

## GREATER MANCHESTER HOUSING PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY

**DATE:** Thursday, 11th June, 2020

**TIME:** 10.00 am

**VENUE:** Microsoft Teams Meeting

### ADDITIONAL SUPPLEMENTARY AGENDA WITH ADDITIONAL MEETING PAPER

**10. GM BUS REFORM CONSULTATION**

1 - 34

Report by Kate Brown and Emma Flynn TfGM providing Members with an update on the approach, methodology and outputs of the Proposed Franchising Scheme following the public consultation close on 8 January 2020.

This Supplementary agenda with Bus Reform Consultation was issued 05.06.20 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Churchgate House, 56 Oxford Street, Manchester M1 6EU

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## Housing, Planning & Environment Overview & Scrutiny Committee

**Date:** Thursday 11 June 2020

**Subject:** Bus Reform Consultation

**Report of:** GMCA Solicitor and Monitoring Officer

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### **PURPOSE OF REPORT**

Following the report to the Housing, Planning and Environment Overview and Scrutiny Committee on 23 September 2019, setting out the proposed approach to a consultation on a Proposed Franchising Scheme for Greater Manchester, this report provides an update on the approach, methodology and outputs of the consultation following its close on 8 January 2020.

Reports on the outcome of the consultation process will be considered by Greater Manchester Combined Authority at its meeting on 26 June 2020 and comments or recommendations made by this Committee regarding the consultation process will be reported to that meeting.

### **RECOMMENDATIONS**

The Committee is requested to note the report and consider whether it wishes to make comments or recommendations to GMCA about the consultation process.

### **CONTACT OFFICERS**

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### **BACKGROUND PAPERS**

The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100D (1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as identified by that Act.

Report to Planning, Housing and Environment Overview and Scrutiny Committee, 17 April 2018

[https://www.gmcameetings.co.uk/download/meetings/id/3141/item\\_6\\_greater\\_manchester\\_bus\\_services\\_update](https://www.gmcameetings.co.uk/download/meetings/id/3141/item_6_greater_manchester_bus_services_update)

Report to GMCA, 27 July 2018

[https://www.gmcameetings.co.uk/download/meetings/id/3519/19\\_bus\\_reform](https://www.gmcameetings.co.uk/download/meetings/id/3519/19_bus_reform)

Report to Planning, Housing and Environment Overview and Scrutiny Committee, 15 November 2018

[https://www.gmcameetings.co.uk/download/meetings/id/3881/05\\_bus\\_reform\\_update](https://www.gmcameetings.co.uk/download/meetings/id/3881/05_bus_reform_update)

Report to GMCA, 28 June 2019

[https://www.gmcameetings.co.uk/download/meetings/id/4752/13\\_-\\_bus\\_reform](https://www.gmcameetings.co.uk/download/meetings/id/4752/13_-_bus_reform)

Report to Planning, Housing and Environment Overview and Scrutiny Committee, 23 September 2019

<https://democracy.greatermanchester-ca.gov.uk/documents/s2030/HPEOS%2020190912%20Bus%20Reform%20Consultation%20Report.pdf>

Report to GMCA, 7 October 2019

<https://democracy.greatermanchester-ca.gov.uk/documents/s2369/CA%20Bus%20Reform.pdf>

## **1 INTRODUCTION AND BACKGROUND**

- 1.1 A major public consultation was launched on 14 October 2019 on a Proposed Franchising Scheme for Greater Manchester. The purpose of the consultation was to allow stakeholders, including statutory consultees, and the public to provide their views on whether the Proposed Franchising Scheme should be made, with or without modification, in accordance with section 123E of the Bus Services Act 2017.
- 1.2 A report was prepared for this Committee on 23 September 2019 and set out the proposed approach to the consultation. This Committee meeting was cancelled; however individual members provided valuable feedback on the approach including seeking further information about engagement with hard-to-reach groups and increasing the number of public information events held in each Greater Manchester Council area.
- 1.3 This report outlines the consultation approach, including communications and engagement activity, qualitative research and quality assurance in accordance with the Committee's remit to oversee and scrutinise the consultation process.
- 1.4 Before the outbreak of COVID-19, it was intended that reports on the outcome of the consultation process would be published by the GMCA and considered at a Spring meeting. This intended action was initially delayed however as social distancing measures and guidance were introduced by the government, this meant it was not possible for GMCA to hold a physical meeting.
- 1.5 Reports on the outcome of the consultation process will be considered by GMCA at its meeting on 26 June. Comments or recommendations made by this Committee regarding the consultation process will be reported to that meeting.

## **2 GMCA'S APPROACH TO THE CONSULTATION**

### **Consultation Purpose and Delivery Arrangements**

- 2.1 The purpose of the consultation was to seek views from statutory consultees, stakeholders and the wider public on whether the Proposed Franchising Scheme should be made, with or without modification.
- 2.2 GMCA instructed TfGM to conduct the consultation on its behalf. Ipsos MORI – an independent opinion research agency – was appointed to receive, manage, process and analyse the consultation responses on TfGM's behalf; to undertake qualitative research on the proposals (a research method of facilitated sessions to seek feedback from representative groups); and to produce a report for GMCA on these findings.
- 2.3 [The Consultation Institute](#), a not-for-profit best practice organisation, was appointed to provide independent quality assurance on GMCA's approach and delivery of the

consultation. Further detail about the conclusions of the Consultation Institute can be found in section 8 of this report.

### **Legal Requirements and Best Practice**

- 2.4 The consultation approach was prepared to meet the requirements of the Transport Act 2000 as amended by the Bus Services Act 2017 and accompanying statutory Guidance; consultation law and best practice; and GMCA's established approach to consultation.
- 2.5 The Transport Act 2000 as amended by the Bus Services Act 2017 (referred to as "the Act") requires GMCA to:
- Publish a consultation document relating to the proposed scheme;
  - Publish the assessment of the proposed scheme;
  - Publish the auditor's report on the assessment; and
  - Give notice of the proposed scheme in such manner as GMCA considers appropriate for bringing it to the attention of the persons in the area to which it relates.
- 2.6 GMCA also had regard to common law principles governing all consultations, which requires that:
- Consultations should occur when proposals are at a formative stage;
  - Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
  - Consultations should allow adequate time for consideration and response; and
  - The product of consultation must be conscientiously taken into account.
- 2.7 The consultation approach was developed in accordance with GMCA's established principles, in particular:
- Taking into consideration existing consultation best practice and working in parallel to national guidance and other common law and statutory requirements, including the Equality Act;
  - Ensuring documents are accessible to all consultees, including the provision of printed consultation materials in public buildings and that all documentation is published online;
  - Providing appropriate response mechanisms that facilitate both digital and non-digital consultation responses; and

- Ensuring that the consultation is inclusive to Greater Manchester’s diverse population, accessible to audiences with protected characteristics and offers opportunities to directly engage with the process in each of the ten local authority areas, supported by an Equality Impact Assessment.

