pilots, Car Sharing, The Club, Digital Region, Get on the Tram, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
Lower Don Valley	31,547	30.6%	Elementary Occupations 19%; Blue Collar Jobs 15%; Machine Operatives 15%	8.8%	24.3%	13948	51.0	Very low income 65.3%	Get on the Tram, Key Bus Routes, Access to Employment, Park that Bike, SYITS, ECO Stars, Transport Academy, Electric Vehicle Pilots, Car Sharing, The Club, Digital Region, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
Blackburn Valley	37,324	29.6%	Blue Collar Jobs 15%; Administrative Occupations 14%; Elementary Occupations 11%	6.5%	27.2%	6785	57.0	Low income 12.7%; Very low income 47.5%	Park that Bike, ECO Stars, Transport Academy, Electric Vehicle Pilots, Car Sharing, Digital Region, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
East Rotherham	17,246	29.9%	Elementary Occupations 17%; Blue Collar Jobs 14%; Machine Operatives 14%	8.7%	30%	10071	No data	Low income 21.0%; Very low income 29.6%	Key Bus Routes, Park that Bike, ECO Stars, Transport Academy, Car Sharing, Digital Region, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
North Doncaster	22,613	27.9%	Elementary Occupations 18%; Blue Collar Jobs 14%; Machine Operatives 14%	8.2%	29%	4371	No data	Low income 17.3%; Very low income 44.6%	Access to Regeneration, Access to Employment, ECO Stars, Transport Academy, Car Sharing, Digital Region, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Park that Bike
Woodfield Greenway	55,103	30.1%	Elementary Occupations 17%; Blue Collar Jobs 14%; Machine Operatives 14%	8.6%	27.9%	25387	60.0	Very low income 41.3%	SYITS, ECO Stars, Transport Academy, Car Sharing, Digital Region, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
Barnsley, Rotherham, Doncaster Town Centres	86,421	28.0%	Elementary Occupations 19%; Blue Collar Jobs 13%; Machine Operatives 14%	9.1%	26.1%	25387	54.5	Very low income 41.3%	Key Bus Routes, Access to Employment, Jobconnector, Park that Bike, SYITS, ECO Stars, Transport Academy, Electric Vehicle Pilots, Car Sharing, Digital Region, Access to Regeneration, Strategic Marketing and Reward, Community Travel Solutions, Workplace Travel Solutions, Travel 4Life, Access to Education
Enterprise zones	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Jobconnector, Park that Bike, SYITS, Electric Vehicle Pilots, Car Sharing, Digital Region, Strategic Marketing and Reward, Workplace Travel Solutions
South Yorkshire (for comparison)	N/A	28%	Elementary Occupations 14%; Blue Collar Jobs 13%; Administrative Occupations 12%	5.8%	25.7%	N/A	N/A	N/A	N/A
England (for comparison)	N/A	28%	Manager and Senior officials 15%; Professional Occupations 14%; Administrative Occupations 13%	3.4%	24%	N/A	N/A	N/A	N/A

SECTION C

THE PACKAGE BID

C1 PACKAGE DESCRIPTION

In Section B3 we presented the four objectives of our sustainable economic growth programme, which we wish to deliver with LSTF support, based on the main challenges identified in Section B2. The programme contains four packages of schemes, corresponding to the four objectives (although most schemes will meet more than one objective).

The schemes will be primarily targeted at the priority areas defined in Figure 3. As their title implies, priority areas are seen as a high priority for investment and as the primary focal points for intervention. Nevertheless, in some cases having an impact in these areas will require work across wider parts of SCR. More specifically, some of our interventions to reduce congestion, unreliability and carbon emissions (based on evidence shown in Figures 8 and 9) will need by their nature to be implemented as area-wide schemes.

The following is an overview of all packages and schemes included in this proposal. Figure 10 provides additional detail on all schemes, where they will be implemented and who they will affect.



Sustainable commuting. This package will focus on people travelling to work and will give them more choice of sustainable travel options. The package includes the following schemes:

- **Park that Bike**, to introduce cycle parking at small and medium enterprises.
- **Key Bus Routes**, to make local highway improvements that can reduce bus delays and improve punctuality along entire routes.
- **Park and Ride**, to enhance the catchment of the Elsecar railway station in Barnsley and provide better connectivity to Sheffield, Barnsley and Leeds.
- **Workplace Travel Solutions**, to provide information and incentives to encourage employees to commute by bus, bike or on foot.



Wider labour markets. This package will create sustainable transport links in places which are currently disconnected. The package includes the following schemes:

- **Jobconnector**, to create new public transport services to employment areas, including doubling the X19 frequency Barnsley-Doncaster and introducing Microbus routes in prioritised areas.

➤ **Access to Employment**, to create the infrastructure for cycling along the Lower Don Valley and in town centres, introduce a cycle hub in Sheffield, and pilot a cycle hire scheme in several small stations.

➤ **Get on the Tram**, to improve the customer offer and catchment of tram stops by providing feeder services, cycle parking and real-time information.



High business productivity. This package will help make SCR more productive and attractive to businesses by reducing congestion, improving travel time reliability, and increasing vehicle and driver efficiency. The package includes the following schemes:

- **ECO Stars**, to encourage companies to reap a range of benefits from using carbon-efficient fleets.
- **Digital Region**, to build on the investment already made in a leading edge broadband technology for South Yorkshire, and support businesses who wish to introduce remote working arrangements.
- **Transport Academy**, to train professional drivers to drive in a fuel-efficient way.
- **The Car Club**, to revolutionise our City Car Club and introduce an innovative carbon-efficient fleet.
- **SYITS**, to reduce fuel consumption, maximise bus reliability and improve safety by optimising traffic flows through the use of vehicle-activated signs and other types of advanced technology.
- **Access to Regeneration**, to reduce congestion and create sustainable access to development sites in Doncaster, facilitating city living initiatives.



Low-carbon travel culture. This package will drive a culture shift to establish sustainable travel habits, linking together all other schemes in the programme. The package will take advantage of new technology, including both transport technology and innovative approaches to promote messages related to sustainable travel. The package includes the following schemes:

- **Travel 4 Life**, to provide coordinated guidance and training to children and families on safe walking and cycling.
- **Access to Education**, to improve infrastructure for active travel on routes serving Further Education, Higher Education and schools.

- **Electric Vehicles Pilot**, to create a demonstration pool of carbon-efficient vehicles, primarily for the use of small and medium enterprises.
- **Car Sharing**, to radically upgrade the South Yorkshire lift sharing website.
- **Strategic Marketing and Reward**, to promote sustainable travel and deliver a consistent message through a uniform brand identity.
- **Community Travel Solutions**, to train members of the public to disseminate messages supporting sustainable growth within their communities.

For the completeness of this overview, it is important to mention here the schemes included in our “key component” bid. The “key component” part of the programme included schemes focused on creating new links to workplaces, which would help to create jobs and reduce unemployment. Our initial bid included the following schemes:

- **Wheels to Work**, to provide bicycles and scooters where this can help people enter work or training.
- **Cycle Infrastructure**, to link residential areas to major employment areas. This was the first stage of the Access to Employment scheme of the full programme.
- **Cycle Promotion**, to encourage the take-up of cycling as a commuting mode. This was the first stage of the Community Travel Solutions scheme of the full programme.

➤ **Jobconnector**, to create a new link between employment and residential areas. This was the first stage of the Jobconnector scheme of the full programme.

➤ **Behaviour Change Package**, to engage businesses in sustainable travel promotion. This was the first stage of the Workplace Travel Solutions and Strategic Marketing and Reward schemes of the full programme.

In our “key component” bid we explained our approach of targeting our interventions at people at specific stages of their life. The “key component” bid focused on those seeking to start employment or training, and we presented how this will be extended in the full programme. This concept is fully embedded in the list of schemes presented here, although due to the limited space, we avoid repeating the detailed “life stages” concept here.

The strength of this proposal is not in any specific scheme but in the combined impact of the full programme, including the four packages above and the “key component” elements. Businesses, communities and individuals will see a step change in sustainable transport activity all around them, both in terms of the available infrastructure and in terms of the incentive to rethink how they travel. This also builds on the consultation, development and planning that was done previously for our Sustainable Travel Cities bid.

Figure 10: Our schemes and the places and people they will affect.

Scheme and cost (£K)	What it includes	Where it will be implemented	Who will be affected
 Park That Bike Revenue: 100 Local Contribution: 100	Providing incentives for small and medium sized enterprises (SME's) to install staff cycle parking. The scheme provides the parking hardware and the SME is required to install it.	The project is focused on SME's, primarily in our priority areas. The demand from SME's to participate in this scheme is very high, following 90 businesses which already benefit from it.	Employees will benefit from secure and convenient cycle parking at their workplace. Employers will benefit from strong travel plan implementation, reduced carbon footprint.
 Key Bus Routes Revenue: 616 Capital: 5,545 Local contribution: 10,447	Three corridor-based improvements to bus infrastructure and a series of interventions at specific locations, which regularly suffer from bus delays. Specific improvements include local priority measures, signal settings and parking restrictions.	Corridors served by high-frequency bus routes in our priority areas: Rotherham to Thrybergh, Rotherham to Maltby and Sheffield to Woodhouse. Some additional locations where highway design or indiscriminate parking cause bus delay.	Bus commuters will benefit from reduced journey time and improved punctuality. Bus travel will attract new customers with economic and environmental benefits.
 Park and Ride Revenue: 60 Capital: 540 Local contribution: 724	Improving the catchment of the Elsecar train station by provision of a 90-space Park and Ride facility and DDA-compliant pedestrian access ramp to the platform towards Barnsley.	Elsecar station, where there is strong potential for regeneration, interest from developers and community support.	Commuters in the rural areas around Elsecar. If access to the Elsecar station is made more convenient, the area would be fit for easy travel to Sheffield, Barnsley or Leeds, and a range of other destinations through one simple transfer.

