

GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP

DATE: Tuesday, 19 January 2021
TIME: 4.20pm - 5.30pm
PLACE: Microsoft Teams Live Event

AGENDA

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3. Minutes of Previous Meeting	3 - 10
To consider the approval of the minutes of the meetings held on 15 December 2020	
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4. GM LIS Implementation Plan 1 Year Review (To Follow)	
Lou Cordwell	
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Lou Cordwell

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Simon Warburton

- 11.1 GM Transport Strategy 2040 41 - 216

- 11.2 Five Year Transport Delivery Plan and Local Implementation Plan 217 - 354

12. Any Other Business

Agenda Contact Officer:

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DECLARATIONS OF INTEREST

19 January 2021

(To be completed as necessary by all board members and advisors)

Name:

Minute Ref / Item No	Nature of Interest

COMPLETE THIS FORM IF YOU HAVE AN INTEREST IN ANY PARTICULAR ITEM ON THIS AGENDA (SEE GUIDANCE OVERLEAF).

ANY COMPLETED FORMS SHOULD THEN BE HANDED IN TO ALLAN SPARROW AT THE START OF THE MEETING

GUIDANCE ON DECLARATION OF INTERESTS (AS PER DRAFT TERMS OF REFERENCE)

1. Subject to point 3) below, members (and advisors) must declare any interests (on the form provided), either at the **start of the meeting or as soon as any potential interest in an agenda item becomes apparent** during the course of the meeting.
2. Members must declare an their interest when the business being discussed specifically relates to
 - Their business
 - Any body of which they are a member
 - Any person or body who:-
 - Employs them
 - Makes payments to them
 - Has a contractual relationship with them
 - Any land or property in which they have an interest

This also applies to any close member of their family or person with whom they have a close relationship.

3. For the purposes of the above:
 - An interest of which a member has no knowledge and of which it is unreasonable to expect him or her to have knowledge shall not be treated as an interest of his or hers.
 - In relation to a non-pecuniary interest, a general notice given to the LEP that a member is to be regarded as having an interest, of the nature and the extent specified in the notice, in any transaction or arrangement in which a specified person or class of persons is interested shall be deemed to be a disclosure that the member has an interest in and such transaction of the nature and extent so specified.
4. Members (and advisors) with a declared interest in an item of business would usually be required to leave the room. **BUT** the board may want such an individual to contribute their knowledge and experience to the discussion despite the interest so declared. If this is the case the affected member can remain in the room - functioning as a resource that can be drawn upon to assist the board in their deliberations. The affected member should then withdraw when the decision on the matter is being taken and must withdraw at the decision-making stage if the member has a pecuniary interest unless otherwise determined by the Chair of the meeting. In the absence of the Chair or where an item of business relates to the Chair or an interest of the Chair, the meeting shall be chaired by a nominated Vice Chair if there is any or by a member selected by the meeting for that purpose.

**NOTES FROM THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD
HELD AT 16:45 ON TUESDAY 15 DECEMBER 2020 VIA MICROSOFT TEAMS LIVE EVENTS**

Board Members:

Mo Isap (In the Chair)

Mike Blackburn, Mayor Andy Burnham, Lou Cordwell, Lorna Fitzsimons, Sir Richard Leese, Juergen Maier, Chris Oglesby, Vanda Murray & Cllr Elise Wilson.

Advisors:

Lisa Dale-Clough (GMCA), Gemma Marsh (GMCA), Simon Nokes (GMCA), David Rogerson (GMCA), Lee Teasdale (GMCA), John Wrathmell (GMCA), Ross McRae (GMCA), Krista Patrick (GMCA), Mark Atherton (GMCA), Simon Donahue (Marketing Manchester), Mark Hughes (The Growth Company), Leila Mottahedeh (BEIS), Sheona Southern (Marketing Manchester), Pat Bartoli (Manchester City Council) & Anne Selby (Chair of GMCA Natural Capital Group).

GM LEP/20/30 WELCOME, APOLOGIES & INTRODUCTIONS

The Chair welcomed all present to the meeting.

Apologies were received from GM LEP Members Amanda Halford & Cllr Brenda Warrington

GM LEP/20/31 DECLARATIONS OF INTEREST

There were none.

GM LEP/20/32 NOTES OF THE MEETING OF 17 NOVEMBER 2020

The Board received notes from 17 November 2020. It was advised that as the meeting was not quorate, these did not constitute formal minutes of the meeting.

RESOLVED:/

That the notes of 17 November 2020 be received.

GOVERNANCE

GM LEP/20/33 AGM RATIFICATIONS AND ACTIONS

- As the previous meeting was not quorate. Formal approval was sought for the Annual Delivery Plan; the Annual Delivery Report and the GM Local Growth Assurance Framework.
- To formally agree that Cllr Elise Wilson be nominated Deputy Chair of the GM LEP.
- To formally approve a small amendment to the transport element of the Local Growth Deal Delivery

RESOLVED:/

1. That the Annual Delivery Plan be formally agreed.
2. That the Annual Delivery Report be formally agreed.
3. That the GM Local Growth Assurance Framework be formally agreed.
4. That Cllr Elise Wilson be confirmed as the Deputy Chair of the GM LEP.
5. That the amendment to the transport element of the Local Growth Deal Delivery be formally agreed.

GM LEP/20/34 TAKING FORWARD THE GM ECONOMIC VISION

Delivering the Initial Actions

- A document had been forwarded to partnership members summarising the twelve initial actions in the Economic Vision. This would then return to the January meeting for discussion on the next steps on delivery and how this would framing the work of the LEP in 2021.

Innovation GM Update

- There had been a focus on working with the separate boroughs on a pipeline of investable propositions. These would form innovation zones covering cities, towns and out of town manufacturing parks, building upon existing zones, and stimulating the development of those which were emerging.
- A business case for Innovation GM, aligned to the new Treasury Greenbook appraisal method, was in development and would be brought to the LEP early in 2021.
- Following on from the business case, outward-facing engagement, working with MIDAS and Marketing Manchester, was in development. This would include

materials that articulated the opportunity and calls to action, as well as deeper discussions with the wider GM business community to get their ideas and ensure they shaped priorities and membership.

- In addition to providing an update on the progress made against Innovation GM, a recommendation was being brought to the LEP to nominate an interim science advisor to engage stakeholders and to ensure evidence underpinned the development of Innovation GM.

RESOLVED:/

1. That the update on the development of Innovation GM be received.
2. That the Board agrees to delegate responsibility to the Interim Chair of Innovation GM, in consultation with the GM LEP, to appoint an interim science advisor to provide additional capacity and advice to support its development.
3. That the Board endorses the proposal to work with MIDAS and other local partners to undertake outward facing engagement activity from the new year, including the set-up of a private-public leadership group.

GM LEP/20/35

MARKETING MANCHESTER UPDATE

- A paper provided the Board with an update on activity being undertaken by Marketing Manchester and GMCA communications colleagues on its behalf in relation to strategic communications which support the GM Economic Vision.
- Performance over the previous month had been healthy in media terms – with a focus on the Economic Vision launch, which had seen a good response in social and other media with the promotional film being downloaded over 1000 times and the report over 300 times.
- Following the launch of the Economic Vision, proactive comms work was taking place to ensure that the vision's messages were landing in both national and international media.
- It was asked that Board members feed back to Marketing Manchester with any good news stories they receive to help in building a narrative around the 'Greater Manchester Story'.

RESOLVED:/

1. That the Board notes the Marketing Manchester Update.

STRATEGY

GM Economic Dashboard

- Members were provided with an update on the current GM Economic Dashboard. OBR forecasts indicated that the GM economy could be 10% smaller by the end of 2020 than it was at the outset of the year – this represented a potential £7bn hit to the value of the GM economy. 140,000 people had already been added to the claimant count, with the potential for another 100,000 at the outset of 2021. This represented the real impacts now happening due to the Covid crisis.

Living with Covid Plan Update

- The report provided LEP Board Members with an update on the progress of the implementation of the Living with Covid Resilience Plan and the development of mechanisms to drive system change to better respond to environmental and equalities impacts arising. An update of progress against the Greater Manchester Strategy headline outcome measures was also provided.
- The plan was updated following a first quarter review, looking at how GM is addressing some of the key inequalities issues drawn out in the plan and reshaping delivery in response to the ongoing Covid pandemic.
- A huge amount of partnership working was taking place with an acknowledgment that system wide responses would be required to truly tackle these inequalities and impacts.
- It was asked if there were measures in place to identify Recovery work from Contain work. It was advised that a robust basket of indicators is being developed to provide a clear picture of overall progress with both Contain and Recovery work continuing simultaneously

RESOLVED:/

1. That the updated GM Economic Dashboard be received by the Board.
2. That the progress made over the first quarter delivery and the overall progress as reported in the Greater Manchester Strategy outcomes dashboard be noted by the Board.

PERFORMANCE

- A report was provided which updated the Board on the St. John's Creative Enterprise Zone proposal and the development of a business plan for submission to Government.
- The importance of Manchester city centre to GM's long-term recovery was noted including thriving arts and creative industries. This EZ would be built around the Factory and would provide an enormous boost to the city region when completed and provide significant long-term benefits.
- Members expressed enthusiasm for the project and hoped that the potential for projects such as this could be capitalised on in other parts of the GM city region.

RESOLVED:/

1. That the outline justification for the establishment of a Creative Enterprise Zone at St Johns.
2. That the Board endorses the development and submission of a proposal and detailed business case to Government for the establishment of an Enterprise Zone at St Johns, Manchester City Centre.

GM LEP/20/38 GM ENVIRONMENTAL FUND

- The Board were advised that in the Greater Manchester 5 Year Environment Plan, GMCA committed to supporting the development of a Greater Manchester Environment Fund (GMEF). Substantial development work had taken place over the last year and the report provided an update on the progress made, along with next steps towards the establishment of a self-sustaining business model.
- The Lancashire Wildlife Trust had been awarded the contract to manage the GMEF through a competition exercise and had also been successful in attracting £1.8m in Government funding from the 'Green Recovery Challenge Fund' to provide the GMEF with the best possible start.

RESOLVED:/

1. That the progress made on developing the GMEF be noted by the Board.
2. That Board members consider how they could support scale-up of the GMEF through providing funding or identifying potential funders.
3. That Board Members support the ambitions of the fund by considering whether the fund could be utilised to meet LEP Board partner's compliance regulations

or as a voluntary carbon offsetting schemes to support the wider ambitions of the 5 Year Environment Plan.

GM LEP/20/39 LOCAL GROWTH FUND UPDATE

- The report provided an update on progress on the delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3) and sought approval to vary the transport grant allocation, to maximise Growth Deal grant spend by March 2021.
- The forecast spend for capital schemes was reported to the GMCA meeting on 27 November 2020. This included the original Growth Deal schemes along with schemes contributing to the Growth Deal spend target. In July the LEP/GMCA agreed to add some MCF Cycling and Walking schemes to the Growth Deal portfolio to contribute to the Growth Deal spend target by March 2021 (with the MCF funding then being used to fund spend on remaining Growth Deal projects beyond March 2021).
- It was proposed to increase the total amount of MCF Cycling and Walking schemes within the Growth Deal portfolio by £5.4 million, from £26.7 million to £32.1 million to enable further activity in 2020/21. There will be no impact in terms of funding allocations to projects as an equal amount of MCF funding would then be recycled to fund remaining spend on Growth Deal projects beyond March 2021.

RESOLVED:/

1. That the Board notes the progress made in relation to the Growth Deal Transport Programme as set out in the report.
2. That the progress made in relation to the non transport Skills Capital and Economic Development & Regeneration (ED&R) programmes as set out in the report, be noted.
3. That the Board agrees the £5.4m variation of the Growth Deal transport grant to maximise eligible grant spend on the Mayor's Challenge Fund Cycling and Walking programme for 2020/21, as set out in the report.

**GM LEP/20/40 GROWTH COMPANY BUSINESS SUPPORT
UPDATE/PERFORMANCE REPORT**

- The report provided an update on the business and economic situation in Greater Manchester and how, in response, the GC was providing vital support to the GM economy with a focus on the GC's Business Support, Marketing Manchester and MIDAS activities.

- The GC's Business Survey continued to be what was likely the largest scale continuous business update survey in the country. An overriding concern continues to be the need for revenue and loan funding to sustain business through the Covid crisis. Insolvency risk continued to grow, although actual insolvent numbers were being kept at bay by Government intervention programmes at the current time.
- The purpose of the six-monthly performance report was to present to the LEP Board a mid-year performance review of GC's progress against its Business Plan priorities, objectives and targets for 2020/21, as part of the agreed LEP reporting cycle.

RESOLVED:/

1. That the Board receives the GM Business Support Update report.
2. That the Board receives the GC six monthly performance report.

Meeting closed at: 17:30

The next meeting of the Board would take place on Tuesday 19th January 2021.

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Economic Growth – ensuring an appropriate talent pipeline

Nichola Wallworth: Industry Skills Intelligence Lead



LOCAL INDUSTRIAL STRATEGY

Place: prosperous cities, towns and communities across Greater Manchester.