2.8 The consultation on the proposed scheme commenced on 14 October 2019 and closed on 8 January 2020, which is 12 weeks and 3 days in total. The duration of the consultation was determined by GMCA in accordance with best practice, established common law principles and the Cabinet Office’s Consultation Principles guidance. A statutory notice was prepared on consultation launch and on 14 October 2019, was published on GMCA’s website and in local newspapers. This was accompanied by wider publication on GMCA channels and in the media.

### **Consultees**

2.9 Section 123E(4) of the Act lists categories of organisations and individuals with whom GMCA was required to consult regarding the Proposed Franchising Scheme (referred to as “statutory consultees”). These are outlined below. In identifying these statutory consultees, GMCA and TfGM sought to apply these criteria as broadly as possible to secure extensive participation and awareness. A list of the organisations and individuals defined as statutory consultees for the purposes of this consultation is set out in Appendix A of this report. A list of those who responded to the consultation is included in Appendix B of this report.

- **All bus operators running local services in Greater Manchester.** TfGM records identified 66 bus operators in this group. Ten responses were received from operators in this category.
- **All other persons holding a PSV operator’s licence or community bus permit who would be affected by the proposed scheme.** TfGM records identified 164 consultees as holding a public service vehicle (PSV) operator’s licence or community bus permit who would be affected by the proposed scheme. No responses were received from operators in this category.
- **Such persons who appear to represent employees of bus operators running local services in Greater Manchester.** GMCA and TfGM identified nine bodies who appear to represent these employees and contacted the General Secretary for each. Responses were received from Unison NW, TUC NW and Unite, with a further three responses submitted by branches of Unison.
- **Such organisations appearing to represent bus passengers.** Transport Focus are specified below; GMCA and TfGM identified two further organisations as appearing to fall within this category – Travel Watch North West and Bus Users UK. Both of these organisations responded.

- **A Traffic Commissioner.** GMCA and TfGM identified the Traffic Commissioner for the North West and Wales as the relevant consultee. The Traffic Commissioner confirmed receipt of documentation in October 2019 and that they did not intend to respond.
- **The Chief Constable of Greater Manchester Police.** No response was received from the Chief Constable.
- **The Passengers' Council** (which is now known as Transport Focus). A response was received from Transport Focus.
- **The Competition and Markets Authority (CMA).** The CMA submitted its consultation response on 7 February 2020. The CMA notified TfGM on 8 January 2020 of their intention to submit their response after the deadline due to internal approval processes. As this response was received after the deadline, it has not been coded and fully analysed by Ipsos MORI, but has been included as part of a summary of late responses in their report (chapter 15).
- **Any other relevant local authority whose area would be affected by the proposed scheme.** In addition to the 10 Greater Manchester Councils, GMCA and TfGM sought to identify all local authorities who may be affected by the proposed franchising scheme. This includes neighbouring local authorities where local services operate in and out of Greater Manchester. 23 neighbouring local authorities were identified across Lancashire, Merseyside, Cheshire, Derbyshire and West Yorkshire. Of these, all 10 GM councils and 11 neighbouring local authorities responded.

2.10 In addition to these statutory consultees, GMCA invited responses from other specific groups: OneBus, a group which represents Bus Operators in Greater Manchester, and local campaign group Better Buses for Greater Manchester.

2.11 The Guidance states that in undertaking a consultation, an authority should “consult widely on their proposals”. Responses were therefore also sought from the general public – including both bus users and non-bus users; stakeholders including businesses, voluntary and community sector organisations and other institutions; elected representatives and other interested parties. Sections 5 and 6 below provide further detail about the approach to engaging statutory consultees, stakeholders and the public.

### **3 CONSULTATION DOCUMENTATION**

3.1 All consultation documentation was published on 14 October 2019 online and can be viewed at [www.gmconsult.org.uk](http://www.gmconsult.org.uk). Hard copies of the documentation were sent to each statutory consultee and placed in public buildings across Greater Manchester.

3.2 Consultation documentation included the consultation document, the assessment of a proposed franchising scheme, a number of supporting papers and the draft Equality Impact Assessment on the Proposed Franchising Scheme.

3.3 The main consultation document was prepared in accordance with the Act and set out why GMCA believes the Proposed Franchising Scheme is the best way to meet its strategic objectives, and provided a summary of the assessment, consultation questions, how and when responses to the consultation could be received, and where to obtain further information. The document also included a description of the Proposed Franchising Scheme, including the area to which the scheme relates; a description of local services proposed to be included and excluded in the proposed scheme; and the dates it was proposed the scheme would be made. The appendices to the document contained the auditor's report, auditor's observations and TfGM's response to these, as well as the scheme itself.

#### **4 CONSULTATION METHODOLOGY AND QUESTIONS**

4.1 The Act and statutory guidance does not prescribe the questions to be asked as part of the consultation. Consultation questions were therefore developed with external legal advisors to meet consultation requirements and the outcomes of the Act, and to support respondents to provide their views on both the Proposed Franchising Scheme and the assessment.

4.2 These consultation questions were embedded throughout the consultation document and in two questionnaires – a short version containing nine questions and a long version containing 48 questions, including those in the short questionnaire.

4.3 Both questionnaires were designed around the core elements of the proposals to assist respondents in understanding the consultation requirements:

- The Proposed Franchising Scheme;
- The five Cases of the assessment (Strategic, Economic, Commercial, Financial and Management) and their impact. The short questionnaire did not include questions about the Commercial and Management Cases;
- The draft Equality Impact Assessment; and
- General support or opposition for the introduction of the Proposed Franchising Scheme, any recommended changes to it, and any further comments.

4.4 In order to obtain as much detailed feedback on the Proposed Franchising Scheme as possible, the majority of the consultation questions were asked as open questions. Two closed questions were included in both questionnaires asking respondents to provide the extent to which they agreed with GMCA's reasons for reforming the bus market and the level of support for the introduction of the Proposed Franchising Scheme.

4.5 There was no requirement for respondents to answer either questionnaire in order to participate in the consultation. Consultation materials and publicity confirmed that responses by email or letter would also be accepted. Respondents could therefore respond

by online response form, hard copy questionnaire (which could be returned to a freepost address), by email to a dedicated consultation email address, or by writing to a freepost address.

- 4.6 In response to feedback from Members, although a 'digital first' approach was undertaken, it was ensured that the consultation was fully accessible. Hard copies of all documents including questionnaires were available in 148 locations across Greater Manchester. Large print versions of the consultation document and leaflet were also produced. A dedicated phonenumber was established for the consultation period to answer queries which also offered a 'LanguageLine' service to support non-English speakers. Consultation responses could also be provided via the phonenumber.

## **5 ENGAGEMENT AND RESPONSES: STATUTORY CONSULTEES**

- 5.1 All statutory consultees were sent a hard copy of all consultation documentation via courier with a covering letter providing contact details for TfGM staff to obtain further information about the consultation and proposals, including an offer to arrange to meet TfGM officers. Details of information sessions held with statutory consultees are set out below.
- 5.2 In addition, the GMCA/TfGM Chief Executive sent a letter to all statutory consultees at the mid-way point during the consultation to confirm the response deadline and to encourage consultees to respond by this deadline. This letter was supplemented by emails and phone calls for those statutory consultees for whom TfGM held email addresses and telephone numbers.