“We believe that the bid will make a substantial contribution to our overall economic and environmental objectives”

Martin Kimber, Chief Executive, Rotherham Metropolitan Borough Council

Scheme and cost (£K)	What it includes	Where it will be implemented	Who will be affected
 <p>Workplace Solutions</p> <p>Revenue: 2,458 Local Contribution: 1,028</p>	Working with employers to provide information and incentives for employees to commute by bike, bus or on foot. The scheme combines a range of activities including free bike trials (Bike Boost), free bus trials (Bus Boost), bike repair support at the workplace (Dr Bike) and advice on walking options.	Key employment centres, primarily in our priority areas, e.g. Upper Don, Lower Don, Blackburn Valley and Town Centres.	Particular focus on “nudging” motorists who will be identified through collaboration with employers. The scheme includes work with the employers to ensure that potential benefits in terms of work performance are fully explored and recognised.
 <p>Jobconnector</p> <p>Revenue: 1,248 Local Contribution: 338</p>	Doubling the frequency of an existing bus service (X19) to create an attractive commuting option; introduction of local Microbus services to fill in connectivity gaps if an adjacent area is already served by commercially-viable services; and deploying similar measures to support our Enterprise zones.	Route X19, providing a fast link between Barnsley, the Dearne and Doncaster town centres. Other communities in our priority areas where a commercially-viable service operated need by and a small geographical gap requires filling in to address local need. Additional particular focus on local links to our new EZ.	Commuters, jobseekers and those acquiring new skills in Barnsley, the Dearne and Doncaster. Travellers to the Robin Hood Airport area (through easy transfer at Doncaster). Businesses, employees and visitors of our new EZ.
 <p>Access to Employment</p> <p>Revenue: 290 Capital: 721 Local Contribution: 1,080</p>	New and improved cycle and walking infrastructure to attract commuters, including 22km of cycle routes, a cycle hub at the Sheffield station and an innovative cycle hire scheme pilot at small stations.	Key commuting corridors to town centres and the busy commuting Lower Don corridor between Sheffield and Rotherham, also linking to a major inter-modal interchange. Cycle hub and cycle hire in Sheffield and at 11 local rail stations.	Those travelling to work (and other activities) in our priority areas. All users of the Sheffield station that will benefit from the services of the cycle hub. New and existing users of small stations that will participate in the cycle hire pilot scheme. Particular focus on those 19% making trips shorter than 2km and the additional 22% making trips between 2km and 5km.
 <p>Get on the Tram</p> <p>Revenue: 135 Capital: 1,150 Local Contribution: 580</p>	A series of infrastructure and service improvements to further enhance the attractiveness and the catchment area of the tram network. The package includes passenger information displays at tram stops, CCTV, cycle stands and change of interchange arrangements. It also includes new tram feeder services utilising low carbon hybrids.	The three line Supertram network is entirely in Sheffield and links our priority areas in the city. Through bus transfer or Park and Ride it also serves a wider catchments area.	Existing and new tram users. The new feeder services and the cycling facilities at tram stops will make the system attractive to the residents of new areas, not immediately adjacent to the route.
 <p>ECO Stars</p> <p>Revenue: 275 Local Contribution: 75</p>	Providing formal recognition to fleet operators for their efforts to train staff in fuel-efficient driving methods and implement fuel management regimes. Approximately 6000 vehicles will be targeted.	Throughout SCR.	Commercial vehicle and fleet operators who could benefit from the savings that efficient driving offers and the recognition of their high-quality performance.
 <p>Digital Region</p> <p>Revenue: 731 Local Contribution: 385</p>	Combining the development of Digital Region Limited and the Work Style initiative, to transform SCR into a first class digital hub. Supporting the business sector in developing a capability to enable remote working in a way that boosts business efficiency and reduces emissions and congestion. The scheme will reduce business costs and the need to travel by enabling a wide variety of applications.	Throughout SCR, with particular focus on priority areas where remoteness is a barrier to economic growth.	The Digital Region project will support 12,000 subscribers per year, which will use the network for home working, national and international teleconferencing and so on. The project will benefit a range of businesses and communities. Partners in this scheme include District Councils, Chambers of Commerce & employers.
 <p>Transport Academy</p> <p>Revenue: 1,420 Local Contribution: 179</p>	Providing training and support to promote efficient driving styles, reducing fuel consumption and minimising emissions. This will include “training the trainers” plus commercial drivers, young drivers and bus drivers.	Throughout SCR with a particular focus on employees and residents in our priority areas.	Participating drivers will improve their skills. The businesses they work for will incur lower costs. Bus passengers will receive better service and ride quality. Everyone in SCR will be exposed to lower emissions, especially in Air Quality Management Areas. Training will also cover safety aspects, which will lead to additional benefits.
 <p>The Car Club</p> <p>Revenue: 800 Capital: 200 Local Contribution: 320</p>	Enhancement of South Yorkshire’s existing car club, in partnership with a commercial provider, to deliver a step change in the impact of the service and operate low-carbon vehicles. The service would be designed to give members a high level of flexibility in the duration of car use and its pricing. The funding is required to create dedicated on-street parking bays for 200 vehicles and to promote the scheme amongst local businesses.	The project builds on an existing car club in Sheffield, with an intention to introduce satellite clubs in Rotherham, Barnsley and Doncaster, building on Sheffield’s experience.	Anyone who holds a driving license will be able to join the car club. The scheme will enable them to use a car when necessary without the high fixed costs of car ownership, which encourage a more frequent use of private cars. The general public will benefit from the reduction in congestion, emissions and casualties.
 <p>SYITS</p> <p>Revenue: 1,035 Capital: 325 Local Contribution: 1,650</p>	Vehicle-activated signs and other types of new technology will be used to smooth traffic flows and avoid stop-start driving. This will achieve a significant reduction in fuel consumption while maximising bus reliability and improving safety. The system will also be used to collect data for monitoring.	In priority areas across South Yorkshire and the corridors connecting between them, including the radial routes serving the South Yorkshire town centres.	Businesses and bus operators will benefit from improved productivity. Residents will experience more reliable journey times and improved safety.

“Allowing our employees to work from home has improved staff productivity, reduced overheads and reduced our staff turnover, all of which is allowing us to expand and develop our business”

Kelvin Fitton, Smith Craven Chartered Accountants





Scheme and cost (£K)	What it includes	Where it will be implemented	Who will be affected
Access to Regeneration  Revenue: 710 Capital: 2,090 Local Contribution: 2,660	Improvements to local infrastructure that will benefit the users of local rail, bus, cyclists and pedestrians. The improvements will facilitate new mixed-used urban redevelopment at the Doncaster Waterfront which is at the heart of the Doncaster Urban Renaissance Master plan, and improved sustainable access to the north of Doncaster.	North and central Doncaster. The impact of the scheme on the economic viability of Doncaster is significant as it unlocks Brownfield land in the urban area and improves sustainable access to development sites. The scheme also improves access to two local academies and the new town centre college.	Businesses and residents in Doncaster will benefit from the regeneration of two priority areas. The improved access to local rail, buses, cyclists and pedestrians in some of the most deprived areas in the country will also have a wider positive impact.
Travel 4 Life  Revenue: 1,873 Local Contribution: 2,104	Developing the skills and knowledge in young people to travel safely by sustainable modes throughout their life. Training methods include Theatre in Education, School Travel Ambassadors and “Bike It” champions.	Children, parents and graduates at schools in our priority areas, with a particular focus on high casualty areas and those where quick wins are achievable.	Initiatives are targeted at children from a young age to their transition years from education to employment, in order to encourage safe and sustainable travel choices through key life stages.
Access to Education  Revenue: 460 Capital: 2,610 Local Contribution: 1,221	Improving infrastructure for safe access on foot or by bike to Advanced Learning Centres and schools, including 28km of new cycle routes. Improved cycle parking, including 20 cycle shelters. Running a demonstration project at one college or school.	Colleges and schools in our priority areas, with a focus on Barnsley’s new Advanced Learning Centres.	Those in education aged between 11 and 21, engendering sustainable travel habits.
Electric vehicles pilot  Revenue: 368 Capital: 150 Local Contribution: 1,994	Establishing a demonstration pool of vehicles that SME’s can access for a trial period at a discounted rate. The pool will include trucks, vans and cars to meet the diverse needs of SME’s. We expect at least 150 businesses to participate.	Throughout South Yorkshire.	The direct beneficiaries of this scheme are SME’s that will be given the opportunity to trial electric vehicles at nearly half the commercial cost.
Car Sharing  Revenue: 380 Capital: 500 Local contribution: 5	Upgrading the Car Share South Yorkshire website, with a target of 3 to 4 times more users than its current 6,000 members. Expanding the scope of the website to include “bike and walk buddies” and private car share groups for businesses or individuals.	Interested companies and organisations in our priority areas and across South Yorkshire.	Participating businesses and individuals will incur money savings. The general public will benefit from reduced congestion and emissions.
Strategic Marketing and Reward  Revenue: 3,560 Local Contribution: 3,484	Marketing sustainable travel messages with a focus on people going through transition between life stages. Providing incentives and rewards where this is proven to be effective in causing behavioural change. The scheme includes branding, development customer insight, advertising, web design, travel reward incentives and publication.	Focus on priority areas.	Primarily engage young people, people starting a job or training, people changing jobs or going through other life stages, due to wide evidence showing that these would provide quick wins ¹² . We use Acorn data and other social marketing techniques to identify the target population and also collaborate on this with employment agencies and training providers.
Community Travel Solutions  Revenue: 1,457 Local Contribution: 1,006	Targeted local community engagement using a team of local community members, including 150 volunteer Community Travel Champions, recruited from unemployed community members. Delivery of independent travel planning and a targeted community travel rewards scheme. This is based on experience showing that these focused initiatives are a cost-effective method of providing incentives for behavioural change, and more effective in targeting audiences at grass route levels.	Focus on priority areas.	The scheme is based on cross-sector experience that showed that such approach helped spread our message of sustainable travel across thousands of community members which are otherwise considered difficult to target. Furthermore, the scheme also helped the champions themselves improve their skilled and subsequently enter full-time employment.