Supporting places through a twin-track approach: (1) Building on our strengths and opportunities and (2) supporting the foundations of productivity

Health innovation:

Global leadership on health and care innovation, improving population health and extending healthy lives

Advanced materials and manufacturing:

A world-leading region for advanced materials, within a Made Smarter innovation ecosystem

People: Creating an integrated all-age skills and work system that ensures everyone reaches their potential and employers have the skills to deliver our Industrial Strategy.

Infrastructure: Putting in place the integrated 21st century infrastructure needed for digitally-driven, clean and inclusive growth.

Digital, creative and media:

A leading European digital city-region, with internationally-significant media and cyber security clusters

Clean growth:

A mission to deliver carbon neutral living by 2038, improving quality of life and creating new jobs

Ideas: driving prosperity and leading industrial, social and economic transformation through innovation, partnerships and investment.

Business environment: transforming productivity by strengthening leadership and management, increasing innovation adoption, and raising export levels.

The Industry, Labour Market & Skills Intelligence Team will be a key part in the development of a fully aligned labour market response in GM where there is a **credible, current, employer led** and **shared understanding** of the jobs, talent and competencies employers need across Local Industrial Strategy frontier and foundation sectors.

Credible intelligence gathered from a huge variety of sources:

- Employer networks
- Membership organisations/sector facilitating organisations/research institutions
- Organisations who support employers in other ways than skills e.g. innovation support
- Skills providers e.g. FE, HE, Commercial Providers
- SME Support provider

Providing a better understanding of progression pathways to priority jobs as well as true gaps in talent development across the GM economy.

Creating a more aligned and responsive talent and skills offer for residents and employers.

Supporting employers and other skills facilitating organisations to work collaboratively to make a bigger impact. Through both shared messages and focused engagement with the skills system.

Allow competency, talent and skills matching between sectors to support residents wanting to reskill and upskill as a result of COVID.

Industry labour market and skills intelligence – Digital and Retrofit

Intelligence gathering

Digital

- [Industry Labour Market and Skills Intelligence Report – Digital and Technology – version 1](#)

Page 14

- Additional Cyber report to be published in January
- Action plan against 8 key recommendation areas.

Retrofit

- Industry labour market and skills report – low carbon buildings – Aug 2020

Dissemination

Digital

- **For all stakeholders** - Knowledge share event – Jan 2021
- **For job seekers** - Activity with JCP
- **For Young People** - Bridge GM and GMACS

Retrofit

- **Skills providers** - Knowledge share event – Oct 2021
- **For young people** - Employer Q&As on GMACS
- **National skills strategy sharing**

Implementation

Digital

Commissioned skills delivery

- Digital for Business – supporting skills needed across sectors due to digital transformation
- Supporting short course upskilling in highly-technical areas where there is still need.

Non-commissioned activity

- Deliver some key aspects of the recommendations through the GM Cyber Advisory Network

Retrofit

Commissioned skills delivery

- Upskilling for trades and professionals for retrofit in line with skills needed for GM market:

Non-commissioned activity

- Continued intelligence gathering working with Mission based challenge group

Industry Labour Market and Skills Intelligence for Digital and Tech

Challenge

Recommendation

Skills gaps

Skills commissioning – to support digital transformation and higher level technical needs in specific areas of digital

Not enough entry level routes into digital

Increase Technical routes into the sector building on existing success

Careers and Inspiration activity

Need collaborative and joined up approach which ensures targeting and quality

The digital sector is complex to navigate

Those directly looking for career opportunities in digital and those influencing them need support in navigating the industry. Career activity should focus on real life stories and highlight technical skills, soft skills and mindsets needed for the industry

Graduates are not employer ready

Individuals and skills providers need to be better supported to ensure their learning is better applied to work based challenges which gives candidates the opportunity to demonstrate their technical skills, soft skills and mindsets employers require. A Quality Curriculum Criteria for Digital should be developed to support skills providers to identify and design learning with employers.

Lack of diversity within the digital workforce

Employers need to work collaboratively around good practice within the industry to create inclusive recruitment and workplace practices.

Digital - an example of what we are trying to achieve

Providing a better understanding of progression pathways to priority jobs as well as true gaps in talent development across the GM economy.

Activity

Impact/ Outcome

Translating intelligence for specific groups: young people, influencers, job seekers/career switchers etc

Targeted activity to measure:

- Perception changes
- Increased career searches - Zello

Creating a more aligned and responsive talent and skills offer for residents and employers.

Commissioned activity – starting with ESF funded Skills for Growth

- Outcomes from commissioned activity

Supporting employers and other skills facilitating organisations to work collaboratively to make a bigger impact. Through both shared messages and focused engagement with the skills system.

Facilitating targeted skills initiatives with networks – Cyber Advisory Group

- **Agreed success measures**
e.g. Number of employers adopted inclusivity toolkit/ change in workforce diversity measures

Allow competency, talent and skills matching between sectors to support residents wanting to reskill and upskill as a result of COVID.

Holistic sector specific support written into commissioning – e.g. Mentoring

- Outcomes from commissioned activity

- Measuring how we add value will be really important
- It is a developing side of the programme as we develop sector specific action plans
- Likely mixture between qualitative and quantitative, short and long term

Next steps

- Shaping commissioned activity around 3 initial skills for growth delivery areas:
 - Digital higher level skills
 - Skills for Digital transformation
 - Retrofit
- Developing published action plans based on intelligence report recommendations
- Develop translation of intelligence for different groups

Manufacturing/advanced manufacturing

Health and social care

Construction and infrastructure

Health innovation/ life sciences

Education

Professional and Financial Services – FinTech

Green Economy – Energy

Logistics and distribution

Questions and comments





GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Freeports
DATE: January 2021
FROM: Economy Team, GMCA

PURPOSE OF REPORT

This report sets out the background on the government's Freeports policy and the implications for Greater Manchester.

RECOMMENDATIONS

The LEP Board is asked to:

- Note that the Freeport bidding criteria mean that a GM only bid is not being progressed but there are opportunities to work with partners across the North West to support their work, ensure that GM's businesses and economic assets are able to benefit from any Freeports established, and prepare for any future rounds which build on the initial Freeports.
- Note that conversations with other partners are continuing and we will update on the latest at the LEP meeting. We will then keep the LEP updated on progress around Freeports and other opportunities listed above as these arise.

EQUALITIES IMPLICATIONS

There are expected to be no significant equalities implications from the contents of this report. Linking into a future Freeport may bring opportunities which would benefit those with protected characteristics.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

There are expected to be no significant climate change implications from the content of this report. The government is seeking to embed environmental benefits into its design for Freeports so there may be some positive effects depending on the outcomes of the bidding process.

CONTACT OFFICERS:

Simon Nokes, Executive Director of Policy and Strategy
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1. INTRODUCTION

- 1.1 Freeports are designated pieces of land which will be outside the UK for customs purposes. This creates some benefit in terms of tariffs and regulations for those business located within the zone. As a key part of its post-Brexit policy offer, the government is also looking to create other specific tax and regulatory benefits around Freeports.
- 1.2 The Freeport model being developed by the government permits multiple customs sites across a wide area and allows multiple ports to collaborate. The key geographic constraint is that the furthest point between sites within a Freeport should not be more than 45km. Further detail on the government's Freeports model can be found in the Appendix.
- 1.3 Following consultation in 2020, the government published a 'Bidding Prospectus' for Freeports in England in November, with the bid window open until 5th February. Winners are to be announced in Spring 2021. The government has indicated it will approve around 7 Freeports in England, which would be less than 1 per region, but could go above this depending on the number of high-quality bids.
- 1.4 Each bid requires support from both the Local Authorities covered and the owners/operators of the Ports. Following this, bids will be assessed by government against 5 criteria (with further detail on each set out in the Appendix):
 - 1.4.1 Criterion A - establish Freeports as national hubs for global trade and investment across the UK
 - 1.4.2 Criterion B – promote regeneration and job creation
 - 1.4.3 Criterion C – create a hotbed of innovation
 - 1.4.4 Criterion D - deliverability of proposal effectively at pace
 - 1.4.5 Criterion E - a high level of private sector involvement in the proposal
- 1.5 The criteria above mean that there is little chance of success for a GM only bid, so that has not been progressed, but there are opportunities to work with economic partners across the North West with major port facilities to support their work, ensure that GM's businesses and economic assets are able to benefit from any Freeports established in the region, and prepare for any future rounds which build on the initial Freeports.
- 1.6 If a North West bid does come forward, we will ensure proposals align with the GM Local Industrial Strategy, GM International Strategy and other policy frameworks such as the Infrastructure Programme and Innovation GM. In particular, the sectoral links through to GM's four frontier sectors would be essential.
- 1.7 Outside of this direct Freeports competition, there are other opportunities where we need to consider how all GM's growth assets and centres are prepared for:
 - 1.7.1 other bidding processes which are likely to be similar to the Freeports approach, such as the Levelling Up Fund;
 - 1.7.2 new trading patterns and relationships which are likely to emerge when the UK's transition period out of the EU finishes;
 - 1.7.3 future Freeport bidding rounds, or successor policies, if they happen;
 - 1.7.4 the opportunities of any Freeports established in 2021, particularly given the trading opportunities for our Local Industrial Strategy strengths such as in advanced materials and health innovation.
- 1.8 These issues will be considered as part of the work GM will need to do on responding to the government's competitive bidding funds such as the Levelling Up Fund and UK

Shared Prosperity Fund. This will need to incorporate the work already underway on driving economic recovery and delivering the LEP/CA Economic vision – including Innovation GM – linking with skills provision, and the ongoing support of Midas in developing and delivering propositions.

- 1.9 **Conversations with other partners are continuing and we will update on the latest at the LEP meeting. We will then keep the LEP updated on progress around Freeports and other opportunities listed above as these arise.**

APPENDIX

10. A Freeport has two different types of 'zone' as shown in the diagram below.
11. Primary Customs Zone: designated in or near a port of any mode, within which customs benefits (duty deferral/exemption/inversion, simplified declaration) will apply. Could be an inland location, so long as an economic relationship can be clearly demonstrated between the site and the port. Could be of any size so long as a clear economic case for the site can be made and strict security requirements from HMRC and Border Force can be met. Bidders will need to fund the cost of establishing and securing sites.
12. Additional Subzones: Where bidders can make an economic case, the government will allow multiple additional customs sites ("subzones") to enable multiple sites to benefit from the customs model. An economic case would need to provide clear justification of any customs subzones' relationship to the wider Freeport. For example, the government suggests that a space-constrained port may manage the flow of international goods more effectively using an additional inland subzone; multiple exporting businesses within a region may seek subzone status to benefit from the Freeport; or businesses with geographically dispersed supply chains may wish to support these sites using subzones. These subzones may be of 'any reasonable size', be within ports or inland, and be empty spaces or existing productive sites. They will be authorised in the same way as primary customs sites.
13. Tax sites: Freeports can contain up to 3 'tax sites' up to a total of 600 hectares within which tax reliefs will apply, building on the approach taken for existing Enterprise Zones in England and Wales. The tax sites have to be located on primarily underdeveloped land to generate new, additional productive activity in Freeport locations. The tax site could encompass all or part of the primary customs site and may include any customs subzones, but will not have to. Only customs sites located within the tax site will benefit from tax reliefs. Reliefs mostly apply from 2021 to 2026 on SDLT, Corporation Tax (enhanced allowances for structures/capital investment), Employer NICs and Business Rates (with local retention of growth guaranteed for 25 years).
14. Outer boundary: The primary customs site, tax site, and any additional subzones shall all be contained by a Freeport outer boundary. All measures will be applied within this outer boundary. At least one port of any mode should be included within this outer boundary, but it does not have to be a customs site so long as the Freeport bid and the customs sites it proposes can demonstrate a clear economic relationship to that port and the wider Freeport objectives. Bidders will be free to determine the location of the Freeport outer boundary within size limits so long as they can provide a clear economic and geographic rationale for the space the boundary encompasses. These limits should be up to 45km between the furthest points. Proposals that go beyond this boundary will be considered but will have to present compelling evidence that there is a robust economic case connecting Freeport sites situated across such a large area.

Other Benefits

15. Planning: Permitted development rights for Seaports to be aligned with Airports by April 2021, encouraging consideration of Local Development Orders.
16. Infrastructure: winning bids can get share of 'seed capital' £175m pot for regeneration and infrastructure that will need to be matched by local areas.
17. Innovation: Freeports Challenge Funding: to find solutions to problems faced by Freeports and their businesses, can bid into Place-based R&D funds, Freeports Regulation Engagement Network: dialogue with potential for regulatory sandboxes.

18. Bidders need to include a diagram of a logic model that shows the links between inputs, outputs, outcomes. (p.14 shows an example and looks like this will form the core of the bidding process)

19. Freeport governance: bidders will need to set out how governance will work, including a Chair and a board with representation from LAs, landowners, customs operators, business, MCAs/LEPs, MPs and 'innovation stakeholders' (such as universities).