### **Meetings with statutory consultees**

#### Bus operators

- 5.3 Bus operators (as well as OneBus, who is not a statutory consultee but is the organisation appointed to represent the views of the majority of the bus operators in Greater Manchester) were invited to a briefing on 17 October 2019. The purpose of this briefing was to provide an overview of the consultation process, including the materials provided and how to respond. Attendees were advised that the purpose of the session was to provide information and not to obtain responses to the consultation. The following operators were represented:
- Arriva North West
  - D&G Bus
  - Diamond Bus
  - First Manchester
  - Go North West Ltd

- Jim Stones Coaches
- Manchester Community Transport
- Nexus Move
- Rotala Plc
- Stagecoach Manager
- Stagecoach Merseyside & South Lancashire (Glenvale Transport Ltd)
- Transdev Blazefield
- Warrington's Own Buses (Warrington Borough Transport)

### **Groups representing employees**

#### Unite the Union, Manchester

- 5.4 On 12 December 2019, senior TfGM officers met with Unite representatives regarding the possible introduction of a 'Greater Manchester Bus Franchising Minimum Standards Charter' in the event of bus franchising being introduced in Greater Manchester. A further meeting between the Mayor of Greater Manchester and Richard O'Brien, Unite Workplace Rep for Stagecoach, took place on 19 December 2019.

#### Competition and Markets Authority (CMA)

- 5.5 On 13 November 2019, senior TfGM officers met with the Assistant Director at the CMA. Further queries were sent from the CMA to the Executive Director (Bus Reform) at TfGM on 28 November 2019 to request further detail on:

- The pattern of usage of 'period' tickets;
- Routes/analysis about the relative 'dominance' of different operators on either side of the city centre; and
- Whether any discussions have taken place with operators on overlapping routes charging different fares and whether this has been assessed across the network.

- 5.6 A response was sent to these queries on 16 December 2019.

#### Local Authorities

- 5.7 TfGM Officers met with officers from Wigan and Manchester Councils during the consultation period to answer questions about the assessment and Proposed Franchising Scheme. Briefing sessions were also held for Councillors in Greater Manchester during the first half of the consultation period.

## **6 PUBLIC AWARENESS AND ENGAGEMENT ACTIVITY: LOCAL PASSENGERS, THE PUBLIC AND STAKEHOLDERS**

- 6.1 GMCA and TfGM developed a comprehensive communications and engagement plan to raise awareness of and encourage participation in the consultation using a range of channels. This activity was designed to ensure that as many people as possible knew about the consultation, the reasons why GMCA were consulting on the Proposed Franchising Scheme and the Scheme itself, how to participate in the consultation and where to obtain the information to do so. This section summarises the general public awareness and engagement activity for local passengers, the public and stakeholders including businesses and organisations.
- 6.2 The public awareness and engagement activity was designed to reach the 2.8m residents of Greater Manchester and those in the wider travel to work area in partnership with Greater Manchester local authorities. A range of channels and approaches were developed to reach as many Greater Manchester residents as possible, taking into account demographic and accessibility issues including age, ethnicity and digital access.
- 6.3 Free channels such as GMCA, TfGM, local authority and public sector social media channels, websites, newsletters, magazines and emails to existing databases were used to raise awareness amongst engaged audiences. Paid channels including outdoor media, digital, radio, print and social media advertising were also used to increase reach and penetration, whilst earned channels, including media engagement and community engagement, were supported by paid media to increase reach amongst specific communities and audiences. Those without digital access were engaged through outdoor and print advertising, print editorial, public information events and hard copies of leaflets were distributed in public buildings and to community groups.
- 6.4 A suite of communications and engagement materials was created to raise awareness of the consultation and to encourage people to visit the dedicated consultation webpage. Materials included a leaflet, posters, an animation, and social media templates with messages linking to [www.gmconsult.org](http://www.gmconsult.org). Creative was produced for outdoor spaces (billboards, bus shelters, interchanges tram stops, free bus and variable messaging signs along busy roads), radio and print use with a simple call to action to visit the GM Consult website. This resulted in the following activity across channels:
- Over 50.5k visits to [www.gmconsult.org](http://www.gmconsult.org) during the consultation period. Direct searches to the webpage – driven by people typing it directly into a search engine – delivered the highest number of visits throughout the consultation – with 8.5k visits in total.
  - Organic social media content led to 5.1m impressions (i.e. the number of times the content was seen on screen) on GMCA and TfGM Twitter accounts and 23k impressions on GMCA and TfGM Facebook accounts.
  - Digital advertising, which could be monitored and weighted throughout the consultation period in line with response rates, delivered 6.6m impressions and 9.3k

clicks (i.e. from the advert through to the consultation webpage), with adverts reaching 2.3m individual people. Digital press adverts delivered 3.2m impressions and 19.3k clicks.

- Paid social delivered nearly 5.9m impressions. Facebook delivered an overall audience reach of 1.29m with 15.8k link clicks. The total reach, including Instagram was over 2m. Monitoring of Facebook in particular saw the most engaged audience throughout the consultation period were aged 65+, though in the first two bursts of activity the 55-64 age group were most engaged. Men also drove the highest volume of link clicks, with 8.3k compared to 7.2k from women.
- Paid search provided an easy way for people to access the survey. Using keywords around buses in general also enhanced awareness via impressions. The benefit of this is that only clicks were paid for. The rate of people going through to the consultation webpage – referred to as Click Thru Rates (CTR) – on consultation keywords were over 60%.
- GMCA and TfGM databases, newsletters and magazines drove over 6k clicks to the GM Consult webpage.
- 140 pieces of coverage for the consultation appeared in the Greater Manchester and transport trade press. Coverage appeared in all ten Greater Manchester districts.
- Outdoor ads consisted of roadside advertising, bus rears and use of two digital screens in high footfall areas. In total, this activity delivered 24m impressions, with bus rear adverts delivering 6.8m impacts.
- Radio adverts delivered an estimated 17.5m impressions/impacts (i.e. the number of times the advert could have been heard) with a 1.8m reach. Predominantly Capital and Smooth were used as this combination allowed for good reach but also ran some activity with Asian Sound. Spotify was used to reach the younger audience, targeting people aged 15-24 in Greater Manchester.
- To ensure sure the districts and cross boundary areas were reached, some regional press in local titles were ran, including the Bolton Evening News, Wigan Observer and Bury Times, Burnley Express and Lancashire Evening Post. Additional targeted coverage included Able Magazine, Asian Image and Asian Leader. There was also a half page advert in North West Business Insider.
- A partnership was entered into with Reach. This package included print, digital and their programmatic offering which allowed access their regional titles as well as the Manchester Evening News. The digital elements were used to support response rates in certain areas, with 33.6% of inventory being directed to those boroughs for display and a third more impressions sent through programmatically to those regions, as well producing an estimated readership of 6.5m people.