“Encouraging our employees to walk to work can actually prevent people being late and increase the productivity of our business”

Caroline Abbott, Doncaster Chamber of Commerce

C2 PACKAGE COSTS

Figure 11: Programme costs, excluding local contribution

	£K	2012/13	2013/14	2014/15	Total
Sustainable commuting 	Capital	1,683	2,447	1,956	6,086
	Revenue	1,058	1,118	1,058	3,234
Wider Labour Markets 	Capital	708	670	557	1,936
	Revenue	177	763	734	1,673
High Business Productivity 	Capital	872	872	872	2,615
	Revenue	1,657	1,657	1,657	4,972
Low-carbon travel culture 	Capital	1,187	1,037	1,037	3,260
	Revenue	2,715	2,703	2,680	8,099
Overall Total					31,873

C3 RATIONALE AND STRATEGIC FIT

The strategic fit of our proposal has been examined and confirmed at three different levels.

➤ At the highest level, we have tested the fit of the programme objectives with the goals of our LTP3 Transport Strategy. We have already shown in sections A2 and B3 that this demonstrates a strong fit.

➤ At a more detailed level, we have examined the fit of each scheme against the policies specified in our LTP3 Transport Strategy. The Transport Strategy defines 26 policies which have been developed through a detailed consultation with the public and stakeholders over an 18-month period. The policies, denoted by letters from A to Z, describe how we will practically work to reach our high-level LTP3 goals. By examining the fit of our LSTF schemes to the policies, we ensure that the programme proposed here becomes one of the key channels for implementing our LTP3. The output from this test is presented in Figure 12. It can be seen that the schemes in this proposal have a direct and key role in delivering eight of the 26 policies. In addition, it can be seen that the schemes in our proposal have a considerable role in delivering 9 other policies. All together, LSTF funding will allow us to make considerable progress against 17 out of the 26 policies in our Transport Strategy.

➤ At the most detailed level, we have examined the fit of each scheme against the needs and the characteristics of our priority areas. We presented this in Figure 9 under section B3. This is based on a range of data sources, including the social segmentation provided by Acorn, Nomis data and more. This stage also takes full account of our area’s local priorities as identified in the Districts’ Local Development Frameworks, in the LEP business plan and in Local Economic Assessments. This analysis of proposed interventions against local issues is a critical test that ensures that LSTF money is invested at those locations that have the greatest need. The outputs in Figure 9 demonstrate that our schemes are tailored for the specific local features of each priority area.



“The bid offers us a great opportunity to build on the successful work already underway to regenerate our economy. It complements the developing initiatives as our region transforms from one based on heavy industry and fossil fuels, to pioneering advanced manufacturing and new sustainable technology”

John Mothersole, Chief Executive, Sheffield City Council

Figure 12: The fit of this proposal to our LTP3

Policy name in our LTP3	Summary of the policy from our LTP3	LSTF schemes delivering the policy	Role of this proposal in delivering this policy
Policy S	To encourage active travel and develop high quality cycling and walking networks	Park that Bike, Workplace Travel Solutions, Access to Employment, Get on the Tram, Travel 4 Life, Access to Education, Strategic Marketing and Reward, Community Travel Solutions	Key role
Policy T	To provide information and travel advice for the users of all modes of transport, so that they can make informed travel choices	Digital Region, Get on the Tram, Transport Academy, Workplace Travel Solutions, Travel 4 Life, Car Sharing, Strategic Marketing and Reward, Community Travel Solutions	Key role
Policy K	To develop public transport that connects people to jobs and training in both urban and rural areas	Jobconnector, Key Bus Routes, Park and Ride, Get on the Tram, SYITS	Key role
Policy L	To reduce the amount of productive time lost on the strategic road network and improve its resilience and reliability	Digital Region, Transport Academy, SYITS, Access to Regeneration, Car Sharing, Key Bus Routes, Park and Ride, Workplace Travel Solutions, Jobconnector, Access to Employment, Get on the Tram, ECO Stars, Strategic Marketing and Reward. Community Travel Solutions	Key role
Policy N	To develop user-friendly public transport, covering all parts of SCR, with high quality of integration between different modes	Get on the Tram, Key Bus Routes, Park and Ride, Jobconnector, Transport Academy	Key role
Policy R	To work to improve the efficiency of all vehicles and reduce their carbon emissions	ECO Stars, Transport Academy, The Car Club, Electric Vehicles Pilot	Key role
Policy U	To support the generation of energy from renewable sources, and use energy in a responsible way	ECO Stars, Transport Academy, The Car Club, Electric Vehicles Pilot	Key role
Policy V	To improve air quality, especially in designated AQMA areas	Park that Bike, Key Bus Routes, Park and Ride, Workplace Travel Solutions, Jobconnector, Access to Employment, Get on the Tram, ECO Stars, Digital Region, Transport Academy, The Car Club, SYITS, Access to Regeneration, Travel 4 Life, Access to Education, Electric Vehicles Pilot, Car Sharing, Strategic Marketing and Reward, Community Travel Solutions	Key role
Policy D	To improve rail services and access to stations, focusing on interventions that can be delivered in the short term	Access to Employment, Park and Ride, Jobconnector, Access to Regeneration	Supporting role
Policy F	To improve connectivity between major settlements	Access to Employment, Park and Ride, Jobconnector, Access to Regeneration	Supporting role
Policy G	To deliver interventions required for development and regeneration	Park and Ride, Jobconnector, Access to Regeneration	Supporting role
Policy H	To develop high-quality public places	Park that Bike, Key Bus Routes, Access to Employment, Get on the Tram, Access to Regeneration, Access to Education	Supporting role
Policy I	To focus new development along key public transport corridors and in places adjacent to existing shops and services	Key Bus Routes, Park and Ride, Access to Regeneration	Supporting role
Policy P	To work with operators to keep fares affordable, especially for travellers in need	Workplace Travel Solutions	Supporting role
Policy W	To encourage safer road use and reduce casualties on our roads	Access to Employment, Transport Academy, Travel 4 Life, Access to Education, Community Travel Solutions, SYITS	Supporting role
Policy Y	To focus safety efforts on vulnerable groups	Access to Employment, Travel 4 Life, Access to Education, Community Travel Solutions, SYITS	Supporting role
Policy Z	To improve safety and the perception of safety on public transport	Key Bus Routes, Transport Academy, Community Travel Solutions	Supporting role

“Investment that would facilitate car sharing becoming commonplace would reduce the frequency with which our employees are held up in traffic”

Gordon Yates, Sentry Doors

C4 COMMUNITY SUPPORT

Our Transport Strategy and the contents of this bid have been developed through continuous dialogue with business groups, the LEP and Chambers of Commerce, organisations in the environment sector, the health sector, the Police and emergency services, voluntary organisations, community stakeholders, neighbouring local authorities and transport operators. Letters of support from our partners are included in a separately-bound appendix.

A special workshop for partners and stakeholders across South Yorkshire was held in March 2011 to explore the problems which could be addressed using LSTF funding. Representatives of organisations across South Yorkshire and national organisations attended. The workshop provided detailed feedback to our initial proposals, identified the local evidence and led to the formation of effective partnership arrangements. Participants of the workshop have subsequently continued to work with us in developing the application. A similar forum will re-convene at important milestones throughout the design and delivery of LSTF.

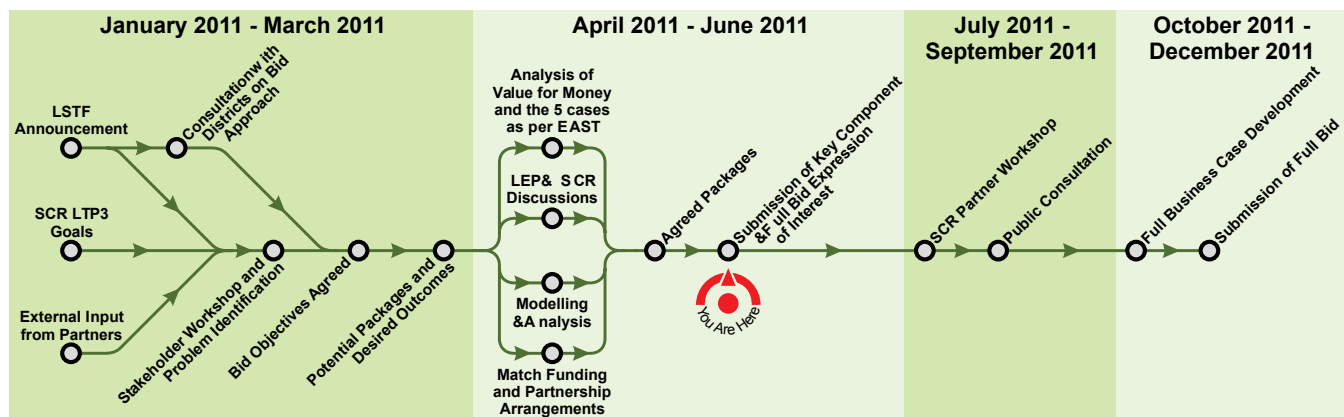
Our transport plans, including those we wish to take forward through LSTF, incorporate feedback from all these stakeholders as well as the general public. Schemes not supported by communities across SCR have not been included in this bid. The public response to our LTP3 shows a strong support to initiatives to linking up communities and outlying areas with economic centres. The topics where public support is strongest relate to improved cycle infrastructure, bus services tailored for local needs, and improved facilities in employment centres.