Detailed Criteria

20. Criterion A - establish Freeports as national hubs for global trade and investment across the UK

- Trade: increase in trade throughput through the designated Freeport area
- Investment: increase in investment within Freeport boundary area, surrounding area and nationally

21. Criterion B – promote regeneration and job creation (this is described as the 'lead' objective)

- Employment: increased number of jobs and average wages in deprived areas in and around the Freeport
- Economic activity: increase in economic specialisation in activities high in GVA relative to the current makeup of the local economy

22. Criterion C – create a hotbed of innovation

- Innovation: Increased local involvement and funding in R&D and innovation
- Productivity: Increased productivity in each target region, through increased capacity to absorb innovation

23. Criterion D - deliverability of proposal effectively at pace

- Planning: how the local authority will ensure quick and efficient delivery
- Governance and Timing: organisational charts and Gantt charts

24. Criterion E - a high level of private sector involvement in the proposal

- Investments: by councils and private sector
- Businesses: number and size involved in the bid

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GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: GM LEP Economic Partnership Strategic Communications

DATE: 19 January 2021

FROM: Lou Cordwell, Co-chair GM LEP

PURPOSE OF REPORT

To provide the LEP with an update of activity being undertaken by Marketing Manchester and GMCA communications colleagues on its behalf in relation to strategic communications support for the Greater Manchester Economic Vision.

RECOMMENDATIONS

The LEP Board is asked to:

- Note and comment on the report
- Provide input on future stories and themes

EQUALITIES IMPLICATIONS

- The strategic communications work being undertaken is intended to increase awareness of GM LEP's role in encouraging and celebrating diversity and inclusivity, supporting the LEP in tackling inequalities and encouraging economic growth by championing equal opportunities. Care is taken to ensure that communications outputs are representative of a diverse population and encourage inclusivity.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

- The strategic communications work being undertaken is intended to increase awareness of GM LEP's role in encouraging work to address, and mitigate against, the impact of climate change, supporting the LEP in championing measures that will enable Greater Manchester to achieve its ambition of carbon neutrality by 2038. Care is taken to utilise sustainable work practices in executing this work.

CONTACT OFFICERS:

Sheona Southern, Managing Director, Marketing Manchester
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Contacts for stories, content and media:

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1.0 BACKGROUND AND INFORMATION

In order to secure the maximum support of Government and other key audience groups (business, investment, key strategic influencers) in delivering interventions that will safeguard jobs and economic prospects in Greater Manchester, the North of England and UK, there is a pressing need to reinforce awareness of Greater Manchester's unique strengths and approach among national decision makers and opinion formers.

Led by a Strategic Economic Communications Steering Group (LEP co-chair Lou Cordwell ; Growth Company CEO Mark Hughes; Simon Nokes, Executive Director, Policy and Strategy, GMCA; Sheona Southern, MD, Marketing Manchester) and key sector comms leads (digital and creative, green growth, health innovation, advanced manufacturing and materials), Marketing Manchester is working in partnership with GMCA communications colleagues to identify, create and share content promoting Greater Manchester's key strengths and characteristics.

Content is housed on the newly developed GM LEP Insights section [hub](#) and a list of content that has been published, or is in development, is available in Annex 1

2.0 PROGRESS UPDATE

2.1 Content

Highlights since the last GM LEP board meeting include the launch and premiere via United We Stream (UWS) of a new documentary, *Manchester Music Then and Now: Music Worth Fighting For*. Supported by GM LEP, the film highlights the strength of the creative sector and urges support for those affected by pandemic. The premiere screening was shared via the UWS network in the UK (London, Brighton) and internationally (Milan, Georgia). Up to January 7, the film has been viewed more than 15,000 times. Promotional support for the film attracted coverage in key media, including the NME.

Additional content has been published and promoted highlighting GM's strengths in the digital and creative space, aligned to the 60th anniversary of Coronation Street; success in investing in cycling and walking initiatives as a means to reduce carbon emissions; and highlighting the case for graphene and other 2D materials for use in aeronautic light weighting. See Annex 1 for full list of completed and pipeline content.

3.2 Media Relations Activity

Since the last GM LEP board meeting on 15 December, media coverage has been secured in support of the GM LEP Economic Vision in the January edition of North West Business Insider, including an editorial article and advertisement that can be viewed by digital reader [here](#) (pages 4 and 5). Other coverage has been secured relating to the 60th anniversary of Coronation Street – a landmark moment for the digital sector in Greater Manchester, and a Manchester music documentary highlighting the value and plight of the creative sector.

A full list of coverage is available in Annex 2.

3.3 Content Sharing and Social Media

An additional 51 followers were secured for GM LEP LinkedIn profile in the 30 days to 7 January 2021, taking the total number of followers to 1,116. Work is ongoing to increase visibility of GM LEP content.

An updated communications pack including suggested social posts and assets has been prepared for GM LEP board members and other stakeholders and can be found [here](#).

4.0 Future Content Priorities

The steering group agreed priority content for January will focus on 3 themes: Green growth, Diversity and Digital/creative.

Content planning is also underway to support messaging in relation to competitive bids, including Shared outcomes fund, Levelling up fund and UK shared prosperity. Economic recovery activity will focus on the following:

- Growth potential. GM at the heart of UK trading.
- Recovery of tourism, hospitality and leisure sector
- Structural change in the economy. Investment narrative.
- Skills Agenda

4.1 Imagery

Work is underway to audit, source and utilise dynamic imagery showcasing Greater Manchester's 10 boroughs, with an emphasis on celebrating the many positive examples of world-class places to live and work (business destinations and green spaces for example). Images and film will be utilised within future content as part of new series of posts shared via GM LEP's social media channels.

4.2 Business confidence and support during pandemic/lockdown

Activity to raise awareness of GM LEP's role in providing and signposting support for businesses and individuals during the coronavirus pandemic is underway. A new landing page is being added to the GM LEP website containing information about GM LEP's work with delivery partners and other organisations providing support and advice. This content will be promoted via a new suite of social media posts prepared with partners including the Business Growth Hub and Marketing Manchester (hospitality, leisure, tourism sectors). This work will also seek to build confidence among Greater Manchester's business community and reinforce the city-region's leading role in supporting UK economic recovery and growth.

5.0 Thematic campaigns

Working with GMCA sector leads Marketing Manchester is continuing to develop three integrated multi-channel campaigns to enhance the content curation activity and will run in 2021 focused on Digital, Green and Innovation. These themes align and deliver against GM LIS, GM Economic Vision and International Strategy and will also include inward investment and business conference delivery strands

- **“Powering Innovation”** Campaign aims to strengthen GM's position as a leading region for innovation. To drive economic growth across GM and beyond, by building on our globally leading R&D and innovation capabilities, to deliver increased prosperity, and longer and healthier lives for all GM's citizens. Multiple sectors will be featured within the campaign including: Advanced Manufacturing and life Lifesciences and will be aligned with Innovation GM
- The **'Digital in the DNA'** campaign will showcase Manchester's digital strengths and position the city region as a digital exemplar on a global scale. The campaign will enhance GM's reputation as the business location of choice for digital sub-sectors where it outperforms all other UK cities – cyber security, eCommerce, AI and data, service design, IoT, MedTech (& strengthening the foundations of economy)

- A '**Greener Manchester**' Campaign is in development for 2021 in conjunction with key partners and organisations including GC, MIDAS, GMLEP, GMCA and the private sector. Work is underway to explore a unified GM presence at COP26, the United Nations Climate Change Conference to be held in Glasgow, Nov 2021.

6.0 Events: A series of events are planned in conjunction with key themes/campaigns and content including the following potential ideas:

- Diversity
- Greener Manchester event (March)
- Advanced materials in partnership with the GEIC/Graphene@Manchester
- Digital and creative sector in partnership with BBC Digital Cities (TBC)
- Female Entrepreneurs
- Event to support GMLEP involvement with Digital City Festival (April)
- Young Innovators

7.0 Evaluation / Outputs Sep – Dec 2021

Marketing Manchester and GMCA communications colleagues started work on the GM LEP Economic Proposition Strategic Communications in September 2020. In the four months to December, this work has delivered:

- **Website and thematic content development:** Delivery of a new Insights section for the GM LEP website, with development of a new form of content marketing to highlight priority themes and stories, including in depth articles, video storytelling and associated social media.
- **Content:** Planning and execution of a suite of strategic content for use and promotion via the GM LEP Insights section and other channels. To date, work has been done to deliver 20+ pieces of original content, including original Insight articles, social video production, and social media assets.
- **PR and media relations:** Proactive PR and media relations activity in support of the GM LEP Economic Strategic Communications has delivered in excess of 1 million+ Opportunities To See or hear strategic communications messaging from GM LEP. Highlights include Tier 1 (Sky News, Bloomberg Radio) media interviews with GM LEP leaders and coverage relating to the launch of the GM LEP Economic Vision, including management of a paid media partnership.
- **GM LEP Economic Vision launch:** Planning, promotion and delivery of the GM LEP Economic Vision launch, including the development of supporting content (Economic Vision film), PR and media relations activity – including a paid media partnership with North West Business Insider, Economic Vision [landing page](#), and digital marketing support (paid and organic social media).
- **Social Media:** Creation and management of social media posts via the GM LEP channels, including Twitter and LinkedIn. A key channel for the GM LEP, LinkedIn follower numbers have increased from circa 700 to 1,150 during this period.

8.0 Future Delivery for 21/22: Marketing Manchester's support for the GM LEP Economic Partnership Strategic Communications is funded until the end of March 2021. Planning is underway for activity beyond March 2021, which would require an additional funding commitment from GM LEP.

Annex 1 - Content Progress for GM LEP Economic Strategic Comms

Content and <i>content format/use</i>	Sector/theme/ messaging	Progress/actions
Manchester music documentary. A longer-term project now nearing completion in celebration of the live music scene and supporting infrastructure – skills/education, that makes Greater Manchester such an attractive place to live, invest, study. Adapted during lockdown to highlight the plight of the sector as a result of coronavirus.	Culture, creative sector, recovery from coronavirus	<p>Launched via UnitedWeStream https://www.visitmanchester.com/ideas-and-inspiration/unmissable-music-in-manchester/music-worth-fighting-for</p> <p>https://www.marketingmanchester.com/marketing-manchester-documentary-premiere-celebrates-music-worth-fighting-for/</p> <p>Ongoing promotion via social media</p>
Launch of local energy market	Green growth	Completed and awaiting upload
Coronation Street set the scene for Greater Manchester's world-class digital, creative and tech sector of today	Digital, creative, tech / Greater Manchester is fast-growing centre for the digital and creative sectors	<p>Published http://gmlep.com/insights/coronation-street-set-the-scene-for-greater-manchesters-world-class-digital-creative-and-tech-sector-of-today</p> <p>https://www.manchestereveningnews.co.uk/news/tv/how-coronation-street-shaped-greater-19421122</p>
Green growth summary film, encapsulating the different elements that come together to make Greater Manchester a leader in the low carbon space	Green growth	In planning for January publication
SODA, supported by GM LEP investment from the Local Growth Fund will build on Greater Manchester's credentials in digital storytelling and content, providing a talent and skills pipeline for the digital and creative sector	Digital, skills	<p>Published http://gmlep.com/insights/soda-sets-the-scene-for-the-future-of-digital-and-creative</p>
Cycling and walking infrastructure supported by GM LEP funding from the Local Growth Fund is unlocking green growth and low carbon transportation options, while adding to quality of life, health and wellbeing to attract inward investment from private sector businesses including Hero Cycles	Green Growth	<p>Published – article and film http://gmlep.com/insights/pedal-power-and-the-cycle-of-success-behind-greater-manchesters-green-transport-goals</p>
Coronavirus has accelerated digital delivery of health and social care services in Greater Manchester	Health innovation, digital	In production for January publication
Advanced materials applications for medtech	Advanced materials	Awaiting upload
Advanced materials applications for aviation and transport <i>For use on Insights section/social media.</i>	Advanced materials	<p>Published http://gmlep.com/insights/graphene-can-be-the-catalyst-that-drives-the-sustainable-transport-revolution</p>