- 6.5 Levels of participation and reach were monitored throughout the consultation period, to evaluate the effectiveness of activity, as well as assessing any need to modify the approach. This included the overall response rate and demographic breakdown of respondents, as well as levels of engagement, visibility and awareness, as demonstrated within the bullet points above.
- 6.6 All consultation documentation, leaflets and questionnaires were deposited in 148 town halls, libraries and community centres in the 10 Greater Manchester Local Authority areas for members of the public. The list of these public buildings was included in the consultation document and published on the consultation webpages.
- 6.7 Leaflets and posters were delivered to a further 450 community buildings across Greater Manchester including doctors' surgeries, health centres, children's centres and community hubs.

### **Public Information Events and Drop-In Sessions**

- 6.8 In addition to communications activity, direct engagement through events and community engagement was undertaken to increase awareness of the consultation with members of the general public. A full calendar of this activity is attached at Appendix C. Where 'interactions' are referenced below this refers to contact with an individual, ranging from the provision of a leaflet to providing an overview of the consultation.
- 6.9 Direct engagement included a series of public information events during the consultation period, the purpose of which was to raise awareness of the consultation, inform the public about where they could find more information, how they could respond and encourage responses. These events did not seek to elicit feedback on the proposals.
- 6.10 In response to feedback from Members, additional public information events were added to the calendar to ensure an even wider reach across Greater Manchester. 21 public information events were held in total across the 10 Greater Manchester local authority areas during the consultation period.
- 6.11 Information events were held in areas of high footfall and visibility close to public buildings and transport hubs. A total number of 3,036 interactions were recorded across these events.
- 6.12 Seven events were held in neighbouring authorities in bus interchanges and areas with high footfall to ensure people who use cross-border bus services and travel into Greater Manchester were aware of the consultation. 318 interactions were recorded at these events.
- 6.13 Ten public drop-in events (one in each local authority area) were held at community centres and libraries. These events, which were advertised online and in local newspapers, were to provide the opportunity for more detailed face-to-face discussions regarding the consultation and proposals. They did not seek to elicit feedback on the proposals.

- 6.14 Although these events had a lower engagement (285 total interactions), they provided a forum for those with a particular interest or need, allowing more time to discuss specific issues in detail and in person, rather than in writing. Discussion points raised during these sessions related to feedback on current bus services in the main, as well as some on the Proposed Franchising Scheme and consultation process.
- 6.15 In addition to the above, a further 18 public information events were held in public buildings, engaging with people as they used the services on offer, as well as handing out leaflets at the nearby transport facility. 453 interactions were recorded at these events and 553 leaflets were distributed at interchanges and stations.

### **Targeted Communications and Engagement Activity**

- 6.16 Members of this Committee emphasised the importance of targeted engagement activity and a range of activity was undertaken to encourage responses from hard to reach groups and those with protected characteristics.
- 6.17 GMCA and TfGM worked with communication and engagement teams in each of the ten local authority areas to promote participation through their networks. This led to a series of meetings with voluntary sector and community groups across Greater Manchester to help build awareness of the consultation and encourage responses from people with protected characteristics of age, disability, race, religion, gender, and sexuality. These meetings did not seek to elicit feedback on the proposals and groups were encouraged to respond to the consultation through the formal channels.
- 6.18 Hard copies of the consultation documents were also provided to groups on request. 873 interactions were logged through this community engagement activity.
- 6.19 The activity was monitored throughout the consultation period and reviewed alongside the response demographics to ensure it was being targeted in the most appropriate way. A summary of the activity is set out below and details of meetings are included in Appendix C of this report.

### **Groups representing younger and older people**

- 6.20 Extensive activity was undertaken to engage with groups representing the interests of younger and older people. This was supported with paid media targeting on social channels for these audiences.
- 6.21 16% of the Greater Manchester population are over 65 years of age, with most living outside of central Manchester, therefore groups such as Age UK branches, the Age Friendly Manchester Assembly and the Older People's Network supported reach and engagement with communities of older people in each Greater Manchester borough. A targeted series of print advertising was also run in publications outside of central Manchester to reach this age group.

- 6.22 With 26.5% of the Greater Manchester population being between 16-34 years old, a wide variety of youth organisations were approached, such as the Youth Combined Authority and Youth Focus North West. Emails were circulated to the following Student Unions: Bolton, MMU, Salford and University of Manchester. University of Manchester Students' Union were particularly engaged and requested a meeting which took place with four of their elected student officers. They went on to share messaging encouraging participation in the consultation with their networks.

### **Disability groups**

- 6.23 20% of the Greater Manchester population have a long-term health problem or disability and extensive work was undertaken to engage with organisations representing a range of disabilities.
- 6.24 Organisations engaged to raise awareness of the consultation amongst their members included Breakthrough UK – Disability Design Reference Group, Manchester Deaf Centre, Manchester Disabled People's Access Group, Greater Manchester Autism Consortium, Greater Manchester Travel Training Forum, Henshaws, Bury Blind Society and Disability Stockport.
- 6.25 Accessible information and response channels included large print versions of the consultation documents and giving feedback via telephone.

### **BAME**

- 6.26 Greater Manchester is a diverse city-region with around 22% of its population made up of black, Asian, and minority ethnic groups.
- 6.27 TfGM worked with Greater Manchester Centre for Voluntary Organisation (GMCVO) to identify existing BAME networks, and the Caribbean and African Health Network (CAHN) to support engagement with a range of community groups across Greater Manchester.
- 6.28 As well as outreach at a Greater Manchester level, this approach provided opportunities for more localised engagement, for example with the Pakistani Community Centre in Oldham, and the Stockport and Bolton branches of the African and Caribbean Association.
- 6.29 A targeted advertising campaign was also run on Asian Sounds, which reaches around 500k Asian listeners across the North West, broadcasting in a number of languages including Urdu and Hindi.

### **Religion**

- 6.30 Engagement with a range of religious communities was at facilitated through the Greater Manchester Faith Leaders Group which includes representation from the following religious communities: Church of England, Catholic Church, Methodist Church, Salvation Army, Christian Way of Life Churches, Baptist Church, Hindu, Jain, Jewish, Muslim, Sikh, Zoroastrian.

- 6.31 Through these leaders, introductions were then made to smaller faith-specific groups within the districts of Greater Manchester.

### **Gender**

- 6.32 Officers engaged with the Women's Institute as well as groups representing women of specific faiths and ethnicities.
- 6.33 Both paid social media advertising and digital display advertising were reviewed during the consultation and targeting was changed to topics and sites likely to be of interest to women.