We regularly share the contents of ongoing work with community groups and members of the public, and have done so as part of the development of this bid. In several recent meetings with groups in different parts of South Yorkshire we received supportive feedback on our Sustainable Economic Growth Programme and this proposal. We will continue to hold such meetings, also featuring community and area assemblies, to inform the detailed design and delivery of LSTF schemes.

In addition, a four-week public consultation is planned for September 2011, as part of the work to develop this proposal into a full business case for the Sustainable Economic Growth Programme.

Figure 13 summarises key milestones in the process of developing this bid, including an indication of further development over the coming six months.

Figure 13: the process of developing our LSTF bid



SECTION D

VALUE FOR MONEY

D1 OUTCOMES AND VALUE FOR MONEY

We focus our proposal on interventions where there is evidence they will achieve our objectives and create growth in a sustainable manner. Most schemes in the programme have been tried, tested and proved successful. We focus on existing markets and on individuals at stages of their life when they are most willing to adopt a change of travel habits. These have been defined by detailed market segmentation research.

It is important to note again that the programme combines the provision of services and infrastructure with over-arching promotional activities, supported by a comprehensive marketing strategy, which will enable us to reach those individuals and businesses that will maximise the impact of the programme.



Figure 14 summarises the justification for the selection of schemes for our programme. This is based on the revised DfT approach which defines five cases to be demonstrated in scheme assessment. We have chosen to present a “carbon case” separately from the formal five cases, due to its central role in our LSTF ethos.

Figure 14: An assessment of our Sustainable Economic Growth Programme

Scheme	Economic case and wider benefits	Carbon case and environmental impact	Financial case and risk sharing	Strategic case and fit to objectives
Entire programme	We have forecasts of an average 1.6% increase in jobs and GVA by 2015 (i.e. 0.5% increase every year), caused by the programme alone, before adding the impact of other growth initiatives led by LEP, Government and local authorities. The increase is 20% higher in some of our priority areas (e.g. Doncaster). By 2015 the programme alone will increase the number of businesses by 2.4% and improve the average travel speed by 4.5%. These forecasts indicate trends that will continue beyond 2015 to create a much higher impact within a decade.	We estimate the total car-km travelled will reduce on average by 7.2% by 2015, with the max reduction being 8% in Rotherham. This will lead to 12.9% less carbon emissions (max reduction of up to 14% in Rotherham and Barnsley). These trends will continue beyond 2015 to achieve a substantial further reduction.	About 50% of the programme costs are covered by partners, with significant contributions from the business sector and developers. Delivery risks are shared by all partners.	The proposed programme directly follows the two top priorities of our LTP3, enhancing economic growth and reducing emissions. The included schemes have been selected based on their fit to the 4 objectives defined in section B3 and to our 26 LTP3 policies. The full programme has a key role in delivering 9 of our 26 LTP3 policies and a supporting role in delivering 8 other policies.
Park that Bike , to introduce cycle parking at small and medium enterprises	A benefit of up to £640 pa for the economy with every additional cyclist. There are additional benefits related to health, productivity, urban vitality and safety, which we have not yet quantified.	50 businesses with 10 car commuters in each shifting to cycling will save 12,000 tonnes of carbon by 2015.	DfT estimates that a cycling intervention costing £10k will break even if it results in 1 additional regular cyclist over a 30 year period.	Meets the following objectives of our LSTF proposal: Sustainable commuting, higher business productivity, low-carbon travel culture. Very strong LTP3 fit, see Figure 12.
Key Bus Routes , to make local highway improvements that can reduce bus delays and improve punctuality along entire routes.	BCR of different elements of this scheme goes as high as 25 based on a detailed appraisal, due to improved connectivity, travel time and reliability. Improved bus offer will increase patronage and can lead to up to 1.4million fewer car trips each year. The reduction in car trips can grow to 5 million by 2015. Current patronage on the 3 key routes is approximately 7 million per year. A 5-minute time saving for each will save 600,000 commuting and business hours annually.	Replacing 5 million car trips with bus trips can reduce carbon emission by 95,000 tonnes over the LSTF period. Stagecoach are seeking to provide new hybrid buses to operate on the routes that will be improved. This will further reduce carbon emissions.	The scheme is part of a broader package of improvements, delivered with significant funding from our LTP budget, local authorities, Stagecoach, Greenbus, ERDF and the Coalfield Regeneration Trust (see Figure 5). This creates commitment for delivery and reduces risk.	Meets the following objectives of our LSTF proposal: Sustainable commuting, higher business productivity, low-carbon travel culture. Very strong LTP3 fit, see Figure 12. The broader key route package aims to improving punctuality by 16%, customer satisfaction by 9%.
Park and Ride , to enhance the catchment of the Elsecar railway station in Barnsley and provide better connectivity to Sheffield, Barnsley and Leeds.	The scheme has a BCR of 2.9. The predicted increase in rail patronage is 20,000 per annum.	An increase of 20,000 passengers per annum, with some of these shifting from the car, will save 3,300 tonnes of carbon.	The improved connectivity on the Sheffield-Barnsley-Leeds route creates opportunities for new housing development which are being discussed with private investors. It also strengthens the business case for adding a stop at Elsecar on routes that currently pass through it.	Meets all objectives of our LSTF proposal: Sustainable commuting, wider labour markets, higher business productivity, low-carbon travel culture. Good LTP3 fit, see Figure 12.

“The bid supports one of the primary objectives of the business sector. We believe it will have the added advantage of reducing carbon emissions as vehicles move more efficiently and public transport is used more”

Richard Wright, Executive Director, Sheffield Chamber of Commerce and Industry

Management case and deliverability	Commercial case and exit strategy	Additional evidence	Scheme
Delivery will build on South Yorkshire's existing governance structure with a strong cross-sector partnership. This structure has already proved successful and praised at a national level.	An exit strategy is defined for each scheme, to reduce uncertainty about continuity after the funded period. Scheme impacts have been analysed through detailed market segmentation, to take commercial viability into consideration in the early assessment.		Entire programme
Scheme already delivered successfully at 90 businesses. 50 other businesses already on the waiting list for taking part.	No subsidy will be required from year 4. Employers participating in the scheme cover about 50% of the overall cost.	In a recent study conducted by the DfT on climate change and transport choices, 41% of those who cycled agreed they would cycle more if there were more secure places to store bicycles. Different studies mention different estimates for the economic benefits of cycling as a mode of travel. A study by Cycling England concluded that the value for each additional cyclist is up to £380 a year, while other estimates go as high as £640 per cyclist per annum, taking into consideration reduced congestion, health benefits, reduced pollution and more. There are various examples of the impacts of initiatives to encourage commuting by bike, such as a study looking at the GlaxoSmithKline's head offices in Middlesex, who replaced car parking with high quality cycling facilities. As a result, 5% of staff trips to work are made by bicycle.	Park that Bike 
This would build on an ongoing programme across South Yorkshire, with management and delivery arrangements already in place by SYPTE.	The scheme is delivered in partnership with the bus operators. A 5-minute journey time saving for existing 7 million passengers will enhance their business offer and attract new customers. 600,000 working hours saved annually would benefit local businesses.	Improving bus infrastructure at locations that regularly suffer from delay has been shown by a number of studies to provide high economic and carbon benefits. In Leicester, bus priority along one radial route into the centre saw a reduction of 17% in the number of vehicles in the morning peak, and bus journey times reduced by 22% ¹³ . Bus priority measures have shown to significantly increase patronage, e.g. a 12% rise on the A638 corridor into Doncaster ¹⁴ . Our Key Bus Routes scheme is expected to increase patronage by up to 20%, based on our strategic transport model, with time savings of up to 5 minutes per journey. Schemes of this type also have significant environmental benefits. For example, installing bus gates through St Aldates in Oxford reduced the levels of carbon monoxide by 75% ¹⁵ .	Key Bus Routes 
This is considered a low-risk scheme which has been welcomed by Councillors and members of the public. A land swap deal has already been completed and SYPTE now fully owns the site.	The scheme is fully supported by the rail operators serving the Elsecar station due to its expected impact on patronage. Partial funding is provided by the Barnsley Council and LTP budget.	Evidence suggests that rail-based P&R sites, with frequent services and a short journey times like from Elsecar to either Sheffield or Barnsley, are well-used ¹⁶ . For example, the Parkway Station (452 spaces) site in Warwick have reduced car travel by 2,500,000 km annually, with a considerable associated carbon reduction ¹⁷ . In South Yorkshire, the Swinton P&R site generated 38,000 additional passengers in 2010, helping to reduce congestion on key arterial routes into the urban centre ¹⁸ , with a BCR of 5.6 ¹⁹ . Our P&R services have also achieved high levels of customer satisfaction. Four rail-based P&R sites in South Yorkshire have achieved the Park Mark Standard (a secure car parking award) providing safe environment for customers. The Adwick P&R site achieved a 100% satisfaction, Wombwell 98% and Swinton 96% ²⁰ .	Park and Ride 