<p>Greater Manchester's success as a centre for e-commerce</p> <p><i>For use on Insights section/social media.</i></p>	<p>Digital, tech</p>	<p>In production for January publication</p>
<p>The £1bn benefit of measures to encourage trade with India</p> <p><i>For use on Insights section/social media, third party media. Utilising video produced for Manchester India Partnership Mayoral Delegation to India.</i></p>	<p>Health innovation, digital, advanced materials, green growth, culture</p>	<p>Published http://gmlep.com/insights/the-1bn-benefit-of-measures-to-encourage-trade-with-india</p>
<p>GM LEP Economic Proposition video explainer and insights article/thought leadership. Edits of different length completed of video. Additional assets to support Economic Proposition launch and promotion in progress</p> <p><i>For use on Insights section/social media, third party media.</i></p>	<p>Highlighting main themes and narrative of GM LEP Economic Proposition and how it will inform the CSR ask.</p>	<p>Completed and ready to utilise for promotion of the GM LEP economic proposition http://gmlep.com/economicvision</p>
<p>Greater Manchester now ranks in second place in the UK for tech investment, with case studies from companies that have chosen to operate here.</p>	<p>Tech investment, skills, infrastructure</p>	<p>Published http://gmlep.com/insights/manchester-overtakes-cambridge-to-rank-as-uks-most-attractive-city-for-tech-investment-outside-london</p>
<p>GM LEP/Growth Company response to Covid: Ways in which LEP, via Growth Hub, is able to support companies who are looking to pivot/innovate in order to think about their future market/growth/leadership and emerge from Covid stronger.</p>	<p>Support for Greater Manchester business community during pandemic</p>	<p>Published as embedded case study http://gmlep.com/insights/solidarity-and-support-are-helping-greater-manchesters-business-community-to-remain-resilient</p>
<p>How Greater Manchester's support for female entrepreneurs can support the UK economy and end address inequalities.</p> <p><i>Thought leadership and video sharer/insights page, third party media</i></p>	<p>Skills, innovation, support for female entrepreneurs (major CSR focus)</p>	<p>Published http://gmlep.com/insights/greater-manchester-can-support-female-entrepreneurs-in-boosting-the-uk-economy</p>
<p>GelPonic intelligent soil – developed at GM LEP funded GEIC (video here). Article and video sharer for insights page/social.</p>	<p>Innovation supported by GM LEP investment, advanced materials</p>	<p>Published http://gmlep.com/insights/intelligent-soil-alternative-addresses-heightened-food-security-concerns-following-coronavirus</p>
<p>Shovel Ready Projects selected by Government in consultation with Greater Manchester Local Enterprise Partnership, including Mayfield (£23m), Port Salford (£6m), Stok.</p> <p><i>Article, images and video sharer for insights page/social.</i></p>	<p>Ability to work with Government to accelerate deliverable projects supporting low carbon, digital sector, skills, employment, R&D</p>	<p>Published http://gmlep.com/insights/getting-building-fund-provides-54-2m-to-support-implementation-of-greater-manchester-local-industrial-strategy</p>
<p>Interview with GM LEP Co-chair Mo Isap.</p> <p><i>Article, images and video sharer for insights page/social, third party media.</i></p>	<p>Demonstrating diversity within leadership, highlighting skills and experience capability in terms of delivering innovation in skills and education to end inequalities.</p>	<p>Published http://gmlep.com/insights/meet-gmlep-diversity-champion-mo-isap-says-an-innovative-approach-to-education-and-skills-is-helping-to-end-inequalities-in-greater-manchester</p>

Interview with Councillor Elise Wilson, GM LEP board member and GMCA economic lead. <i>For use on Insights section/social media, third party media.</i>	Diversity in leadership, business confidence, GM's ability to innovate, show resilience, flex and lead economic recovery, leaving no one behind.	First draft completed
GM LEP board member recruitment. <i>For use on GM LEP news page/social media.</i>	TBC as this will be a low-key announcement as there are only two vacancies.	Published http://gmlep.com/news/greater-manchester-local-enterprise-partnership-seeks-board-members-2
Interview with Lou Cordwell, GM LEP board member. <i>For use on Insights section/social media, third party media.</i>	Diversity in leadership, business confidence, GM's ability to innovate, show resilience, flex and lead economic recovery, leaving no one behind.	Published http://gmlep.com/insights/gm-lep-co-chair-lou-cordwell-my-dad-and-tony-wilson-inspired-my-civic-duty-to-make-greater-manchester-a-better-place

Annex 2 – Media Coverage, September 2020 to December 2021

Subject/topic	Title and coverage link
Economic Vision Launch	North West Business Insider – January edition https://flickread.com/edition/html/5fda3bf3826bf#1 BusinessLive https://www.business-live.co.uk/economic-development/greater-manchester-local-enterprise-partnership-19303095 BusinessDesk https://www.thebusinessdesk.com/northwest/news/2069885-regions-leaders-unveil-vision-for-post-covid-economy Insider https://www.insidermedia.com/news/north-west/greater-manchester-leaders-unveil-vision-for-post-covid-economy About Manchester https://aboutmanchester.co.uk/greater-manchester-leaders-unveil-vision-for-post-covid-economy/ Place North West https://www.placenorthwest.co.uk/news/gm-looks-to-rd-green-growth-for-post-covid-recovery/ Marketing Stockport https://marketingstockport.co.uk/news/local-enterprise-partnership-to-unveil-blueprint-for-fairer-greener-gm-economy/
Move to Tier 3 / Economic Vision	Sky News https://www.linkedin.com/feed/update/urn:li:activity:6739563202021076993 Bloomberg Radio https://www.linkedin.com/feed/update/urn:li:activity:6739949860880973826
Digital Inclusion Taskforce	FE News https://www.fenews.co.uk/press-releases/59579-new-digital-inclusion-taskforce-launched-to-tackle-digital-divide-across-greater-manchester UKAuthority https://www.ukauthority.com/articles/greater-manchester-gets-digital-inclusion-taskforce/ TheBusinessDesk https://www.thebusinessdesk.com/northwest/news/2070593-taskforce-launched-to-tackle-digital-divide-across-region

Manchester music documentary	<p>NME https://www.nme.com/news/music/manchester-music-then-and-now-music-worth-fighting-for-documentary-premiere-2842350</p> <p>Manchester's Finest https://www.manchestersfinest.com/music/the-new-documentary-celebrating-manchesters-music-scene-30-years-on-from-madchester/</p> <p>About Manchester https://aboutmanchester.co.uk/marketing-manchester-documentary-premiere-celebrates-music-worth-fighting-for/</p>
Coronation Street anniversary	<p>Manchester Evening News https://www.manchestereveningnews.co.uk/news/tv/how-coronation-street-shaped-greater-19421122</p>
Tier 3 impact on businesses	<p>BBC North West Tonight https://twitter.com/GMLEP/status/1339664661847961600</p> <p>Times Radio https://www.thetimes.co.uk/radio/show/20210108-5667/2021-01-08</p> <p>LBC https://twitter.com/GMLEP/status/1339664711743365121</p>
Brexit joint statement	<p>Place North West Place North West Manchester vows to support businesses as Brexit looms</p>

Annex 3. Content pipeline/news list

Marketing Manchester will be working through this list of potential stories/themes below, whilst remaining flexible to reprioritise as other priorities may emerge.

GM-wide Sector Stories

Digital

- GCHQ - now open in Manchester, opportunity to provide insight into the reasons they chose Manchester
- SODA – follow up on new strengths and capabilities
- Cybersecurity: Greater Manchester is developing strengths as a centre for cybersecurity underpinned by collaboration across public and private sector, and universities. This includes facilities including GCHQ and the Cybersecurity Resilience Centre, and the new Cyber Innovation Centre
- Digital inclusion activity to address widening digital inequalities during lockdown
- Full fibre roll-out (funded by DCMS)
- Expansion of GM digital platform to provide benefits beyond health, including victims of crime.
- Greater Manchester's success as a centre for e-commerce/ examples of Auto Trader UK, On The Beach Holidays, The Hut Group
- Digital health: As a leading area for health innovation, Greater Manchester is exploiting the opportunities provided by new digital technologies and in some cases, the pandemic has increased the speed of implementation.
- One Network <https://www.digitalmarketplace.service.gov.uk/digital-outcomes-and-specialists/opportunities/12879>

Green growth

- Launch of local energy market
- Tower of Light - <https://www.manchestereveningnews.co.uk/news/greater-manchester-news/18m-tower-light-power-prominent-18549526>

- Maintaining economic benefits of the CO2 reduction during lockdown
- Ignition: A project that aims to develop innovative financing solutions for investment in Greater Manchester's natural environment.
- Energy House 2.0
- Mayfield – including Manchester's first new park
- Hydrogen- Manchester Fuel Cell Innovation Centre/ An example of Greater Manchester's leading role in research into alternative energy sources.

Innovation/Health Innovation

- Salford Innovation Triangle
- Energy Innovation Agency
- MedTech precision, medicine & biotechnology
- Life Sciences Fund

Female Entrepreneurs

- Support for female entrepreneurs through GM LEP Economic Proposition
- GC Angels funding for female entrepreneurs, including the Link App
- Case studies for female-led businesses provided with business support
- Training courses and skills interventions in operation – Digital her; Innovate Her

Other Stories

- Region rich in talent – diversity, female entrepreneurship, talent attraction, digital skills pipeline and inclusion
- Launch of Ada North (Manchester-based digital skills college following success of the Ada Lovelace Institute in London). Virtual launch 13th October. (national College, Digital Skills, DCMS, MCC)
- E-scooter trials
- 10th Anniversary of GM LEP being given the green light by Government – October 2020
- One year living with covid plan
- Social value procurement and links to Good Employment Charter
- United We Stream - public/private support for music sector
- Tech Fund (lap-tops to students, private sector involvement/inequalities/exclusion). Case study with school, emphasising inclusivity agenda.
- Confidence is key – blog post/campaign theme
- GM CBILS and business support, including case study with one recipient.
- Cybersecurity, focusing on the concentrated strength of the sector and the #OneStepAhead campaign launched by the Cyber Resilience Centre/GCHQ (See digital below)
- Successes in safe data Sharing (Health Innovation, Ed Tech and Health Tech)

Stories re LGF & GM LEP/GMCA investment

The Local Growth Fund presents numerous examples of GM LEP/GMCA investment that can be utilised for stories. Priority examples supporting our aims are below.

Project	Funding	Sector/Progress	Detail
MCF Cycling & Walking schemes	£26,613,000	Green Growth/ In Delivery	Programme of walking and cycling schemes across GM, to increase the attractiveness of active travel. Article published http://gmlep.com/insights/pedal-power-and-the-cycle-of-success-behind-greater-manchesters-green-transport-goals
Mantra	£1,069,592	Digital/Complete	Logistics centre focusing on the rapidly growing industry of customer returns.
Bury College	£6,800,000	Innovation/In Delivery	Science, Technology, Engineering & Maths: Build a new Health Innovation STEM Centre to support the delivery of additional / new Health, Science, and related Technologies activity. Refurbishment of some existing campus.
School of Design and Arts	£35,000,000	Digital/In Delivery	The facility will incorporate specialist and flexible production studios and labs, a cinema, a business incubation hub and staff offices. Article published

			http://gmlep.com/insights/soda-sets-the-scene-for-the-future-of-digital-and-creative
Cyber Innovation Centre	£10,000,000	Digital/In Delivery	The cyber innovation centre will host start-ups and a hub of security organisations including GMP and the cyber foundry programme.
Life Sciences Fund	£20,000,000	Health Innovation/In Delivery	Venture capital for businesses located in the region and operating in the life sciences sector.
Pankhurst Centre	£10,000,000	Health innovation/In Delivery	Creation of a centre focused on capitalising on GM's health and advanced materials strengths.
GM Digital	£4,000,000	Digital/In Delivery	Group of digital projects to tackle digital exclusion across GM.



GM LOCAL ENTERPRISE PARTNERSHIP BOARD

SUBJECT: Greater Manchester Transport Strategy 2040, Our Five-Year Delivery Plan and Local Implementation Plans

DATE: 19th January 2021

FROM: Simon Warburton, Transport Strategy Director, TfGM

PURPOSE OF REPORT

This report outlines recent work on the Greater Manchester Transport Strategy 2040, which has undergone a 'light touch' refresh to bring it up to date with policy and delivery developments since it was originally published in 2017. It also summarises the purpose and content of Our Five-Year Transport Delivery Plan (2021-2026). It provides details of how the documents have been prepared in close co-operation between TfGM, the GMCA and all ten Greater Manchester councils.

RECOMMENDATIONS

The LEP Board is asked to review and endorse the following documents prior to their approval and publication by GMCA:

- Greater Manchester Transport Strategy 2040, which has undergone a 'light touch' refresh to reflect the changed policy and delivery context since 2017.
- Final version of Our Five-Year Transport Delivery Plan (2021-2026) as a statement of what GM plans to achieve in the next five years through transport investment and reforms, in support of Our Network and the 2040 Transport Vision for Greater Manchester.

EQUALITIES IMPLICATIONS

The Greater Manchester Transport Strategy 2040 documents aim to contribute to delivering sustainable economic growth, improve quality of life and protect the environment. The original GM Transport Strategy 2040 was the subject of an Integrated Assessment which includes an Equalities Assessment. Our Five-Year Transport Delivery Plan has also been subject to an Integrated Assessment process.

CLIMATE CHANGE IMPACT ASSESSMENT AND MITIGATION MEASURES

The Greater Manchester Transport Strategy 2040 documents support Greater Manchester's ambition to be carbon neutral by 2038.

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1 Introduction

- 1.1 Transport for Greater Manchester (TfGM) has been working with the GMCA, the ten Greater Manchester councils and the Greater Manchester Mayor to prepare new, and updated, transport strategy documents. Together, these plans aim to deliver real and tangible improvements to people's everyday journeys in all areas of Greater Manchester.
- 1.2 This work includes a refreshed version of our long-term, statutory local transport plan - the Greater Manchester Transport Strategy 2040 - and a final version of Our Five-Year Transport Delivery Plan (2021-2026) which sets out the practical actions planned to deliver the Strategy over the next five years. The appendix of Our Five-Year Delivery Plan includes ten new Local Implementation Plans (one for each Greater Manchester council).