### **LGBTQ**

- 6.34 An estimated 215,000 LGBTQ people live in Greater Manchester, which equates to 7.6% of the population.
- 6.35 In partnership with GMCA, a meeting with the LGBT panel was facilitated to raise awareness of the consultation. Engagement with relevant networks was also sought through the LGBT Foundation and a meeting took place with the Director of The Proud Trust. Meetings and events also took place with smaller LGBT groups in the city-region.

### **Elected Representatives**

- 6.36 Councillors and MPs in Greater Manchester and those representing neighbouring authorities were invited to respond to the consultation.
- 6.37 11 Member briefing sessions were held across nine local authority areas over the course of the consultation about the proposed franchising scheme and to encourage them to raise awareness of the consultation amongst those they represent. 174 Councillors attended these sessions.
- 6.38 Communication toolkits were issued to all Greater Manchester councils, Greater Manchester MPs and Members of Greater Manchester Transport Committee (GMTC) to promote participation amongst their constituents.

### **Business**

- 6.39 Business representative bodies such as the Greater Manchester Chamber of Commerce, Federation of Small Businesses and Greater Manchester Local Enterprise Partnership (GMLEP) were engaged to raise awareness of the consultation amongst their members and to respond on their behalf.
- 6.40 Digital toolkits were provided for these bodies to share with their networks. These included news articles and suggested social media posts driving people to the consultation webpages to find out more.

6.41 Engagement was also undertaken with Chamber of Commerce bodies in neighbouring authority areas to request that they raise awareness of and encourage responses to the consultation. They were provided with a toolkit to share information in their newsletters and social channels.

6.42 A total of 194 interactions were logged through business engagement activity.

#### **Other sectors and interest groups**

6.43 Activity was undertaken with other campaign and interest groups relating to transport, community/place, the environment, education, health and the third sector. These organisations were contacted by email or letter at a Greater Manchester, regional and national level as appropriate.

6.44 Work was undertaken with organisations in the health and social care sector to engage with both staff and patients. Executives of Greater Manchester NHS Trusts were notified of the consultation and, via the Health and Social Care Partnership (HSCP), Clinical Commissioning Groups (CCGs) received toolkits to share information. A wide range of health groups, including Healthwatch branches, also received the toolkit, which encouraged them to share information on their social channels. In addition to this, events were hosted in two Greater Manchester hospitals.

6.45 In the education sector, Vice-Chancellors of each of the Greater Manchester universities and the Greater Manchester Schools and Colleges networks were provided with the toolkit to share information with both staff and students.

6.46 A wide variety of transport bodies were included in the non-statutory engagement, including OneBus, Transport for the North, the Urban Transport Group and the Safer Roads GM Partnership. Information about the consultation was also sent to major rail operators. Community groups with an interest in transport, including various 'Friends of' rail station groups were also encouraged to participate in and raise awareness of the consultation.

## **7 QUALITATIVE RESEARCH**

### **Purpose**

7.1 Alongside the public consultation, a programme of qualitative research was carried out by Ipsos MORI to complement the consultation process and to explore bus reform options and the Proposed Franchising Scheme with members of the public and other key interest groups including businesses, young people and those residing outside of Greater Manchester in neighbouring authorities.

### **Method**

7.2 Two large-scale deliberative workshops were held in central Manchester in November 2019. These workshops took place over an extended time period (six hours) which provided

an opportunity for participants to 'deliberate' the proposals over the course of the day. In addition to the deliberative workshops, six shorter focus groups were carried out during December 2019. Three of these groups were carried out face-to-face, and three were conducted as online focus groups due to the geographical dispersal of the participants.

7.3 The research focused on key questions from the short questionnaire, in particular:

- Current challenges with the bus market in Greater Manchester
- Reform of the bus market
- Public sector funding
- Economic case and its conclusion
- Financial case and its conclusion
- The Scheme

7.4 A summary report on the qualitative research activity has been produced by Ipsos MORI and the findings have been considered by TfGM alongside the responses to the consultation.

## 8 QUALITY ASSURANCE

8.1 As referred to in paragraph 2.2 above, the Consultation Institute (tCI) were appointed to provide independent quality assurance throughout the consultation process.

8.2 Through a series of reviews, the quality assurance process is designed to ensure that consultation activity meets the required standard.

8.3 The six 'Gateways of Quality Assurance' as determined by tCI are as follows:

- **Scope and Governance** – The consultation should be clear about the purposes of consulting and what matters are open to stakeholder influence. The consultation should have an authoritative scoping document, describing key aspects of the exercise, its constraints and coverage.
- **Project Plan** – Activities, roles and responsibilities and resources all need to be identified and documented within a project plan, alongside a robust stakeholder analysis to identify which audiences need to be engaged.
- **Consultation Document Review** – An independent review of the consultation documentation to ensure the information is clearly presented and sufficient to enable intelligent consideration of the proposals.
- **Mid-point Review** – An opportunity to consider the progress against the Project Plan and make amendments as required. The aim is to consider progress achieved, what

complaints or criticisms may have been received and what, if any, remedial actions are required.

- **Closing Review** – Considers whether the consultation activities have been delivered in line with the Project Plan and whether sufficient engagement has taken place with the relevant stakeholders. Also revisits the data analysis plan to confirm that this is suitable for analysis and reporting activities.
- **Final Report** – To ensure that the report of findings is a balanced and true representation of the views which have been received and is suitable to inform and influence the decision-makers, whilst meeting the requirements of the Public Sector Equality Duty.

8.4 The outcome of this iterative process will be provided by tCI later in June linked to the reporting of the consultation outcomes to GMCA.

## 9 FINAL RESPONSE NUMBERS AND OTHER SUBMISSIONS

9.1 A total of 8,516 responses were received during the consultation period which includes campaign responses (see para 9.6 below). 7,120 were responses from members of the public. 41 responses were received from statutory consultees and 115 from non-statutory consultees.

9.2 The following table provides a full breakdown of responses by channel and consultee. This table excludes the 1,240 campaign responses received. The term ‘whitemail’ refers to responses submitted by post not using the response form structure (letters, reports etc).

Response channel	Members of the public	Statutory consultee	Non-statutory consultee	Overall total (not including campaign responses)
<b>Online response form</b>	5,700	13	56	5,769
<b>(Short version)</b>	(4,534)	(5)	(37)	(4,576)
<b>(Long version)</b>	(1,166)	(8)	(19)	(1,193)
<b>Paper response form:</b>	308	5	3	316
<b>(Short version)</b>	(276)	(0)	(3)	(279)
<b>(Long version)</b>	(32)	(5)	(0)	(37)
<b>Email</b>	1,100	23	55	1,178
<b>Whitemail</b>	12	0	1	13

<b>Total</b>	<b>7,120</b>	<b>41</b>	<b>115</b>	<b>7,276</b>
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9.3 Of the public participants who took part in the consultation via the online or paper form and completed the relevant demographic questions:

- The age group with the highest number of respondents was 65-74, making up 24% of the responses. The lowest number of responses were received from those aged 16-18 (2%).
- 55% identified as male and 41% female, with the remainder of respondents identifying as other or preferring not to say.
- The Local Authority breakdown was as follows:

<b>Bolton</b>	381
<b>Bury</b>	435
<b>Oldham</b>	352
<b>Rochdale</b>	304
<b>Stockport</b>	780
<b>Tameside</b>	413
<b>Trafford</b>	563
<b>Manchester</b>	1,501
<b>Salford</b>	576
<b>Wigan</b>	406
<b>Outside Greater Manchester (specified)</b>	254
<b>Not stated</b>	39

#### Campaigns

9.4 Of all responses received, 1,240 were considered to be campaign responses. All of these responses related to one campaign from Better Buses for Greater Manchester. The main points contained within the Better Buses for Greater Manchester campaign gave support for a better, publicly controlled bus network.