“The Sheffield City Region is leading the way in proactively and positively engaging with fleet operators. The ECO Stars scheme encourages investment in modern vehicles which will assist in improving air quality and reducing carbon emissions”

Donald Chalker, TTR

Scheme	Economic case and wider benefits	Carbon case and environmental impact	Financial case and risk sharing	Strategic case and fit to objectives
Workplace Travel Solutions , to provide information and incentives to encourage employees to commute by bus, bike or on foot.	<p>Workplace travel planning can reduce car commute km by up to 20% in car-based commute. We aim for over 2000 people shifting from private car use to sustainable travel modes during the fund period. This could equate to 1 million fewer car trips on the network per annum.</p> <p>The above is a conservative estimate since the Dr Bike component alone (cycle service and support at the workplace) has already attracted 2,300 users at 18 different workplaces, and the Bike Boost component has already achieved a shift of 300 car drivers to cycling.</p> <p>There are additional benefits related to accident prevention and health outcomes.</p>	<p>A million trips shifting to bus will save almost 12,000 tonnes of carbon.</p> <p>The impact of other car users shifting to cycling is additional to this; the Bike Boost scheme alone has shown to save 7,500 tonnes of carbon per annum²¹.</p>	<p>Elements of the scheme are financially supported by private and public partners including Get Cycling, local bike shops, SYPT, local authorities, and the businesses participating in it. This not only covers part of the cost but also creates commitment and reduces risk.</p>	<p>Meets the following objectives of our LSTF proposal: Sustainable commuting, higher business productivity, low-carbon travel culture. Very strong LTP3 fit, see Figure 12.</p>
Jobconnector , to create new public transport services to employment areas, including doubling the X19 frequency Barnsley-Doncaster and introducing Microbus routes in prioritised areas.	<p>We expect 300,000 new bus trips every year, serving either new employees or those who currently travel by car. The GVA increase for each additional employee in SCR is around £38,000. Evidence suggests that c. 400 people reject job offers per month for reasons that include transport issues²³ or timetables not matching working hours²⁴.</p>	<p>By causing 20,000 current car trips to be made by bus we expect a carbon saving of 7,000 tonnes.</p>	<p>The microbus concept provides savings to running costs, when compared to running a standard service. It is delivered in partnership with Sheffield Community Transport who take part of the financial risk.</p>	<p>Meets the following objectives of our LSTF proposal: Sustainable commuting, wider labour markets, low-carbon travel culture. Very strong LTP3 fit, see Figure 12.</p>
Access to Employment , to create the infrastructure for cycling along the Lower Don Valley and in town centres, introduce a cycle hub in Sheffield, and pilot a cycle hire scheme in several small stations.	<p>A benefit of up to £640 pa for the economy with every additional cyclist. Similar benefits from people travelling by foot. There are additional benefits related to health, productivity, urban vitality and safety, which we have not yet quantified.</p> <p>The scheme primarily targets people driving up to 1.5 miles to work, which account for almost 10% of the local workforce.</p>	<p>Success of the scheme amongst those living within 2 km from work will lead to saving 20,000 tonnes of carbon.</p>	<p>Scheme to be delivered in partnership with Network Rail, Northern Rail, British Waterways and local authorities. A very significant proportion of the funding and financial risk is covered by partners.</p>	<p>Meets all objectives of our LSTF proposal: Sustainable commuting, wider labour markets, higher business productivity, low-carbon travel culture. Very strong LTP3 fit, see Figure 12.</p>
Get on the Tram , to improve the customer offer and catchment of tram stops by providing feeder services, cycle parking and real-time information.	<p>An estimated increase of 3% to the current annual tram patronage of 15 million. A boost to the economy of Sheffield centre and the communities that would be better linked to it. Additional benefits from congestion reduction. Particularly high value based on safety ground, as their served stops have a high occurrence of tram-pedestrian collisions.</p> <p>Based on evidence from similar schemes, an interchange at Malin Bridge would deliver a predicted 300,000 increase in annual patronage by 2013.</p>	<p>Improving the attractiveness and catchment of our tram services will result in 3% passenger growth, and approximately 1,000 tonnes of carbon savings.</p>	<p>A £350,000 contribution from Supertram, and synergies with future schemes, including Tram-Train and the purchase of additional tram vehicles.</p>	<p>Meets the following objectives of our LSTF proposal: Sustainable commuting, wider labour markets, low-carbon travel culture. Very strong LTP3 fit, see Figure 12.</p>
ECO Stars , to encourage companies to reap a range of benefits from using carbon-efficient fleets.	<p>Eco Stars can save local businesses up to £2500 per vehicle per year²⁵. With an estimated 6000 vehicles participating in the scheme, this adds up to a saving of £2 million to businesses. Benefits from the recognition of participants as leaders in sustainable logistics come on top of this. Health benefits from reduced emissions are material.</p>	<p>This scheme reduces fuel consumption by 5% with an estimated saving of 27,000 tonnes of carbon emissions²⁷. There is also evidence of reduction of up to 75% in PM10 emissions and 50% reduction in NOx²⁸.</p>	<p>Due to the financial savings the scheme offers to participants there is a high demand for participation, and risks are shared with private sector participants. The rising recognition of the scheme across EU further reduces risk and create potential future extensions.</p>	<p>Meets the following objectives of our LSTF proposal: high business productivity, low-carbon travel culture. Strong LTP3 fit, see Figure 12.</p>
Digital Region , to build on the investment already made in a leading edge broadband technology for South Yorkshire, and support businesses who wish to introduce remote working arrangements.	<p>When an activity that involved travel is substituted by an activity that does not, a travel time saving of 100% is incurred. There are additional benefits related to congestion, emissions, business productivity, risk of accident and benefits from reduced need for more expensive transport infrastructure. The Highways Agency has estimated that BCR for a similar scheme is in a range between 3.5 and 13.</p>	<p>By achieving a reduction of 8% in kilometres travelled by employees we would expect to see a carbon saving of 35,000 tonnes.</p>	<p>The scheme funding arrangement is based on a significant contribution from a private sector partner. The substantial efficiency savings it offers to businesses increase the chance of strong partnership working and reduces financial risk.</p>	<p>Meets the following objectives of our LSTF proposal: high business productivity, low-carbon travel culture. Good LTP3 fit, see Figure 12. Strongly supports wider SCR objectives to fully exploit the technological advantages offered by high-capacity broadband connectivity.</p>
Transport Academy , to train professional drivers to drive in a fuel-efficient way.	<p>30,000 drivers across hundreds of private organisations would receive training in driving efficiency, either directly or via driving instructors who participate in the scheme. Due to the wide outreach, the savings they will incur would add up to a significant impact.</p>	<p>The Energy Saving Trust estimates that driver training can reduce fuel consumption by 15%³². A 15% reduction applied to 30,000 drivers would save 11,400 tonnes of carbon during the period of the fund.</p>	<p>A key feature of the scheme is combining savings to participating organisations, service improvements to customers and carbon reduction within a single agenda.</p>	<p>Meets the following objectives of our LSTF proposal: high business productivity, low-carbon travel culture. Good LTP3 fit, see Figure 12.</p>

“The University recognises the importance of delivering sustainable travel improvements to support the economy and vitality of the Sheffield City Region”

Keith Lilley, Director of Estates & Facilities Management, University of Sheffield