2 The Greater Manchester Transport Strategy 2040

- 2.1 First published in February 2017, the Greater Manchester Transport Strategy 2040 (hereafter referred to as the '2040 Transport Strategy') is our city-region's statutory local transport plan. Over three years after the Strategy was first published, its 2040 Vision - for Greater Manchester to have '**World class connections that support long-term, sustainable economic growth and access to opportunity for all**' – remains highly relevant. The steps that need to be taken to achieve this Vision have evolved significantly, however.
- 2.2 The initial version of the 2040 Transport Strategy made clear that we would 'review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities'. The Strategy has therefore undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017.
- 2.3 In particular, the refreshed 2040 Transport Strategy includes details of our 'Right Mix' ambition for at least 50% of all journeys to be made by active travel and public transport by 2040 (including in the form of a Right Mix Technical Note, which now forms an appendix to the document); an overview of the GM Mayor's 'Our Network' plan to develop a world-class integrated transport network; an increased emphasis on the importance of cycling and walking; and highlights our renewed focus on tackling climate change and achieving clean air commitments.
- 2.4 The document has also been updated to reflect the contemporary devolution agenda, work to develop our 2040 sub-strategies and spatial planning priorities, including the increased and important emphasis placed on regenerating town centres throughout the city-region.
- 2.5 Since November 2020, minor amendments have been made to the refreshed 2040 Transport Strategy document, to ensure that the transport and spatial planning context and processes are referenced in an up-to-date manner. In addition, formatting improvements have been made, with the aim of making the document more accessible to the public.

- 2.6 The refreshed 2040 Transport Strategy will be published in early February, subject to approval by GMCA.

3 Our Five-Year Transport Delivery Plan (2021-2026) – Preparation

- 3.1 The long-term approach to planning our transport network, set out in the 2040 Transport Strategy, is underpinned by a series of five-year Delivery Plans. The first Delivery Plan (2016-2017 to 2021-2022) was published in 2017, alongside the 2040 Transport Strategy.
- 3.2 The new draft Five Year Delivery Plan was published for consultation - alongside the 2019 draft GMSF document - in January 2019. The two plans were published together, in order to reflect Greater Manchester’s integrated approach to transport and land use planning, and to identify the strategic transport interventions required to deliver sustainable economic growth across our conurbation.
- 3.3 A 12-week consultation took place, and TfGM officers attended the public consultation events held across all ten local authority areas, to ensure effective public engagement on spatial planning and transport issues.
- 3.4 Members of the public provided feedback on the draft Delivery Plan itself - at the consultation events and by email - and on the 2019 draft GMSF chapter entitled ‘A Connected Greater Manchester’. The summary report of that consultation was published in October 2019.¹
- 3.5 Since then, TfGM has worked in collaboration with the GMCA and all ten Greater Manchester councils to strengthen the document, and to ensure that the consultation event feedback - and additional feedback, from engagement with elected members, for example - has been fed into the document appended to this report: the final version of Our Transport Delivery Plan (2021-2026).
- 3.6 Since November 2020, minor amendments have been made to the Delivery Plan, to reflect the current spatial planning context. The document has also been updated to include updates on funding following the 2020 Spending Review.

4 Our Five-Year Transport Delivery Plan (2021-2026) – Purpose and Content

- 4.1 Our Five-Year Transport Delivery Plan sets out the practical actions planned, over the next five years, to deliver the 2040 Transport Strategy and to achieve the transport ambitions of the GMCA and the Mayor. It aims to support our city-region’s recovery from COVID-19.
- 4.2 Greater Manchester’s commitments to tackle poor air quality and to become a carbon neutral city-region by 2038 - are also central to Our Five-Year Transport Delivery Plan. The document covers this and other key challenges on our transport network - congestion, improving public transport and boosting walking and cycling - and sets out the shorter-term measures needed to progress towards achieving the

¹ <https://www.greatermanchester-ca.gov.uk/media/2348/gmsf-2019-consultation-report-final-versionpdf.pdf>

Our Network vision: a ten-year plan to create an integrated, modern and accessible transport network for Greater Manchester.

- 4.3 The document also helps to inform the continued development of the Greater Manchester Infrastructure Programme (GMIP), by providing details of GM's updated transport asks of government when it comes to funding, powers and functions. Our Five-Year Transport Delivery Plan contains three new investment maps - Maps 1, 2 and 3 – illustrating (for the next five years): transport projects that are committed for delivery, projects for which we aim to complete business cases, and those where more work is needed to identify future options and determine feasibility.
- 4.4 It brings together different elements of Our Network, including plans for:
- Our Bus Network, including bus priority measures, Bus Rapid Transit, the introduction of Quality Bus Transit corridors, town centre interchange development and infrastructure upgrades and renewals.
 - Our Metrolink Network, including enhanced passenger facilities and access to stops, new stops to support growth, network capacity and resilience improvements, and tram-train early development.
 - Our Rail Network, including 'Access for All' rail station upgrades, new rail stations and enhanced passenger facilities.
 - Our Streets Network, including details of the next tranche of the Bee Network, town centre and street improvement schemes, pinch point schemes and details of projects that unlock delivery of the existing land supply and potential development sites that could be brought forward in future spatial plans.
 - Our Integrated Network, including a future electric bus fleet and depot investment and electric vehicle charging infrastructure.
- 4.5 Our Five-Year Transport Delivery Plan emphasises Greater Manchester's level of ambition: to bring all transport modes – including bus, tram, rail, tram-train and cycling and walking - together, as a world-class, modern, integrated and reliable transport system with seamless connections, and simplified ticketing and fares.
- 4.6 Our Five-Year Transport Delivery Plan is supported by ten Local Implementation Plans (LIPs) covering the period 2021 to 2026. Each of the ten councils that make up Greater Manchester has its own LIP. The LIPs are designed to ensure local priorities are articulated in Our Five-Year Delivery Plan.
- 4.7 The LIPs are included as an appendix to the main document. They will be 'live' documents for a period of time and will be updated as councils develop and publish transport plans and strategies, or as new schemes are developed or delivered.
- 4.8 Our Five-Year Transport Delivery Plan (2021-2026) will be published in early February subject to the approval of the GMCA.

Simon Warburton

Transport Strategy Director, TfGM

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**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

GREATER MANCHESTER TRANSPORT STRATEGY 2040

Published February 2017, updated January 2021



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Part 1

Introduction to our Greater Manchester Transport Strategy 2040

Overview

Greater Manchester is changing. Not only is our city-region growing - in terms of population and economy - but it is continuing to set the agenda on English devolution. We are leading the way in making use of the powers and funds devolved to us by national Government, and we are confident that our city-region is on a path towards more powers and funding, supported by our directly elected Mayor and council leaders. More local decision-making leads to greater benefits for our people and communities, including by enabling us to create better places and to develop a world-class, modern, integrated and reliable transport system.

It is in this context that we are continuing to develop and deliver the Greater Manchester Transport Strategy 2040 (hereafter referred to as the 2040 Transport Strategy), led by Transport for Greater Manchester (TfGM) on behalf of the Greater Manchester Combined Authority (GMCA) and the Greater Manchester Local Enterprise Partnership (GMLEP). The initial version of this 2040 Transport Strategy made clear that we would 'review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities'. This document has, therefore, undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017.

Transport is crucial in supporting Greater Manchester's ambitious plans, including those set out in the Greater Manchester Strategy (GMS) with its vision 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old'. The 2040 Transport Strategy supports Greater Manchester's spatial planning and the Greater Manchester Local Industrial Strategy, as sustainable growth will be driven by improved connectivity. This is true on both a local and pan-northern level as Greater Manchester has a fundamental role in national efforts to 'level up' and re-balance the UK economy.

Why 2040? The opportunities offered by devolution and greater local determination of policies, funding and delivery allow us to take a much bolder and longer-term view of our transport needs. This means we can identify an evidence-based, long-term vision for the 'right mix' of transport modes on our network. Our Right Mix vision is for 50% of trips to be made by sustainable modes, with no net increase in motor vehicle traffic, by 2040. Further details are set out in the Greater Manchester Transport Strategy 2040 'Right Mix' Technical Note, which forms an appendix to this document.

Our city-region also has a long-term environmental ambition for carbon neutrality by 2038. It is vital that we act to reduce the impact of transport on the environment. At every stage, this Strategy takes into consideration the actions needed to protect people's health, reduce air pollution and tackle the climate emergency.

Our 2040 Vision for Transport, which we consulted on in 2015, set out our ambitions for a radical new approach to planning our transport system in support of long-term needs and aspirations. This 2040 Transport Strategy builds on that Vision, highlighting the priority interventions needed to achieve it. The Strategy is, in turn, supported by a series of Five-Year Transport Delivery Plans which describe the progress made in delivering this Strategy and set out our short-term delivery priorities.

Importantly, the 2040 Transport Strategy is not about simply predicting what the future might hold and responding accordingly. For example, the spread of Covid-19 throughout 2020 had a profound impact on people's lives and wellbeing in a way that would have been impossible to predict. This Strategy is - instead - about helping to shape and create a successful, resilient city-region, ready to tackle the challenges and opportunities of the 21st century. By being clear on our priorities, we can realise them more effectively; we can develop funding mechanisms better linked to the benefits of improved connectivity; and we can develop a skills base to enable our residents to benefit from employment in the transport sector.

Our priority interventions range from transformational investment in HS2 and new, fast east-west rail connections across the North; to establishing Greater Manchester as a modern, pedestrian and cycle-friendly city-region, including through the Bee Network. There are plans to support town centre regeneration through new sustainable transport connections, interchanges and crucially, to build on the success of our commuter revolution, with the delivery of new and enhanced rapid transit links and a transformed local bus network. We also want to make our local road system more reliable and safer for all users, including for freight and commercial traffic.

Ultimately, all interventions will come together to offer flexible and customer-focused travel choices, supported by smart information, ticketing and payment systems, across a truly integrated Greater Manchester transport network.

A vision for this world-class, modern, integrated and reliable transport system was highlighted by the Greater Manchester Mayor in 2019, through the launch of Our Network. Designed to align with the 2040 Transport Strategy, Our Network provides a passenger focused way of communicating what we want to achieve in the medium-term on our public transport and walking and cycling networks.

Our travelling customers – residents, business and visitors – sit at the heart of this Strategy. An effective transport system supports a strong economy by enabling goods to reach customers, and businesses to access skills and talent. And it has a major bearing on people's health and well-being by supporting social interaction, encouraging more active travel and reducing pollution.

This 2040 Strategy focuses on the critical long-term challenges we are facing in Greater Manchester, such as global warming, a rapidly growing and ageing population; low productivity and the need to reduce poverty and social inequality. This is supported by a more holistic approach to the needs of passengers and freight, with a strong focus on integration across different modes of transport, and with wider policy areas, such as spatial planning and health. Technology and innovation also have a key role to play.

We will take a consistent and long-term approach to tackling these major challenges, while also reviewing our Strategy on a regular basis to respond to changing trends and new opportunities and priorities. This approach is supported by plans that cover the short and medium term,

including: a series of Five-Year Transport Delivery Plans; Local Implementation Plans (for each of the ten Greater Manchester local authorities) and the development of sub-strategies including: the Streets for All Strategy, the City Centre Transport Strategy, the Local Bus Strategy, the Rapid Transit Strategy and the Freight Strategy.

Our 2040 Vision - and the Right Mix - will not be easy to deliver but, in preparing this long-term Strategy, we believe we are putting in place the right framework to face up to the challenges of the next 20 years.

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Our Vision and the Right Mix for 2040

Our vision is for Greater Manchester to have ***‘World class connections that support long-term, sustainable economic growth and access to opportunity for all’***. Our approach to achieving this was set out in the Greater Manchester Transport Strategy 2040: Our Vision.

As well as meeting the requirements of our travelling customers, our transport system needs to help the local economy to flourish and prosper, and our residents to contribute to and benefit from that prosperity, as set out in the refreshed Greater Manchester Strategy.

Our transport system must connect people to opportunities and information, entrepreneurs with ideas and capital, and employers with talent and skills. It also needs to create better places: improving the environment, reducing the dominance of cars and goods vehicles and supporting new development and regeneration.