9.5 A total of 930 responses included text which Better Buses for Greater Manchester included on its website. The response made several points in response to the Strategic Case of the main assessment of the Proposed Franchising Scheme, including the challenges facing the local bus market and the conclusion that it is not performing as well as it could. The campaign also provided comments in response to the agreement that reforming the bus market is the right thing to do to address the challenges facing it. The campaign went on to provide comments in response to the conclusions of the Economic and Financial Cases.

- 9.6 A further 502 responses provided a comment which replicated text used by Better Buses for Greater Manchester on its Facebook page (entitled Publicly Controlled Buses) and a further 63 responses provided a comment which replicated text used on a postcard produced by Better Buses for Greater Manchester.
- 9.7 In addition, Better Buses for Greater Manchester submitted a petition. A petition differs from a campaign response in that it comprises a single response alongside a number of signatures. A total of 11,510 members of the public and other organisations signed the petition.

#### Late responses

- 9.8 72 responses were received after the consultation closed at 23:59 on Wednesday, 8 January 2020.
- 9.9 These responses were analysed separately by Ipsos MORI from those received within the consultation period. No responses were received online after the deadline as the portal was closed; however those who began their online response before 23:59 but submitted afterwards were accepted.

## **10 COMMENTS ON CONSULTATION**

- 10.1 Consultees were asked to provide comments and feedback about the consultation process and documentation. A total of 1,017 participants made comments about the consultation itself, either concerning the accompanying consultation documents, the response forms or the process in general.
- 10.2 The majority of favourable comments provided feedback on the Consultation Document, in that it was thorough and well thought through, that it was clear, and the information well laid out and helpful.
- 10.3 Likewise, the majority of unfavourable comments also related to the Consultation Document, referring to the length, technical terminology and complexity.
- 10.4 As outlined in the report to this Committee in September 2019, GMCA and TfGM recognised that the technical nature of this consultation and that this was a requirement to meet the criteria prescribed by the Act and statutory guidance and to provide as much information to all consultees, particularly statutory consultees, to respond to the consultation. This required GMCA to provide significant detail about the proposed franchising scheme and accompanying assessment, prepared in accordance with the Government Green Book Guidance. These legal requirements informed the format and content of the Consultation Document and related materials.
- 10.5 To ensure that the technical and legal nature of the consultation was not a barrier to participation, GMCA undertook a range of activity to ensure that anybody who wished to

participate in the consultation could do so and accessibility was a central part of the consultation and communication and engagement approaches. Measures included:

- The development of a short questionnaire for those who did not wish to answer the long questionnaire.
- The production of accessible information about the reasons for the consultation and how to participate, including a leaflet and a short animation with subtitles. The Consultation Institute agreed that the animation enabled people to engage with the consultation in a simple, accessible way.
- Public information events and face-to-face meetings with community groups were another method of ensuring that the purpose and scope of the consultation was articulated simply to local public and passengers.
- The provision of a dedicated phone line to answer queries, supported by a 'LanguageLine' service for non-English speakers.
- Weekly monitoring of the participant profile to inform interventions e.g. gender, age, ethnic origin, health status, local authority area etc.

10.6 As outlined above in section 9, the majority of responses to the consultation were received from members of the public. Overall, more than 99 per cent of responses received to the consultation were submitted by members of the public.

## **11 RECOMMENDATIONS**

11.1 Recommendations are set out on the front page of this report.

## **Appendix A – List of statutory consultees**

### **BUS OPERATORS**

- Arriva Merseyside
- Arriva North West
- Atlantic Travel
- Belle Vue Manchester Ltd, The Travel Centre
- The Blackburn Bus Company
- B 'n' G Coaches
- Blackburn Private Hire
- BSS Coaches
- Bullocks Coaches
- Burnley Bus Company
- Chester's Coaches
- Cumfy Bus
- D & G Bus Ltd
- Diamond North West
- Elite Coaches
- Finch Bus and Coach Operators
- First Manchester
- First West Yorkshire
- GB Coaches
- GHH Coach Hirers Ltd
- Go Goodwins
- Go North West Ltd
- Grayway
- Halton Borough Transport Ltd
- Harry Shaw
- Hattons Travel
- High Peak Buses / Bowers Ltd (CentreBus)
- Hilton's Travel
- Holmeswood Coaches Ltd
- HTL Buses
- Jim Stones Coaches
- Jones Coaches
- Jones Executive Coaches
- Maghull Coaches
- Mayne
- Manchester Community Transport
- MD Bus and Coach Works Ltd
- Nexus Move Ltd
- Northern Star
- Olympia Travel Ltd
- Orrell Mini Travel
- Petersway Travel

- Ring & Ride (Greater Manchester Accessible Transport Ltd)
- Rosso
- Rothwells
- Roy McCarthy Coaches
- Selwyns Travel Ltd
- Sightseeing Manchester (Easi Rider Ltd)
- Smiths of Marple
- South Pennine Community Transport
- Springfield Bus & Coach
- Stagecoach Manchester
- Stagecoach Merseyside & South Lancashire
- Stotts Buses
- Swans Travel
- Telecars (Radio Controlled Transport Services Ltd)
- Tranzcare
- Travel Assist Ltd
- Tyrers Coaches
- Viking Coaches
- Vision Bus
- Warrington's Own Buses
- Wigan & District C.T.
- Yellowway Coaches
- Yorkshire Tiger
- Gemstar Travel Ltd

#### **COACH OPERATORS**

- 24/7 Minibuses
- A2B Minibuses
- Abacus Minibuses Ltd
- Abbotsford Prep School
- Abc Coach Hire Ltd
- Ace Mini Coaches
- Airlink Travel
- Airport Parking & Hotels Ltd T/A  
Aph
- Alex Smith's Minibus
- Alim Minibus
- Amc Mini Bus Services
- Apl Coach Hire
- Arista Cars
- Ash Travel
- Ashcrofts Mini Travel
- Ashton Mini Travel Ltd
- Ashton's Travel
- Associate Chauffeurs Ltd