Management case and deliverability	Commercial case and exit strategy	Additional evidence	Scheme
All travel planning activities would build on the ongoing work by the PTE and district partners. To maximise efficiency in delivery, the LSTF element would be managed centrally through our central Travel Culture Change Unit.	The admin cost and organisation are covered by participating organisations and by a private sector partner, Pedal Ready Ltd.	The initiatives included in this scheme have shown to bring a range of benefits, including improved business productivity due to the stress-free nature of active travel and the impact on employees' health. The success of BikeBoost has already been proven in Sheffield and is on target to create 600 new commuting cyclists in the city by December 2011. 60% of BikeBoost participants in 2010 previously commuted to work by car. A trial of the Bus Boost scheme was also carried out in Sheffield, and 35% of the participants said they would change from car to public transport for all or part of their weekly commute ²² .	Workplace Travel Solutions 
Operation of X19 by Stagecoach will continue its existing management structure, and the support for increased frequency will be monitored by SYPTE. The full Jobconnector scheme builds on SYPTE experience of delivering similar schemes.	The scheme aims to expand the market for bus use in our priority areas and be able to run commercially by 2015.	Bus services tailored for the needs of commuters in South Yorkshire have proven successful, enabled many people to get to work ²³ and reached commercial sustainability in the long term ²⁶ (e.g. service 200, see detailed evidence in our “key component” bid). The impact is not only on jobseekers but also includes existing employees shifting from car to bus. Examples of evidence documented in the literature are the Thames Valley Business Park, where a Jobconnector-style service led to a reduction of 13% in the number of cars accessing the park ²⁷ , and Computershare where 14% of staff are using the bus ²⁸ .	Jobconnector 
High deliverability due to flat corridors, 90% off-road, already identified for the scheme. Strong partnership with main delivery partners at Network Rail and Northern. Previous similar schemes result in 31% of participants walking or cycling to work frequently.	The capital investment will leave a lasting legacy after the fund period, while the revenue element will continue to be run by partners.	Cycling schemes documented in the literature generate a range of very high BCRs, from 18 to 38 ²⁹ . This is echoed in the Eddington study which notes these scheme are often the most effective in economic terms ³⁰ and highly deliverable ³¹ . The Scottish Government's assessment of policy options concluded that a package of cycle and walking infrastructure investments could remove one tonne of carbon dioxide emissions for every £170 and £1490 spent, respectively ³² . 37% of transport-related emissions come from the journey to work or journeys for work purposes ³³ , making it critical to focus attempts to cause modal shift on commuters and business travellers. There are well-established benefits to business and productivity from the promotion of active travel; staff who are physically active for 20 minutes a day take less than half the annual sick leave compared to staff who are only active for 10 minutes a day ³⁴ .	Access to Employment 
The scheme is highly deliverable and has strong community support.	Stagecoach has already implemented a number of feeder services at Malin Bridge (2010) and Middlewood, (2007) which are now operating commercially without subsidy. The Middlewood service is currently operating near capacity in the morning peak.	A study by TRL have indicated that the feeling of certainty offered by providing real time information can grow patronage by up to 3%, which would equate to 450,000 trips per year ³⁵ . The same study indicates that real time systems provide benefits between 4 and 20p per trip. Research undertaken in March 2010 in Sheffield indicated that “electronic information” aspect of the current service provision had the largest gap between importance and satisfaction. Tram travel in Sheffield has already shown to be seen by travellers as an effective alternative to car travel, with more car drivers indicating they would shift to the tram if their journey was within the catchments area of the tram system. There is also a strong lobby in Sheffield for allowing cyclists to park their bikes at tram stops.	Get on the Tram 
The scheme branding is being adopted by other authorities and benefits from NHS and EU support. Delivery arrangements already exist and operate successfully, and can be easily scaled up.	Due to the financial savings the scheme offers to participants there is a high demand for participation, and risks are shared with private sector participants.		ECO Stars 
The highly-technical element of the scheme is delivered by partners, to support 12,000 subscribers per year. The Work Style initiative is to be coordinated centrally and in synergy with other activities, through our central Travel Culture Change Unit.	The substantial efficiency savings scheme offers to businesses, and the fact that the technical expertise is provided by a private sector partner, reduce the commercial risk. The digital infrastructure that will be created during the LSTF period will continue to be used and also increase awareness of the benefits, so that no future support is required.	Teleworking not only reduces business mileage but can increase economic competitiveness. The Royal Bank of Scotland estimates that it saves more than £70,000 a month by eliminating corporate travel through the use of video and audio conferencing ³⁹ . A DfT study states that a reduction of 12% in commuter trips can be achieved as a result of teleworking ⁴⁰ . Companies who use teleconferencing facilities reduce their business travel by up to 30% ⁴¹ .	Digital Region 
The scheme combines several activities previously coordinated in separation. Joint working with the freight sector, public transport operators and driving instructors is to be coordinated centrally and in synergy with other activities, through our central Travel Culture Change Unit.	Drivers adopting a carbon-responsible driving style would apply what they have learnt beyond the LSTF period, and the training to instructors would further enhance the impact, providing returns even if the academy is only active for the duration of the fund.		Transport Academy 


“The bid is based on a detailed analysis of our main challenges and it seeks to address them in a focussed and clear manner”

Andrew Denniff, Executive Director, Barnsley and Rotherham Chambers of Commerce

Scheme	Economic case and wider benefits	Carbon case and environmental impact	Financial case and risk sharing	Strategic case and fit to objectives
The Car Club , to revolutionise our City Car Club and introduce an innovative carbon-efficient fleet.	The scheme will remove up to 2000 vehicles from the highway network and therefore reduce congestion and improve journey time reliability. Car club schemes elsewhere have delivered excellent value for money with BCR as high as 72 ⁴³ .	Data on the mileages travelled by car club members shows that each of them produces 25% of the carbon emissions produced by a driver using their own car. By replacing 2000 existing vehicles with more efficient, micro-hybrid vehicles, we could expect to see a carbon reduction of 259 tonnes.	Most of the investment and financial risk will be covered by private sector partners, with LSTF only funding coordinated promotional activities and the creation of parking bays.	Meets the following objectives of our LSTF proposal: high business productivity, low-carbon travel culture. Good LTP3 fit, see Figure 12.
SYITS , to reduce fuel consumption, maximise bus reliability and improve safety by optimising traffic flows through the use of vehicle-activated signs and other types of advanced technology.	National and international studies have identified very high BCR for investment in intelligent transport, in excess of 10. Estimated business and community cost savings are £3m per annum in central Sheffield alone, much higher if calculated as SCR-wide.	The smoothing of traffic flow on our network could reduce carbon emissions by over 40%, equating to 7,590 tonnes ⁴⁵ .	The scheme will supplement our 650k pa LTP investment in the existing SYITS system, with risks shared between the funds.	Meets the following objectives of our LSTF proposal: high business productivity, low-carbon travel culture. Good LTP3 fit, see Figure 12.
Access to Regeneration , to reduce congestion and create sustainable access to development sites in Doncaster, facilitating city living initiatives.	The scheme will unlock over 30 hectares of brown field land for development, and have a key role in the regeneration of the Doncaster town centre and a deprived community in North Doncaster. The development includes mixed residential and leisure land uses, with an estimated value of £300m in terms of development opportunities.	Carbon benefits are not quantified yet, but the redevelopment of a site in the town centre will encourage city living which is the most carbon-friendly and least car-dependent lifestyle.	The scheme will unlock up to £3.5 million of developer contribution towards creating sustainable access to the developed areas.	Meets the following objectives of our LSTF proposal: widen labour markets, low-carbon travel culture. Good LTP3 fit, see Figure 12, particularly contributing to our policy to focus new development in central locations.
Travel 4 Life , to provide coordinated guidance and training to children and families on safe walking and cycling.	We expect a reduction of up to 10% in the proportion of children travelling to school by car, split between walking and cycling, with associated congestion relief benefits. Economic benefit is estimated at £750 per child. Additional benefits from safer travel, particularly in our priority areas, where child casualties in SCR concentrate. Studies of similar schemes show a BCR of 4.6 if 300 children adopt a sustainable travel to school behaviour, while in this scheme we expect a higher figure.	Encouraging 300 people a year to walk or cycle to school could save over 2,500 tonnes of carbon emissions.	Significant contributions from partners have been agreed for this scheme, both in cash and in kind, including local authorities, LTP funding and Bikeability.	Meets the low-carbon travel culture objective of our LSTF proposal. Strong LTP3 fit, see Figure 12.
Access to Education , to improve infrastructure for active travel on routes serving Further Education, Higher Education and schools.	28km of routes for walking and cycling, and cycle shelters in 20 locations, would complement the abovementioned activities to encourage active travel, with a benefit between £380 and £750 pa for every additional participant (the estimate varies between studies).	Encouraging 300 people a year to walk or cycle to school could save over 2,500 tonnes of carbon emissions.	This project is funded with the help of contributions from a number of partners including ERDF, Sustrans and the local authority contribution budgets, with the financial risk shared between them.	Meets the low-carbon travel culture objective of our LSTF proposal. Strong LTP3 fit, see Figure 12.
Electric Vehicles Pilot , to create a demonstration pool of carbon-efficient vehicles, primarily for the use of small and medium enterprises	We expect at least 150 businesses to participate in the pilot and 180 electric cars being used over 3 years.	Electric cars powered from today's grid could emit up to 40% less carbon than petrol car of similar size ⁵⁸ . Reduction is much greater if vehicles are charged with cleaner sources of electricity. The first 150 businesses participating in this scheme will result in a saving of at least 6,300 tonnes of carbon.	Funding of £1.7m is secured from ERDF and local partners.	Meets the following objectives of our LSTF proposal: low-carbon travel culture, high business productivity. Strong LTP3 fit, see Figure 12.
Car Sharing , to radically upgrade the South Yorkshire lift sharing website.	The Car Share South Yorkshire database will grow to a total of 6000 members. The current 2000 users have already saved over 650,000 vehicle miles per year through car sharing ⁶⁰ . Car sharing is a low-cost travel alternative which can have congestion relief benefits without the need to build any physical infrastructure.	By removing over 2 million vehicle miles from our network we would see a reduction in carbon of approximately 1,900 tonnes.	A first phase of the scheme is already financed entirely from local resources.	Meets all objectives of our LSTF proposal: Sustainable commuting, wider labour markets, higher business productivity, low-carbon travel culture. Good LTP3 fit, see Figure 12.
Strategic Marketing and Reward , to promote sustainable travel and deliver a consistent message through a uniform brand identity.	An economic appraisal of the TravelSmart marketing campaign alone produced a BCR of 7.6 ⁶⁴ .	It has been estimated that each person who successfully accepted travel training advice has saved on average 183 kgs of carbon a year ⁶⁵ . Social marketing activities can reduce car travel by between 740km and 1,44km per household per year ⁶⁶ and reduce carbon emissions by 17,510 tonnes per annum ⁶⁷ .	A very significant contribution towards these activities is made by our LTP budget and SYPTE. All marketing, campaigning and training activities will be managed by a single unit while also retaining links with districts and organisations to ensure that a uniform set of messages is delivered under a single, cost-effective brand.	Meets all objectives of our LSTF proposal: Sustainable commuting, wider labour markets, higher business productivity, low-carbon travel culture. Strong LTP3 fit, see Figure 12.
Community Travel Solutions , to train members of the public to disseminate messages supporting sustainable growth within their communities.	A 'selling added value' evaluation suggests a BCR of 2.1 for the behavioural change impacts on direct participants alone. On top of this there are expected benefits due to the impact on 3000 end-users as well as a benefit of over £180,000 due to 75 participants starting paid employment and accredited training.	By influencing just 1% of the people living in our communities we will achieve a carbon reduction of 7,590 tonnes.	Much of the activity will be undertaken by volunteers who are currently unemployed. Each carries out 100 hours of activity in a 6 month period which is worth £50,405 ⁷⁴ . A high proportion of these subsequently find paid work, and the investment in the scheme is therefore a double win.	Meets all objectives of our LSTF proposal: Sustainable commuting, wider labour markets, higher business productivity, low-carbon travel culture. Strong LTP3 fit, see Figure 12.