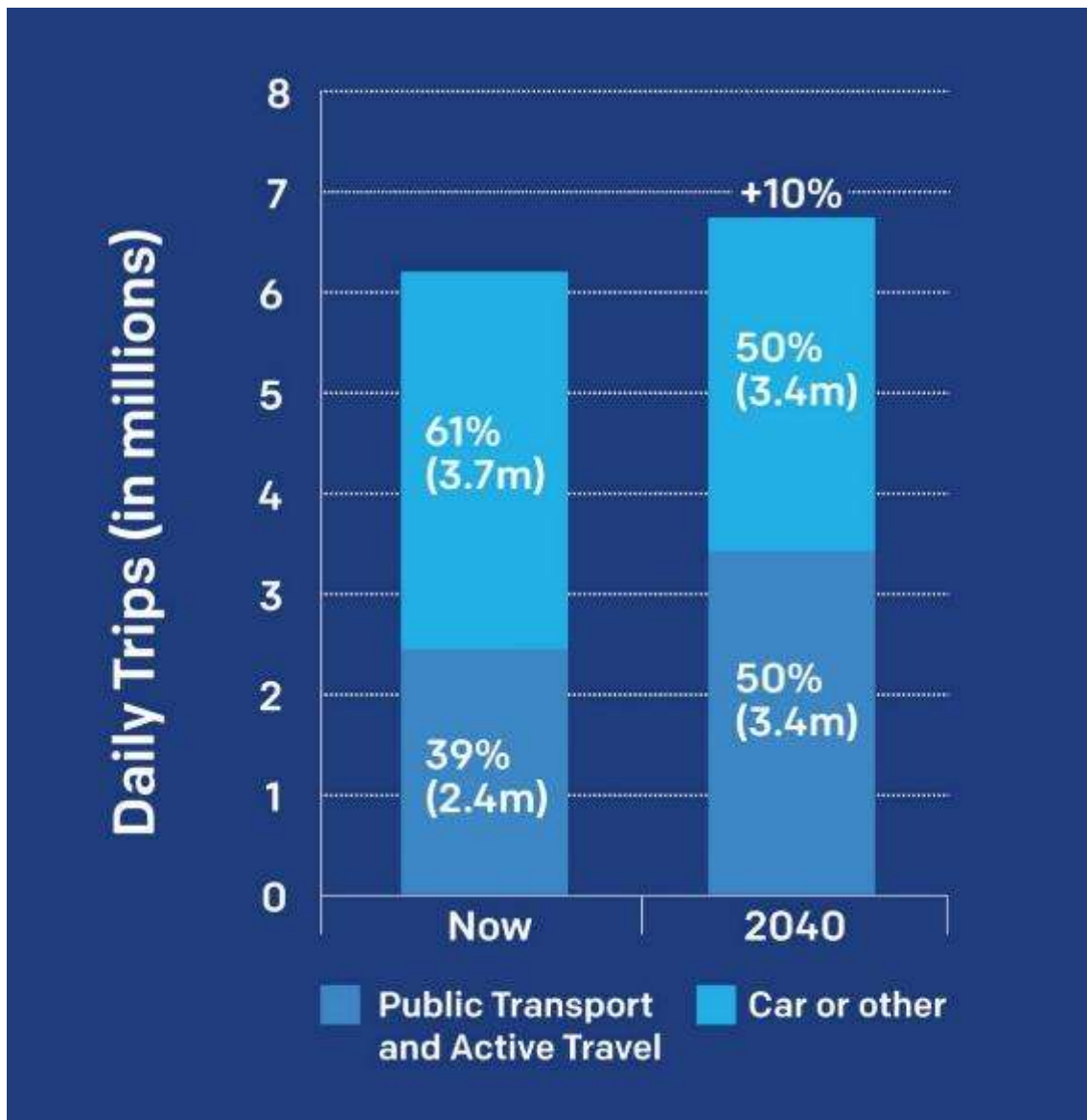
Finally, the role of technology and innovation will be even more important in the period up to 2040, enabling us to: improve quality of life, reduce costs and resource consumption, encourage sustainable travel, reduce overall journeys and support Mobility as a Service, the integration of transport services into an accessible on demand, single customer experience with simple payment.

The four key elements of our Vision, which represent the goals of our Strategy, are set out below.



In 2019, we set out our ambition to improve our transport system so that - by 2040 - 50% of all journeys in Greater Manchester are made by public transport or active travel, supporting a reduction in car use to no more than 50% of daily trips. This will mean one million more sustainable journeys every day in Greater Manchester by 2040, enabling us to deliver a healthier, greener and more productive city-region. We call this the transport 'Right Mix'. Achieving the Right Mix is expected to lead to zero net growth in motor vehicle traffic in Greater Manchester between 2017 and 2040.

The Right Mix for Greater Manchester

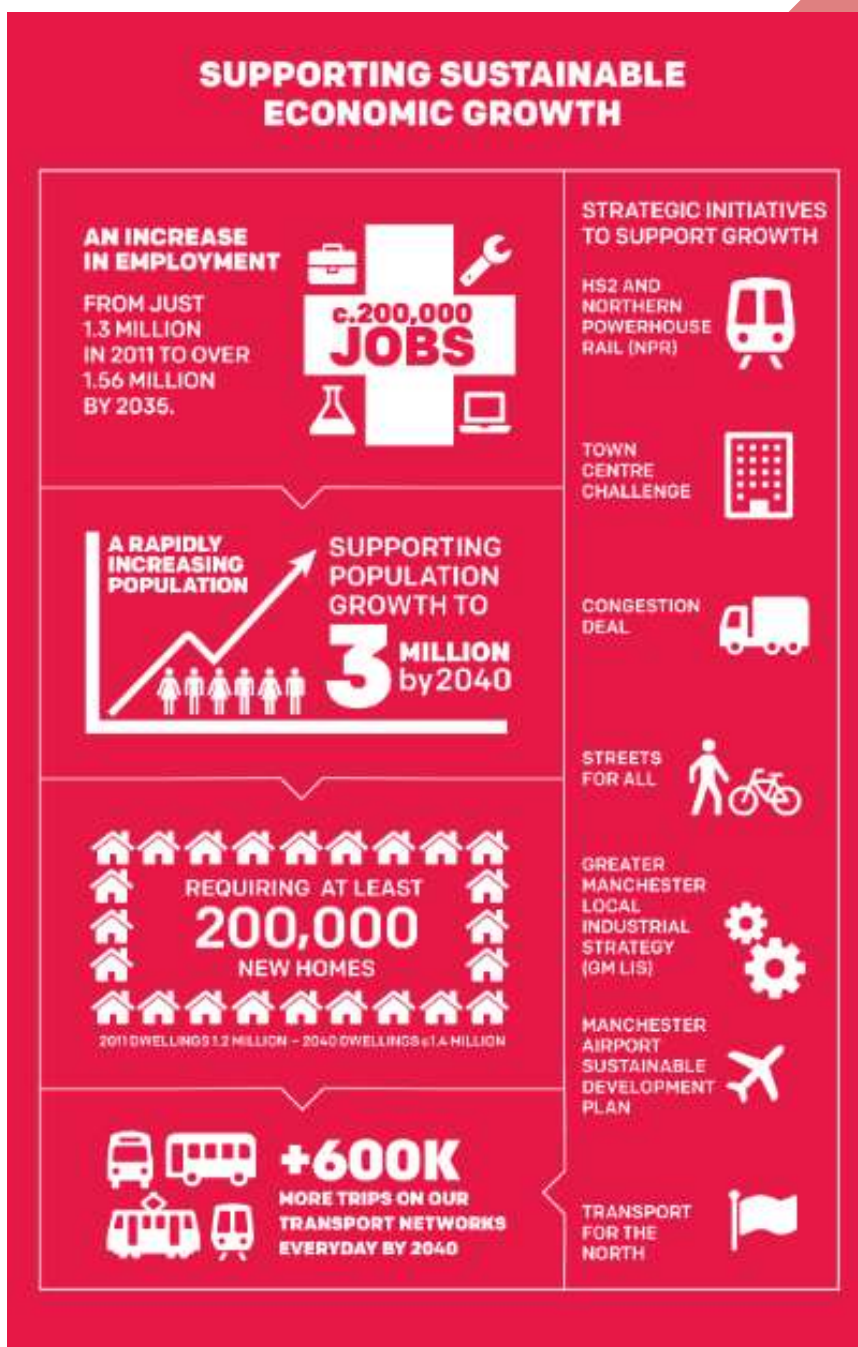


Critical Transport Challenges for Greater Manchester

We face challenges in achieving our vision, and these are analysed in depth in our 2040 Evidence Base, which should be read alongside this 2040 Transport Strategy. They are also summarised below.

Supporting Sustainable Economic Growth

Greater Manchester has ambitious growth plans over the coming 20 years, with major growth in employment (particularly in knowledge-based industries) leading to a rapidly increasing population, and an urgent need to build 10,500 new homes every year from 2020 until 2037.



Significant work has been undertaken to develop Greater Manchester's spatial planning in alignment with the 2040 Transport Strategy and Our Five-Year Transport Delivery Plan. This is vital to ensure we identify the transport infrastructure needed to support current and future travel demand across the city-region.

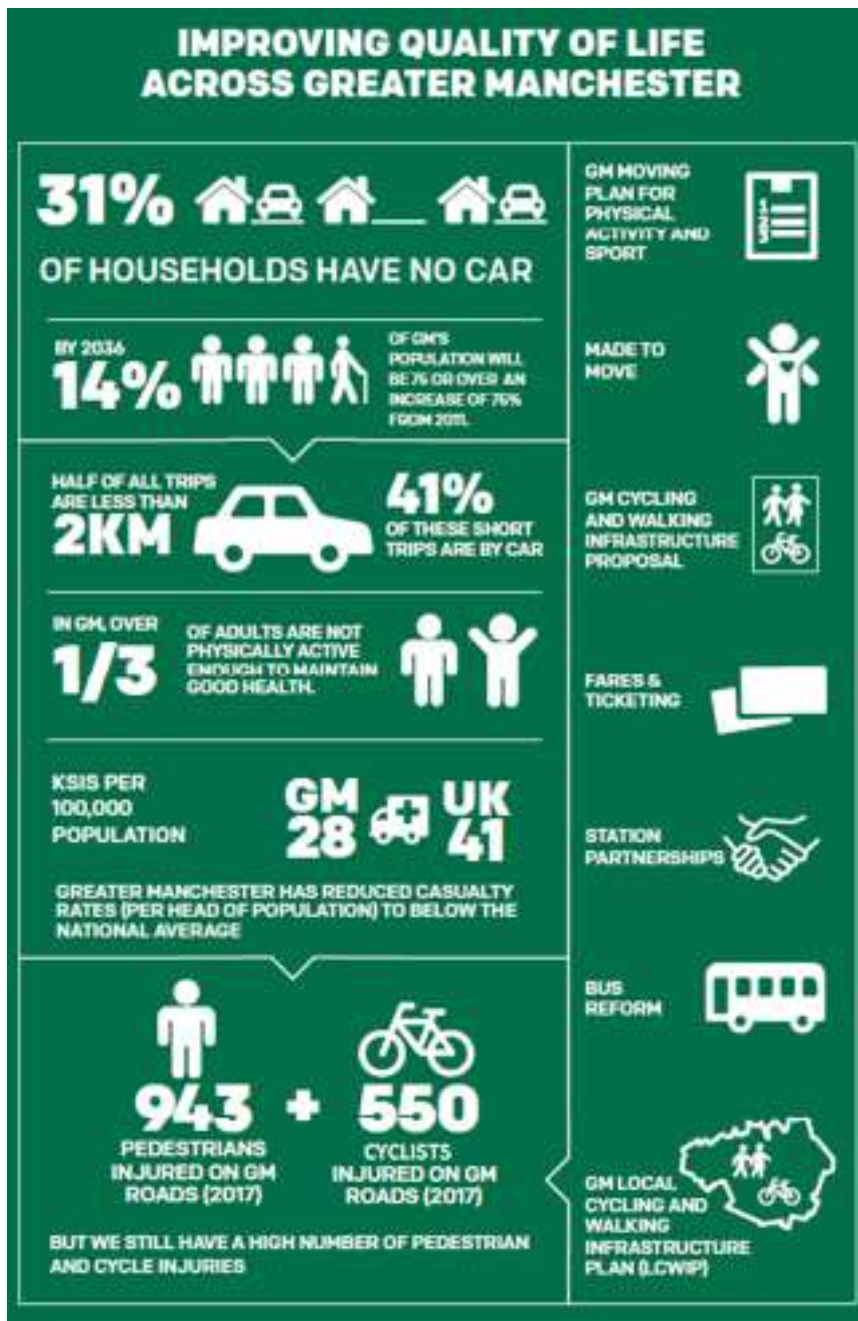
The key challenges for this Strategy in supporting sustainable economic growth are:

- Growth will lead to thousands more trips on our transport networks, which could cause significant highways congestion and overcrowding on our public transport, ultimately choking off investment and damaging prosperity. Preventing increased congestion will need more people to travel by public transport or to walk or cycle, and fewer goods vehicles on our roads during peak periods. This will require a significant improvement in the alternatives, providing more capacity and creating a flexible, integrated transport network that meets customer needs. Additional transport links will be needed to unlock growth areas, particularly as the scale of growth means that sites on the edge of the urban area will need to be developed.
- Access to skills and markets needs to be improved to allow people to take up the new jobs, employers to recruit the best workers and businesses to efficiently deliver goods.
- Journey time reliability on our roads and on public transport is essential, reducing the cost to business of delayed deliveries and employees arriving late. The cost of congestion in Greater Manchester has been estimated by TfGM to be £1.3 billion per year.
- Networks need to be well maintained in order to function. We face an increasing challenge to keep networks open in the face of adverse weather (linked to climate change), ageing infrastructure and more intensive operation.

The perception of Greater Manchester as a good place to live, work, invest and visit is vital to the economy. We must deliver the sort of efficient, seamless, intelligent and easy-to-use public transport enjoyed by leading world cities, and create public spaces that offer a safe, attractive and clean environment for walking and cycling.