- B & N Coaches Ltd
- B & S Travel
- B C M Minibuses
- Beresford Travel
- Bestway Minibuses Ltd
- Big Slo Limo Co
- Bolton School Services
- Bradshaws Coaches
- Britannia Minibuses Ltd
- Brooksways Minibuses Ltd
- Buzz2Go Mini Buses
- Buzz-Bee Mini Travel
- C & K Taxis
- Carl's Minibus
- Champagne Limousines
- Charnwood Communications Ltd
- Chesters Executive Travel
- Clevelands Preparatory School Ltd
- Clifton Coaches
- Coach Options
- Coach Services
- Contract Services (Lancashire) Ltd
- Coop's Mini Travel
- Cp Mini Travel
- D & A Minibus
- D & J Nolan Airport Minibus
- D Harrison Minibuses
- Daubhill Minibus
- Denton Mini Travel
- Der Travel
- Devine Mini Buses
- Early Bird Travel
- Easirent
- Easy Buses
- Eavesway Travel Ltd
- Elite Transport
- Eurorider Ltd
- Executive Travel Ltd
- Fab Travel
- First Call
- Go Goodwins (Travel) Ltd
- Graham's Mini Travel
- Heather Care Ltd
- Heatons Coaches
- Jkr Travel
- Juss Minibuses

- Kids Allowed Ltd
- Kingsman Luxury Travel
- Koolkarts Ltd T/A Play Kids
- Langston Travel Ltd
- Limo-Scene & Wedding Cars
- Links Resource Centre
- Links
- Lynch Mini Coaches
- M S Saghir
- M Travel Minibuses Ltd
- Ma Minibuses
- Manchester Airport Plc
- Manchester Bee Coach Hire
- Mar Travel
- Marmion Taxis
- Master Travel
- Mayne Coaches Ltd
- Mds Minibus
- Medico
- Mosley Private Hire Ltd
- Mostonian 2000
- MPH Travel/S Line Mini Bus
- Ms Minibuses
- Nahim Travels
- National Express
- Needavan 1 Ltd
- Northern Star Coach Hire
- Ocean Travels Ltd
- Orion Travel
- Pal Minibuses
- Parkshield Ltd T/A Abacus
- Passenger Mini Buses M/Cr Ltd
- Pdr Travel
- Pemway Executive Travel
- Petersway Travel
- Pete's Buses
- Premier Mini Buses Ltd
- Rainbow Taxis (North West) Ltd
- Ribbon Manchester Airport Limited
- Richard Lennon Minibus Travel
- Rick's Travel
- Ringway Hotels
- Rm Buses Ltd
- S & A Travel
- S & D Executive Hire Ltd
- S M A Minibuses

- Saddleworth Vintage Bus Tours
- Schools Direct
- Shaun Kelly Limousines
- Sightseeing Manchester
- Sky Coaches Ltd
- Sky Minibuses
- Star Swift Line Taxis
- Steve's Mini Bus
- Style Limos
- Sumi Travel Ltd
- Swinton Travel Ltd
- T R U Ltd
- The Bee Line Mini Buzz Company Ltd
- Trafalgar Travel Ltd
- Transport To School Ltd T/A School Solutions
- Travel Co
- Travel Dajomer (2010) Limited
- Travel Line Minibus Service
- Travel Master (Mcr) Ltd
- BrentaSki Ltd
- Union Cars & Minibuses
- Unique Travel
- Uzzy Travel
- Vonnies Wheels
- Walls Of Wigan Ltd T/A Grayway
- Wigan & St Helens Travel Ltd T/A Wish Travel Ltd
- Woolfold Travel
- Wrigley's Coaches Ltd
- Wythenshawe Mot Centre Ltd
- Youbus Ltd
- Jodar Travel

As well as 23 operating as individuals

#### **TRADE UNIONS**

- Unison
- Unite the Union
- D&G Union
- Workers of England Union
- GMB Union
- National Union of Rail, Maritime and Transport Workers

- Transport Salaried Staffs' Association (TSSA)
- Trade Union Congress (TUC)
- PTSC Union

#### **TRANSPORT USER GROUPS**

- Transport Focus
- TravelWatch North  
West
- Bus Users UK

#### **GM LOCAL AUTHORITIES**

- Bolton Council
- Bury Council
- Manchester City  
Council
- Oldham Council
- Rochdale Council
- Salford City Council
- Stockport Council
- Tameside Council
- Trafford Council
- Wigan Council

#### **NEIGHBOURING LOCAL AUTHORITIES**

- Blackburn and Darwen Council
- Burnley Council
- Calderdale Council
- Cheshire East Council
- Cheshire West and Chester
- Chorley Council
- Derbyshire County Council
- High Peak Council
- Kirklees Council
- Lancashire County Council
- Liverpool City Region Combined Authority /  
Merseytravel
- Peak District National Park Authority
- Rossendale Borough Council
- St Helens Council
- Warrington Borough Council
- West Lancashire Council
- West Yorkshire Combined Authority
- Yorkshire Dales National Park Authority
- Ribble Valley Borough Council
- South Ribble Borough Council
- Hyndburn Borough Council

- Pendle Borough Council
- Preston City Council

**F) TRAFFIC COMMISSIONER FOR THE NORTH WEST OF ENGLAND**

**G) CHIEF OFFICER OF POLICE – GREATER MANCHESTER POLICE**

**H) TRANSPORT FOCUS**

**I) COMPETITION AND MARKETS AUTHORITY**

## **Appendix B – List of statutory consultees that responded to the consultation**

### **BUS OPERATORS**

- Arriva UK Bus
- Belle Vue (MCR) Ltd
- First Manchester Ltd
- HCT group
- PDR Travel Ltd
- Go North West Ltd
- Stagecoach Manchester
- Transdev Blazefield Ltd
- Warrington's Own Buses
- Rotala PLC

### **LOCAL GOVERNMENT**

- Blackburn with Darwen Borough Council
- Bolton Council
- Bury Council
- Cheshire East Council
- Cheshire West and Chester Council
- Chorley Council
- Derbyshire County Council
- High Peak Borough Council
- Lancashire County Council
- Manchester City Council
- Oldham Council
- Liverpool City Region Combined Authority
- Rochdale Borough Council
- Rossendale Borough Council
- Salford City Council
- Stockport Metropolitan Borough Council
- Tameside Metropolitan Borough Council
- Trafford Council
- Warrington Borough Council
- West Yorkshire Combined Authority
- Wigan Council

### **OTHER**

- Peak District National Park Authority
- Bus Users UK
- UNISON (North West)
- Unite the Union
- TUC NW
- UNISON (Greater Manchester Transport Branch)
- Wigan Metro UNISON
- Stockport UNISON
- Transport Focus
- Travelwatch NorthWest