“I am confident that together we can make a real difference to sustainable travel to work across the area”

Jim Seymour, Principal Transportation Strategy Manager, Derbyshire County Council

Management case and deliverability	Commercial case and exit strategy	Additional evidence	Scheme
Discussions are ongoing with Mercedes-Benz's Car2Go as the main partners wishing to invest in South Yorkshire car club. Their scheme already operates in Vancouver, Hamburg and other cities. There are also ongoing discussions with other partners.	It is expected that after the initial period supported by LSTF, the scheme would operate on a fully commercial basis. The flexible pricing structure it operates offers significant savings to businesses.	Research suggests that for each car club vehicle in use, 4 to 10 vehicles will be removed from the road network. Evidence also shows that car club members have a higher tendency to also use other modes including walking, cycling and public transport. 69% of car club members report using a local bus at least once per week against the national average of 28%. 84% of members report that they walk 20 minutes or more at least once a week against a national average of 64%. Cycling amongst members is 19% higher than the national average ⁴⁴ .	The Car Club 
SYITS already received the National Transport Award for innovation in 2009. The scheme is delivered through strong partnership with the South Yorkshire Policy and Safer Roads Partnership.	The infrastructure element of the scheme will be in place by the end of the funded period and will continue to require running costs only.	Similar schemes have reduced congestion and improved travel times by up to 20% ⁴⁶ . There is UK evidence of ITS schemes reducing delays for buses by up to 68% ⁴⁷ and increasing bus patronage ⁴⁸ . Bus priority through SYITS would generate benefits from the improvement of the bus offer and modal shift. There would also be significant benefits from safety improvements (estimated at £178,160 per incident or an average £1,585,510 per fatality).	SYITS 
The scheme is highly deliverable and will unlock development which is awaiting commencement.	The scheme will be fully delivered during the LSTF period.	This new vibrant mixed-use development at the Doncaster Waterfront, with a marina at its centre, lies at the heart of the Doncaster's Urban Renaissance Master plan. The Access to Regeneration scheme as a whole will also improve access to two local academies and the new town centre college. The total land directly unlocked or indirectly benefited by the scheme is 84 hectares. In equivalent planning terms the amount of land would relate to 3113 residential units or 336,640 squared metres of employment.	Access to Regeneration 
Project management practice, based on strong partnership with "Bike It" and other partners, have already been developed and led to a substantial increase in cycling levels (e.g. 66% increase in Sheffield). The scheme will be coordinated centrally and in synergy with other activities, through our Central Travel Culture Change Unit.	Responsibility for the promotion of active travel is shared with participating organisations.	The Bike It scheme alone has already caused a 4.3% reduction in the proportion of pupils travelling to school every day by car in year 1 ⁴⁹ . This success has been evident in Doncaster schools with an average fourfold increase in cycling levels ⁵⁰ . In Sheffield cycling grew by 86% and walking by 41% between 2000 and 2010. There is additional evidence related to the safety benefits of the Travel 4 Life scheme. Across the UK, the economic welfare costs that can be saved through child accident prevention reach £16 billion a year ⁵¹ , with our priority areas accounting for more than their relevant size due to the concentration of child accidents in deprived areas ⁵² . The DfT valuation of the benefits from preventing road accidents and casualties is £556,660 for a fatal, £21,830 for each serious injury ⁵³ .	Travel 4 Life 
The scheme will be coordinated centrally and in synergy with other activities, through our central Travel Culture Change Unit.	Responsibility for the promotion of active travel is shared with participating organisations.	Improving access to schools and colleges offers benefits to business productivity because one in five cars in the morning peak is on the school run ⁵⁴ . The DfT 'Links to Schools' project analysis shows that a BCR as high as 6.4:1 can be achieved in a one year period ⁵⁵ . The same study showed that cycling alone delivered savings of £261,000 over the period of a single year ⁵⁶ . A survey undertaken by the Living Streets Walk to School campaign found that one of the major factors contributing to less habitual walking is perception of safety ⁵⁷ . Packages of road safety measures in Gloucester resulted in child pedestrian casualties falling by 13% and the level of children allowed going to school on their own rose from 32% to 49%.	Access to Education 
Phased delivery is the concept behind the introduction of EV as a pilot first. The drive for the scheme comes from its ability to demonstrate to businesses how cost-effective EV would be for them. The pilot stage is intended to generate this interest in order to be able to launch EV more widely at the next stage.	This project will stimulate the local market for EV. Since it will save businesses running and maintenance costs ⁵⁹ , the business model behind the scheme is based on exposure of the market to this product which will later grow by itself.	Vehicles that run on electricity produce no tailpipe emissions and are also cheaper to operate. Savings to commercial fleet operators can be significant. Following a similar scheme in Birmingham, nearly 90% of participating businesses stated they are planning to incorporate electric vehicles into their fleets. 82% members of the general public who drove the electric vehicles say they would consider owning an electric vehicle.	Electric Vehicles Pilot 
The scheme will be coordinated centrally and in synergy with other activities, through our central Travel Culture Change Unit.	The Car Share website offers additional commercial opportunities for web advertising. Once established, the website will continue to run beyond the LSTF period and will only require low maintenance costs.	One of the largest car sharing organisations in the UK is liftshare.com ⁶¹ , which saves approximately 31 million car miles per annum and reduces carbon dioxide emissions by over 10,000 tonnes per year. It has also been proven to be a lifeline in rural areas where public transport is poor or non-existent ⁶² . There is evidence that car sharing schemes have produced an average 21% increase in multi-occupancy car use with no corresponding detrimental impacts on other sustainable modes ⁶³ .	Car Sharing 
The scheme will be coordinated centrally and in synergy with other activities, through our central Travel Culture Change Unit.	Given the uncertainty about funding after 2015, the focus of the scheme is to achieve maximum behavioural change during the funded period. If we are able to spread knowledge to help travellers make informed decisions, it is this knowledge that will last longer.	There is evidence of similar activities being influential and cost-effective. DfT research examining work with bus companies in Nottingham and Brighton estimated that marketing activities cost 2p for every vehicle km that is taken off the road ⁶⁶ . Evidence collected from targeted public transport campaigns estimated that a £300k campaign boosted revenue by £1.6 million ⁶⁹ . The Doorsteps Walks initiative in Wiltshire revealed that 18 months after initial participation in the scheme, 41% of people still did more everyday walking ⁷⁰ . In York, evidence suggests that up to 12% of drivers have cut their car usage as part of a Travel Wise campaign ⁷¹ . There is also evidence that in all "sustainable travel towns" there has been a reduction in casualties despite a substantial increase in cycle and walking ⁷² . Improvement was also recorded in measures of air quality, health, social inclusion and quality of life ⁷³ .	Strategic Marketing and Reward 
The scheme will be coordinated centrally and in synergy with other activities, through our central Travel Culture Change Unit.	Given the uncertainty about funding after 2015, the focus of the scheme is to achieve maximum behavioural change during the funded period. If we are able to spread knowledge to help travellers make informed decisions, it is this knowledge that will last longer.	As part of the 'Altogether Better Programme' over the last 2.5 years, 240 Community Champions have been recruited and trained in Sheffield using the same concept proposed here. The scheme is seen as successful in terms of penetration to populations which are otherwise considered hard-to-reach and in terms of the impact on the champions themselves, many of which subsequently are then able to start paid employment. Each additional full-time employee in SCR contributes on average £38,000 to GVA ⁷⁵ .	Community Travel Solutions 

“We are looking forward to hearing about the success of the bid”

Paul Lynch, Managing Director, Stagecoach Yorkshire

D2 FINANCIAL SUSTAINABILITY

LSTF will support schemes for a limited period to 2015, and it is crucial to use the fund for interventions that leave a lasting legacy. This has been a key consideration in the process we have undertaken to select schemes to include in this programme. The schemes included in this proposal will continue making an impact after the funded period in different ways, as described in the following list.

➤ Providing the infrastructure that will continue to facilitate low-carbon travel both before and after 2015. Schemes that do this include Key Bus Routes, Park and Ride, Get on the Tram, Access to Employment, Access to Education, Park That Bike, SYITS. We will fund the ongoing maintenance costs associated with these assets.

➤ Influencing travel habits now, so that people become accustomed to sustainable ways of travel and continue doing so both before and after 2015. In doing so we focus on people at a transitional stage in their life, when they are more open to changing their travel habits. Schemes that do this with individual travellers include Strategic Marketing and Reward, Community Travel Solutions and Travel 4 Life. Schemes that do this with professional drivers and commercial fleet managers include Eco Stars and Transport Academy.

➤ Supporting low-carbon travel alternatives that do not yet have an established market but have a strong commercial case, so that by 2015 this market becomes stable, well-established and no longer require support. Schemes that do this include Jobconnector, Car Sharing, Electric Vehicles Pilot, The Car Club and Digital Region.