Improving the Quality of Life

Economic success, particularly in the Regional Centre and southern parts of Greater Manchester, has not yet spread to all areas, and there are significant pockets of severe deprivation throughout the conurbation. Many of our residents do not have access to a car and therefore rely heavily on public transport. We also have major challenges in terms of air pollution, physical inactivity and road collisions.

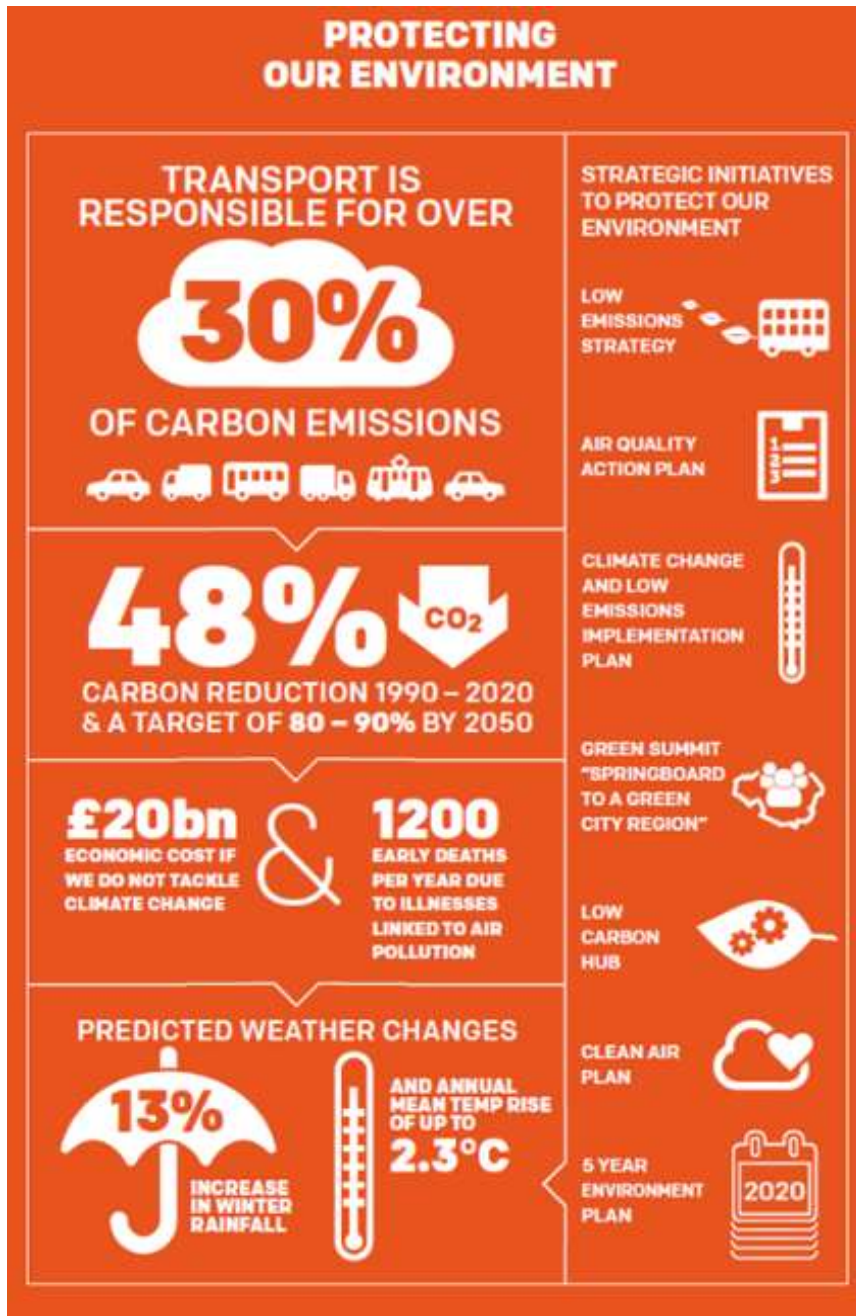


The 2040 Transport Strategy can make a major contribution to improving the quality of life of all our residents by helping to address some of the critical challenges highlighted in the infographic above, and below:

- Many people do not currently see sustainable transport as a realistic alternative to the car. We must continue to work hard to improve the quality of our walking, cycling and public transport and to provide people with the facilities and training to make them natural, easy choices. The design of new development also needs to make it easier for people to use sustainable modes.
- Access to jobs and training needs to be improved so that transport is not a barrier to work or moving to a better job. Where businesses operate 24/7 or have variable working hours it can be difficult to provide public transport, and the cost of travel is a serious issue for those in lower-paid jobs.
- Good access to services such as education, healthcare, shopping and recreation is essential, particularly for disadvantaged groups and people living in isolated areas. Our town centres are threatened by changing retail trends and elsewhere many of our services, such as healthcare, are becoming more centralised and, in some cases, more difficult to reach.
- Transport can make a significant contribution to improving health by increasing active travel and reducing pollution. Much needs to be done to make this a real option by improving safety, providing better infrastructure and building confidence through training. We must make walking and cycling the natural choice for everyday shorter trips, many of which are currently made by car.
- Poor air quality damages everyone's health, but it can be particularly significant on the most vulnerable in our communities. Long-term exposure to elevated levels of particulates and nitrogen dioxide can contribute to the development of cardiovascular or respiratory diseases and may reduce life expectancy. It is estimated that approximately 5% of deaths in GM are attributable to particulate pollution. Currently Greater Manchester is compliant with the legal limits of particulate matter, but because of its impact on health it is important to ensure that it is reduced as much as possible.
- Nitrogen dioxide (NO₂) air pollution is above legal limits at many sites in Greater Manchester. The main source of NO₂ is road vehicles (especially older, diesel ones). Reducing these emissions is vital to clean up our air and to prevent people contracting and suffering from serious health conditions.
- Safety and security are fundamental. Good progress has been made in reducing the number of people killed or seriously injured on our roads, but all partners must work hard to deliver our vision of reducing deaths to close to zero by 2040. Public transport is a very safe way to travel, but some people are deterred from using it by the fear of crime and anti-social behaviour, which we must continue to tackle.
- These quality of life challenges - from struggling to incorporate physical activity into daily lives; to poor air quality; to travel delays due to full-to-capacity public transport services and congested road networks - need to be addressed in a holistic manner. Greater Manchester is pioneering Streets for All, a people-centred approach to how our streets are designed and managed. When it comes to quality of life, local neighbourhood trips offer the greatest potential for change as large numbers of short car journeys could be switched to walking or cycling.

Protecting our Environment

Motorised transport has brought great benefits to society, giving us easy access to a wide range of opportunities, but its impact on the environment is very damaging. At a global level, carbon dioxide (CO₂) emissions are a major contributor to climate change.



All ten Greater Manchester local authorities, and GMCA, have declared a climate emergency, making clear that urgent action is needed to put Greater Manchester on a path to carbon neutrality by 2038. Our city-region must make a fair contribution to a stable global climate, and to the Paris Agreement of holding the increase in global temperatures to well below 2°C.

Greater Manchester is taking action through the 5-Year Environment Plan (launched in 2019, at the second Greater Manchester Green Summit). The Plan includes priorities for improving our air

quality and reducing transport emissions, including reducing the distance we need to travel, increasing the use of public transport and active travel, phasing out fossil fuelled vehicles, establishing a zero-emissions bus fleet and decarbonising road freight.

Further challenges and opportunities in protecting our environment include:

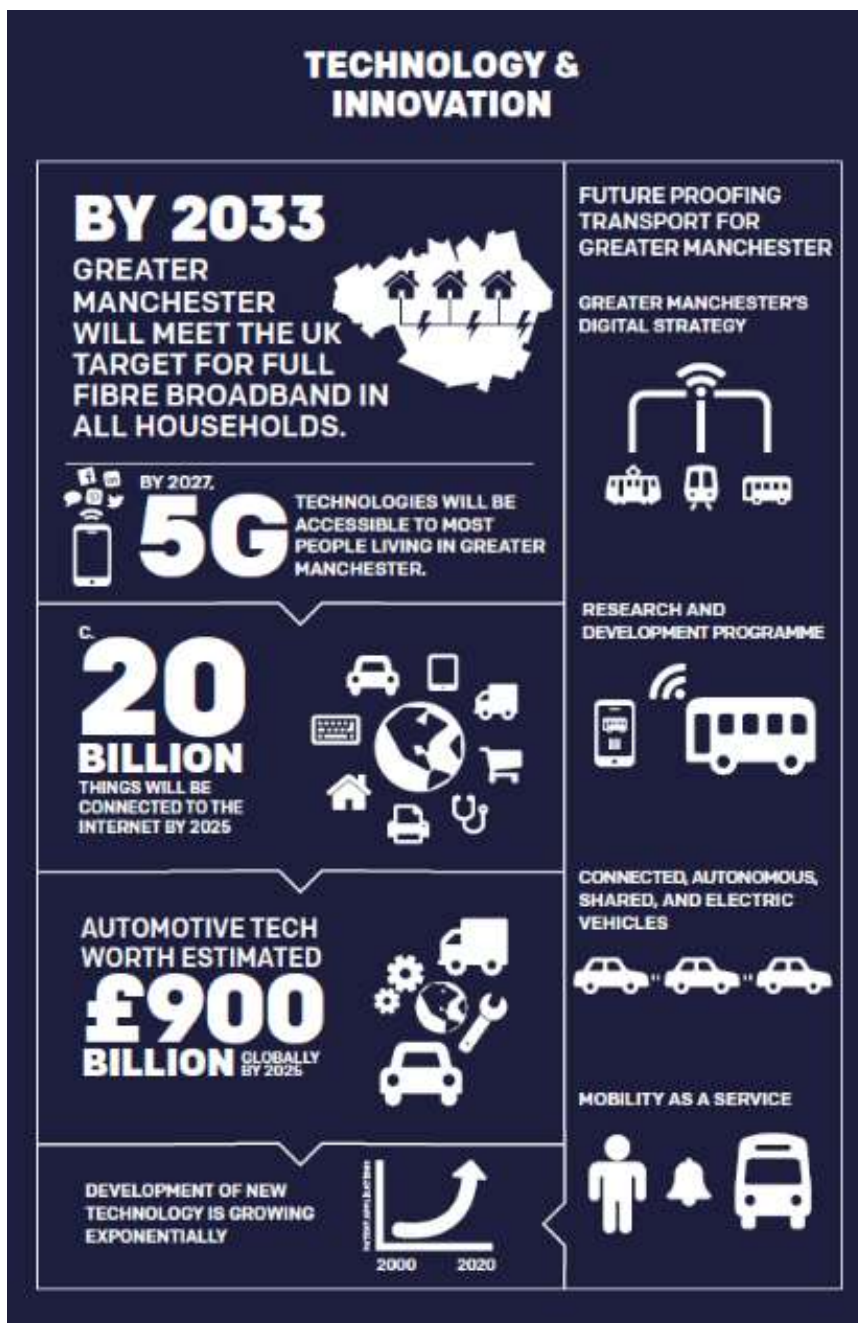
Reducing transport emissions. This needs to be done in the context of economic and population growth, which will increase travel demand. Making the best use of existing infrastructure will help to reduce environmental impacts. Locating new development where there is good access to public transport and services will reduce car travel and therefore emissions. Road and rail networks must also be used efficiently.

Protecting natural and built environments from the impacts of transport. Damage to, or loss of, habitats as a result of construction, disturbance from traffic noise or street lighting, and pollution due to run-off from highways must all be minimised.

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Developing an Innovative City Region

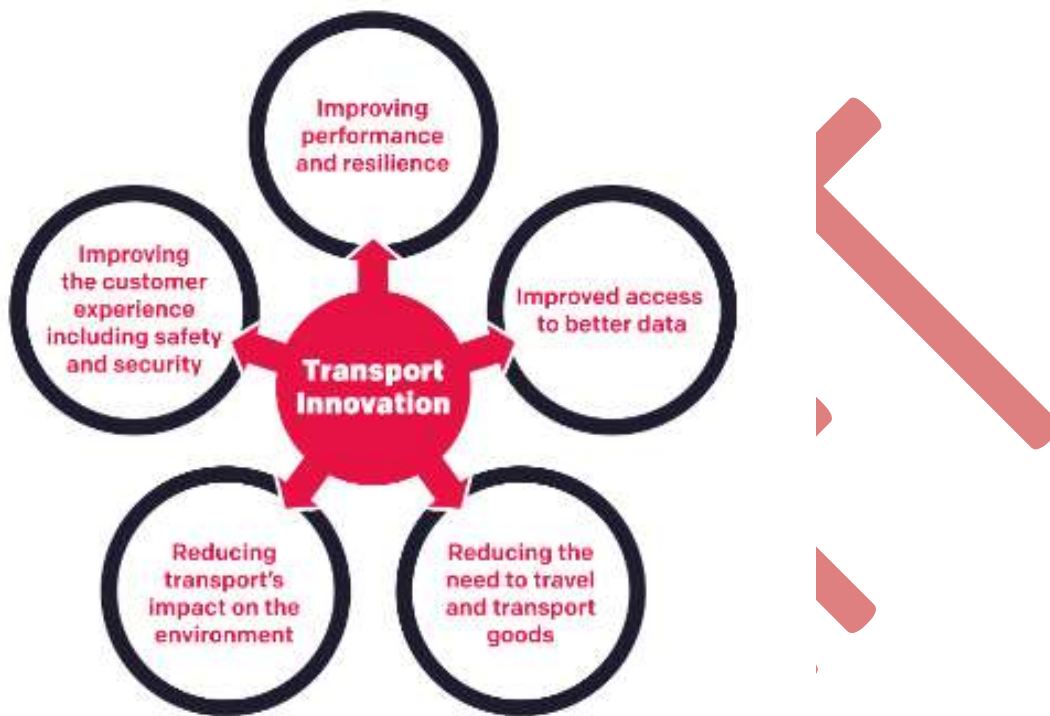
Without significant capital investment our existing transport networks and infrastructure will not be able to achieve sustainable and equitable growth in Greater Manchester. A great deal of work is currently being undertaken to identify opportunities to develop, test and implement new mobility solutions. Transport innovation in Greater Manchester focuses on three main areas – ‘Intelligent Mobility’, ‘Smart and Shared Mobility’ and ‘Connected Infrastructure and Place’ – all of which are achieved through partnership and collaboration. Our city-region participates in many collaborative transport innovation projects with UK-based and international partners to ensure we remain at the forefront of work in this area.