## Appendix C – Calendar of Events and Drop-In Sessions

KEY		OCTOBER						
Public Information Stand		Tue 1	Wed 2	Thu 3	Fri 4	Sat 5	Sun 6	
Community or Business Group Meeting								
GM Public Drop-in Event								
Statutory Consultee Drop-in								
Bus Operator Meeting								
Staff Briefing								
Non-GM Public Drop-in Events								
Business Meeting								
All Member Council Briefing								
ELT Leaflet Drops								
	Mon 7	Tue 8	Wed 9	Thu 10	Fri 11	Sat 12	Sun 13	
					Staff Briefings, 2PP (1a/1b)			
	Mon 14	Tue 15	Wed 16	Thu 17	Fri 18	Sat 19	Sun 20	
	START		Bury PIE, Milgate Shopping Centre	Wigan PIE, Grand Arcade	Trafford PIE, INTU Trafford Centre	Tameside PIE, The Arcades		
				Bus Operators' Briefing	Rochdale, The Lighthouse Project, Middleton Shopping Centre			
	Mon 21	Tue 22	Wed 23	Thu 24	Fri 25	Sat 26	Sun 27	
	Rochdale PIE, Exchange Shopping Centre	Bolton PIE, Market Place	Oldham PIE, Spindles Shopping Centre	Salford PIE, Salford Shopping Centre TBC				
	Tameside PD, Hattersley Library	Manchester PD, Withington Library	Manchester, GM Older People's Network Transport Working Group	Trafford PD, Stretford Library	Manchester PIE, INTU Arndale Centre TBC	Stockport PIE, Merseyway Shopping Centre TBC		
			SC Drop-in, 2PP (1b)					
			Stockport AMB, Stockport Town Hall					
	Mon 28	Tue 29	Wed 30	Thu 31				
	Trafford AMB, Trafford Town Hall	Wigan PD, Ince Community Centre	Manchester, UoM SU Exec Officers meeting	Salford PD, Wardely Community Centre				
		Manchester (1st) AMB, Manchester Town Hall Extension	Bury PD, Ramsbottom Civic Hall	Rochdale PD, spACE @ Harehill				
			Rochdale AMB, Riverside One					

KEY
Public Information Stand
Community or Business Group Meeting
GM Public Drop-in Event
Statutory Consultee Drop-in
Bus Operator Meeting
Staff Briefing
Non-GM Public Drop-in Events
Roving and Drop-Ins
Business Meeting
All Member Council Briefing
ELT Leaflet Drops

November							
Mon 4	Tue 5	Wed 6	Thu 7	Fri 8	Sat 9	Sun 10	
Bury AMB, Bury Town Hall	Oxford Rd Sustainable Transport Group	Oldham PD, 12pm-3pm, Shaw Lifelong Learning Centre	Manchester, Disability Design Group, Abraham Moss	Manchester (opposition) AMB, Manchester Town Hall Extension	Salford PIE2, Lowry Outlet		
	SC Drop-in, ZPP (1a)	Oldham, Saddleworth Women's Institute (7pm)					
	Salford, Age UK Lunch, Critchley	Manchester (2nd) AMB, Manchester Town Hall Extension					
	Stockport PD, Hazel Grove Civic Hall						
Mon 11	Tue 12	Wed 13	Thu 14	Fri 15	Sat 16	Sun 17	
Stockport PIE 2, Bredbury Morrisons	Manchester PIE2, Wythenshawe Forum	Bolton PIE2, Millbrook Shopping Centre	Oldham PIE2, Honeywell Community Centre	Wigan PIE2, Spinning Gate Shopping Centre			
							SC Drop-in, ZPP (2a)
							Salford, GM Faith Leaders, Bishopscourt
Salford AMB, Civic Centre	Bolton, National Autism Society, Barnet House	Stockport, Disability Stockport, Cornerstone	Trafford, "Let's Talk" Trafford Council - Youth Cabinet Event, Sale Life Centre				
Mon 18	Tue 19	Wed 20	Thu 21	Fri 22	Sat 23	Sun 24	
Trafford PIE2, Altrincham Sainsburys	Trafford Business Network	Wigan AMB, Wigan Town Hall	Bolton Chamber Event	Bury PIE2, Radcliffe Market			
	Manchester, CAHN - GM Charity/Faith Leaders meeting		SC Drop-in, ZPP (2a)				
	Tameside PIE2, Clarendon Square		Rochdale PIE2, Phoenix Centre				
	Rochdale, Women's Group, Kashmir Youth Project		Manchester, Age Friendly Assembly, Friends Meeting House				
			Oldham AMB, Civic Centre	Manchester, Venture Arts, Steering Group			
Mon 25	Tue 26	Wed 27	Thu 28	Fri 29	Sat 30		
RAD RNCM 12:30 - 14:30	St. Helens, Neighbouring Information Day	Chorlton Street (Targetting WhichWay from Rawtenstall)	RAD, Oldham, Royton Library	RAD, Rochdale, Spotland Library			
Skelmersdale, Neighbouring Information Day				RAD, Bury, Prestwich Library			Wigan, Age UK AGM, Queens Hall
				RAD, Trafford, Sale Library			Todmorden, Neighbouring Information Day
RAD, Manchester, North City Library	Manchester, Asian Business Network, Eliot House	RAD, Salford, Gateway Centre (Walkden Library)	Bolton AMB, Bolton Town Hall	RAD, Wigan, Shevington Library			
				RAD, Mancheser, Hatch, Oxford Road Corridor			

KEY
Public Information Stand
Community or Business Group Meeting
GM Public Drop-in Event
Statutory Consultee Drop-in
Bus Operator Meeting
Staff Briefing
Non-GM Public Drop-in Events
Roving and Drop-ins
Business Meeting
Political briefings/meetings
ELT Leaflet Drops

December						
Mon 2	Tue 3	Wed 4	Thu 5	Fri 6	Sat 7	Sun 8
SC Drop-in, 2PP (2a)	Manchester, Travel Trainers Meeting, 2PP	RAD, Wigan, Ashton in Makerfield Library	RAD, Bolton, Farnworth Library	Warrington, Neighbouring Information Day		
RAD, Bolton, Little Lever Library		Manchester, Burnage Library group meeting	First Thursday business briefing CityCO			
Macclesfield, Neighbouring Information Day	Glossop, Neighbouring Information Day		Chorley, Neighbouring Information Day			
RAD, Tameside, Denton Library		Oldham, Interfaith Festival of Lights, Queen Elizabeth Hall	RAD, University of Manchester	RAD Stockport, Heaton's Library		
Mon 9	Tue 10	Wed 11	Thu 12	Fri 13	Sat 14	Sun 15
	RAD MRI 11am-3pm	RAD Wythenshawe Hospital 11am-3pm	SC Drop-in, 2PP (1b)			
		Bolton, Bolton Community and Volunteering Services Members Forum, The Bolton Hub	Manchester, Proud Trust, Manchester Science Park			
		RAD at various bus stations: Rochdale, Bolton & Manchester				
Mon 16	Tue 17	Wed 18	Thu 19	Fri 20	Sat 21	Sun 22
Rochdale, Deeplish Community Centre Open Day Stall		Bolton LGBT Partnership Meeting		SC Drop-in, 2PP (1a)		
Mon 23	Tue 24	Wed 25	Thu 26	Fri 27	Sat 28	Sun 29
SC Drop-in, 2PP (2a)						
Mon 30	Tue 31					



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