➤ Training people that will further spread knowledge informing low-carbon travel choices, both before and after 2015. This includes the “champions” that will be trained under the Community Travel Solutions scheme and driving instructors that will be trained under the Transport Academy scheme.



SECTION E

DELIVERABILITY

E1 IMPLEMENTATION

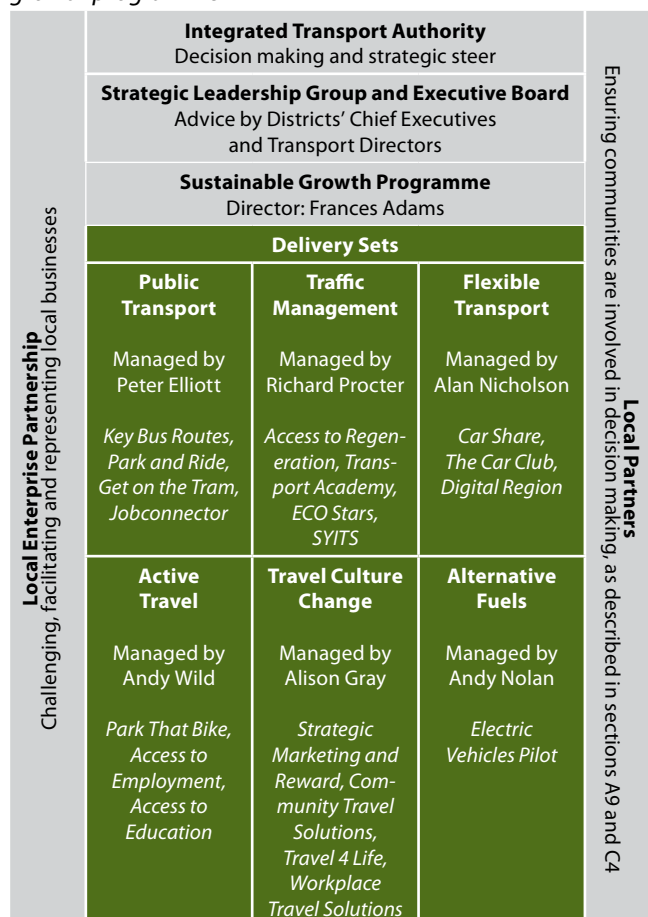
The strength of our delivery and governance plan lies in the use of our existing governance structure, which has already proved successful. The existing structure has been in place since 2006 following a restructure which aimed to apply lessons learnt after the publication of our LTP2. Since this restructure in 2006, authorities in South Yorkshire and SCR have been working jointly to promote sustainable means of travel in order to support the local economy.

Using this improved governance structure we have already developed a culture of working as a strong partnership, across sectors and official boundaries; this has led to many successes over the period from 2006 to 2011, which are reviewed in the new SCR Transport Strategy. DfT has already acknowledged the strength of our programme delivery⁷⁶, and presented South Yorkshire's approach as a best practice⁷⁷. The additional investment we hope to make with the help of LSTF will provide an opportunity to use this momentum and build on our strong delivery record to give our economy and our area's sustainable legacy a further boost.

Our programme will be coordinated using a central team that will work alongside the LTP partnership, with officers seconded from district authorities, the PTE and other local partners. They would be located together, to share a strong programme identity, while maintaining strong links with their parent organisations. It is our standard practice that the central team holds the funds in order to ensure responsible spend and appropriate level of governance.

For delivery purposes, we have re-organised the packages by the type of practical expertise that their implementation requires rather than by the objectives they serve. This has led to the definition of six "delivery sets", as shown in Figure 15. We have also established effective partnerships to ensure their coordinated and effective delivery. The figure shows the governance structure to be applied in the design and delivery of the sustainable growth programme. However, it should be kept in mind that the central approach to delivery will ensure that there is synergy and coordination between the delivery sets.

Figure 15: Governance structure of our sustainable economic growth programme



“We will continue our close partnership working in implementing the bid programme”

Dave Alexander, Regional Managing Director (North), First UK Bus

E2 OUTPUT MILESTONES

Our planning and management of the sustainable growth programme has a strong focus on delivery. The schemes contained in the programme are currently at various stages of the project lifecycle. Some schemes require detailed research, planning and design. Other schemes have already been implemented, with a detailed plan already available. For all schemes we have already created partnerships with other organisations and companies, but specific schemes need to undergo a procurement process. This underpinning detail will be presented in the business cases.

A high-level delivery plan including key milestones is presented as a Gantt chart in Figure 16, broken down by scheme and by the six “delivery sets” mentioned above. The chart shows that in some instances, and using other sources of funding, we will progress some stages of research and scheme development before the announcement of whether our full bid has been successful. This will be done at our own risk.

For each scheme, we have developed a substantial body of supporting information, including a summary of the early assessment process and consultation, a detailed delivery profile, and clear specification of inputs and outputs. This information is available upon request.

Figure 16: Delivering our LSTF Package

LSTF bid components	Pack- age	Year 1				Year 2				Year 3				Year 4			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PUBLIC TRANSPORT	Key Bus Routes					D	D	P	I	I	P	I	I	P	I	I	I
	Park and Ride					D	D	D	D	P	I	I	I	I	A	M	C
	Get on the Tram				P	P	I	I	A	M	M	C	C	C	C	C	A
	Jobconnector							D	P	C	C	C	D	P	C	C	C
TRAFFIC MANAGEMENT	Access to Regeneration					D	D	D	P	P	I	I	I	I	D	D	A
	Transport Academy							R	R	P	P	I	I	I	I	I	A
	ECO Stars		R	R	M	M	C	C	C	M	C	C	C	C	C	C	A
	SYITS			R	R	R	D	D	D	D	P	P	I	I	I	I	A
FLEXIBLE TRANSPORT	Car Sharing Database						R	R	R	R	D	D	I	I	I	I	C
	The Car Club							P	P	C	C	C	C	C	C	C	C
	Digital Region				R	R	R	D	D	D	I	I	I	I	I	I	I
ACTIVE TRAVEL	Park that Bike							P	P	I	M	M	C	C	C	C	C
	Access to Employment							R	D	D	P	P	I	I	I	I	A
	Access to Education						D	D	I	I	M	A	D	D	I	I	A
TRAVEL CULTURE CHANGE	Strategic Marketing and Reward			R	R	D	D	I	D	D	I	D	D	I	A	D	D
	Community Travel Solutions			R	D	D	P	I	I	C	C	C	C	C	C	C	A
	Travel 4 Life				D	P	I	C	C	C	A	C	C	C	C	C	A
	Workplace Solutions			D	D	P	I	M	C	C	P	I	M	C	C	C	A
ALTERNATIVE FUELS	Electric Vehicles Pilot		R	P	P	I	I	I	I	A	C	C	C	C	C	C	C

Key

R Research
 D Design
 P Procurement
 I Implementation
 M Marketing
 C Coordination / Management
 A Assessment

E3 SUMMARY OF KEY RISKS

We have undertaken a detailed analysis of risks by scheme as part of the early assessment and scheme selection process. Due to space limitations, this analysis is not presented here in full but is available upon request. Figure 17 describes a summary of key risks for the entire programme, including some of the main scenarios and their mitigation.

Figure 17: Key risk scenarios and their mitigation

Risk	Scenario	Mitigation
Difficulty to obtain our "match" funding	Cost estimates inaccurate	Scheme costing followed the best practice, informed by analysis of actual costs, since most types of schemes in this bid have been delivered in South Yorkshire before.
	Other contributions not realised	In the presentation of "match" funding we have clearly distinguished between money which has been secured and other potential sources. The risk is significantly lower for "in kind" contributions such as officer time, which form a major part of our local contribution.
	Delay in delivery prevents release of next phase of funding	As set out in E1 and E2, strong project management and programme governance processes are in place to support on-time delivery.
Insufficient support from partners or the public	Conflict between delivery partner aspirations	Governance structure includes clear mechanisms for dealing with such conflicts. Our close collaborative partnership working has been in place for years and already demonstrated success in delivering sustainable growth.
	Insufficient public support for schemes	The bid and the LTP it follows have been developed through continuous dialogue with employment agencies, training providers, business groups, voluntary organisations, community stakeholders, environment sector, health sector, the police and emergency services.

Unexpected barriers to effective delivery of programme elements	Delivery agents unable to deliver to cost and programme	Deliverability has already been demonstrated in previous forms of the proposed schemes. Strong partnership arrangements and rigorous project planning and design undertaken to enhance chances of success.
	Planning constraints such as right of way or land blight	District planners are fully involved in the bid to ensure that planning constraints do not form a barrier to delivery.
Business response and user demand are less than expected	Packages do not lead to desired economic and environmental outcomes	Local businesses work closely with the LEP to create the best possible conditions for businesses to grow. This is facilitated by intense dialogue between the LEP and cross-sector partners.
		Proposed schemes are based on a successful model, best practice experience and detailed local knowledge. Promotion activities under our Low-Carbon Travel Culture package will help create synergies between our different investments to maximise impact.

E4 PROJECT EVALUATION

We would be pleased to co-operate with DfT in evaluating the benefits of the Sustainable Growth Programme. If our application is successful, we will propose a joint evaluation approach which will combine resources from our ongoing performance monitoring programme with DfT's contribution. This will ensure that we undertake efficient monitoring and cost-benefit assessment while making the best use of all available resources. We are also currently investigating potential European sources of additional funding for monitoring and evaluation.

More information on our monitoring and evaluation programme is available in chapter 8 of our LPT3 strategy, available to download from the "Strategy" page on www.syltp.org.uk.

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