Following the completion of successful projects and trials in recent years, several ‘pathways to innovation’ have been identified using cross-sectoral working to ensure developments in Mobility

as a Service, Connected and Autonomous Vehicles and shared mobility can benefit our residents, communities and visitors.

We will capitalise on new technologies and innovation where we believe they add real value to the delivery of this 2040 Strategy, and particularly in the five key areas shown in the Transport Innovation graphic.



The development of connected infrastructure, shared services and placemaking has been at the forefront of our transport innovation agenda. Innovation projects are helping us better understand the impact of these services and new mobility solutions and overcome any technical, regulatory and commercial barriers. Projects such as eHUBS are creating community hubs with access to shared, electric, sustainable mobility solutions, while the legacy of the ground-breaking CityVerve project forms the foundation of our ambition to be a world-leading smart city.

Greater Manchester's intention to be at the forefront of developing and implementing new technology can also be seen in its involvement in the 5G Smart Junctions project, which is trialling the use of 5G technology and artificial intelligence to improve the efficiency of traffic signals.

Building on Success

In 2019, Our Prospectus for Rail set out transformational change needed in both tram and train services, so that rail-based travel can play a full part in Greater Manchester's future prosperity. Central to the Prospectus is 'GM Rail', an ambition for Greater Manchester to secure greater influence and more local accountability for passenger rail services. The Prospectus outlines a step-change in the role of rail-based modes to support the city-region's planned growth, including the need to build on the success of Metrolink through further expansion and enhancements. There is a vision for local rail services to meet the same high-quality standards and an aspiration to double the number of rail passengers coming into the Regional Centre by 2040.

On our highways, we continue to develop our Greater Manchester-wide approach to managing, maintaining and improving our Key Route Network of major roads which play the biggest role in supporting our city-region economy, and we have been investing heavily in innovative real-time traffic management and information systems to improve their reliability.

Further expansion and upgrades to Greater Manchester's Electric Vehicle Charging Infrastructure network (GMEV) are planned. Work started in 2020, and more opportunities for rapid charging are being rolled out. As the uptake of electric vehicles increases, we will work in partnership with the private sector, increasing investment to upgrade, expand, operate and maintain a re-branded EV charging infrastructure network to make Greater Manchester EV-friendly, and to support air quality and carbon reduction targets.

Work is also underway to roll out Greater Manchester's Streets for All approach, which aims to strike a better balance between movement demands and place functions on our streets.

Greater Manchester is also rolling out world-class walking and cycling infrastructure. This includes through the Mayor's Challenge Fund for Cycling and Walking to deliver the Bee Network - a plan to connect every neighbourhood and community in Greater Manchester - and the long-term Cycling and Walking Infrastructure Vision for Greater Manchester, which builds on the recommendations made by Greater Manchester's first Cycling and Walking Commissioner in his 2017 Made to Move report.

Transport investment will also be essential in regenerating Greater Manchester's town centres. Local authorities are working on plans to improve access to and within town centres. The Mayor's Town Centre Challenge and other initiatives will help regenerate town centres by making them more attractive places to live, with local retail and leisure, supported by transport and digital connections.

Greater Manchester has invested in modern, attractive interchanges in our town centres, supported by programmes of targeted bus priority and passenger facility improvements across our bus network. The Bus Services Act (2017) gave Greater Manchester the power to consider options to reform its bus market and the potential for more integration between the bus network and other sustainable and active modes.

The scale of the growth challenge we are facing, however, requires more investment and careful planning and management of our transport network, co-ordinated across Greater Manchester's sustainable growth and public service reform agenda.

Further details of work completed or progressed to date are set out in this document and Our Five-Year Transport Delivery Plan that underpins it. These policies and projects provide a comprehensive toolkit for addressing the challenges outlined above. As we move from broad interventions to specific schemes and funding programmes set out in Our Five-Year Transport Delivery Plan, we will need to prioritise measures that best meet our long-term goals, with a particular focus on raising prosperity, while establishing sustainable growth.

Scope of this Document

This document sets out Greater Manchester's Transport Strategy to 2040. It takes as its starting point the Greater Manchester 2040 Transport Strategy: Our Vision, which received widespread support through public and stakeholder consultation in the summer of 2015 (the results are reported at www.tfgm.com/2040). The initial version of this Strategy was developed by TfGM, in consultation with the ten Greater Manchester local authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan), the GMLEP, and approved by GMCA and the interim Greater Manchester Mayor in 2017. This version of the Strategy was updated in 2021.

We recognise that the world is likely to change significantly over the next twenty years, in ways that we cannot always predict. For example, the spread of Covid-19 throughout 2020 had a profound impact on people's lives and wellbeing in a way that would have been difficult to foresee. We will continue to refresh our Strategy on a regular basis to reflect new challenges and opportunities. In particular we need to ensure we have the appropriate transport infrastructure and services to support future growth, while keeping in mind our long-term vision for the Right Mix of transport on our network: for 50% of trips to be made by sustainable modes by 2040, supporting a reduction in car use to no more than 50% of daily trips.

Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our Right Mix vision will be continually monitored and adjusted to achieve our goals. This is important, given the potential for our plans to be affected by external events. Changes in the way we achieve the Right Mix could lead to changes to the type of interventions set out in Greater Manchester's transport plans.

Our 2040 Transport Strategy needs to be flexible so it can influence and support development proposals as they are brought forward. This flexibility can be achieved in a number of ways, including through the series of Our Five-Year Transport Delivery Plans, which accompany this Strategy. Each Delivery Plan is updated annually to describe the progress made in delivering the 2040 Transport Strategy and to reflect any changes needed. The Delivery Plans have appendixes in the form of a Local Implementation Plans for each of Greater Manchester's ten local authorities. The Local Implementation Plans build on the main Delivery Plans, setting out further details of each local authority's transport ambitions, targets and priorities over each five-year period. Taken together the 2040 Transport Strategy and Delivery Plans constitute Greater Manchester's fourth Local Transport Plan, as shown below.



The 2040 Transport Strategy has been developed in line with current Local Transport Plan guidance and European best practice in creating Sustainable Urban Mobility Plans. It is based on a thorough analysis of supporting evidence, which is presented in more detail in our refreshed 2040 Evidence Base report. We have also undertaken an Integrated Assessment of the Strategy to ensure that it fully considers environmental, health, habitats and equalities impacts.

Sitting alongside these documents, Our Network is a passenger-focused way of communicating our vision for a world-class, modern, integrated and reliable transport network. Launched by the GM Mayor in 2019, Our Network brings to life Greater Manchester’s planned transport projects and policies, and shows how different modes of public transport – bus, tram, rail, tram-train - and cycling and walking - could form a modern, integrated transport network with seamless connections, simplified ticketing and an aspiration for capped fares.

The draft Strategy and first Five-Year Transport Delivery Plan were consulted on in 2016. Over the twelve-week consultation over 80 stakeholder groups and almost 1,700 members of the public responded. The consultation included a dedicated webpage, an animation that distilled the strategy into a three-minute video, strong media coverage, a comprehensive social and mainstream media plan, and a well-attended stakeholder event. The documents themselves were available online and this included accessible versions: a British Sign Language video, easy read, large print and audio versions.

Responses to the online questionnaire showed that 72% of respondents either agreed or strongly agreed that the Strategy would help to deliver the vision. There was also strong support for the principles, priorities, spatial themes and the Delivery Plan. Respondents also had the opportunity to answer an open question on ‘What one thing would make travel in Greater Manchester easier for you?’ The responses to this question, along with stakeholder comments were used to amend the draft documents.

A report on the consultation outcomes was approved by GMCA in October 2016 and the Final Strategy and Delivery Plan were approved in December 2016.

The second Five-year Transport Delivery Plan was published in draft form, for public consultation, in January 2019 alongside the Draft Greater Manchester Spatial Framework 2019. In 2020, a decision was taken to revise the Spatial Framework and, at the time of publication, work is on-going to prepare new spatial planning documents for Greater Manchester. Our Five-Year Transport Delivery Plan was published, alongside this refreshed 2040 Transport Strategy, in 2021.

The remainder of this document is structured around three key parts:

Part 2 sets out our strategic principles and policies for delivering a more customer-focused Greater Manchester transport system. These cover the principles we need to apply across our transport system as well as our strategic approach to planning and managing different modes of transport, including highways, walking and cycling, and public transport.

Part 3 focuses on the five spatial themes which we introduced in our 2040 Vision, highlighting challenges, ambitions and interventions for different types of travel in Greater Manchester.

Finally, our approach to delivery is set out in more detail in **Part 4**, including our approach to funding and prioritisation, and how we will measure performance.

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Part 2

Supporting Travel in Greater Manchester in 2040: Strategic Principles and Policies

Introduction

Since we published our first Local Transport Plan in 2001, Greater Manchester's transport strategy has had a consistent focus on sustainable transport and regeneration. We have been working hard, over many years, to tackle the environmental, economic and quality of life challenges described in Part 1.

However, we will need to go much further in order to deliver the scale of ambition set out in our 2040 Vision document - and in other plans published since then - including the Greater Manchester Strategy, Greater Manchester Plan for Homes, Jobs and the Environment and Greater Manchester's long-term environmental vision for carbon neutrality by 2038.

Greater Manchester's growth and reform agenda, secured through the ground-breaking 2014 Greater Manchester Agreement, provided us with some of the tools needed to achieve our aspirations through the devolution of powers and funding to a locally elected Greater Manchester Mayor. Subsequent devolution deals gave Greater Manchester more powers - including over additional elements of the transport system - and notably, in 2017, powers to manage the city-region's health and social care budget.

We will build on our existing successful transport strategy and continue to develop and apply consistently a series of strategic principles and policies across our transport system. These are set out in more detail within this section and along with a framework within which we can bring forward measures to tackle issues in different parts of Greater Manchester, as described in Part 3.

A More Customer-Focused Transport System: Our Network Principles

Meeting the transport needs of our residents, businesses and visitors is at the heart of our 2040 Transport Strategy. We are mindful that our transport system carries both people and goods, and we must consider the needs of both as we plan for the future.

We have therefore established seven mutually reinforcing principles, set out below, which we will apply consistently as we improve Greater Manchester’s transport system to ensure that it meets the needs of all customers:



Integration at the Heart of our GM Transport Strategy 2040

Our Ambition: To enable people to move seamlessly between services on a single, high quality, easy-to-use network; providing choice and supporting low-car lifestyles, made possible by integrated land use and transport planning.

A fundamental aspiration of the 2040 Transport Strategy is to provide Greater Manchester's residents, visitors and businesses with real choice in how they and their goods travel. We must provide sustainable travel options that offer an attractive alternative to the private car and minimise the negative impacts of road freight on our city-region. Tackling these issues will enable Greater Manchester to deliver its economic growth, environmental and quality of life goals without traffic congestion and pollution undermining its long-term success.

A major barrier to enabling people and goods to travel more sustainably is the lack of integration across the transport network. This makes it difficult for customers to understand their travel options; how they access and pay for them; and how to move between different modes for more complex journeys. Much of this is due to the complexity of the different transport operators and organisations that plan and deliver our transport system. This disjointed approach was a key reason for the development of Our Network, which sets out our ambition for a world-class, modern, integrated and reliable network with seamless connections between different modes of transport. Developing a more joined-up approach to planning and delivering transport is at the heart of Greater Manchester's devolution and reform agenda.

An Integrated Transport Network

While the concept of integration is not new, the delivery of a truly integrated transport system has, in the last 30 years, been beyond our reach due to regulatory and institutional barriers.

Through this 2040 Transport Strategy, we will stop viewing different modes of transport as separate networks, with individual asset management, service planning, and fares and ticketing regimes, and instead plan our transport system as a single, highly-connected entity that all customers can move through seamlessly. This will allow us to prioritise transport improvements more effectively, based on the needs of different travel markets and to save resources by minimising duplication of expenditure and activity.

A network approach will also enable us to meet a much wider variety of travel demands, facilitating easier interchange at key nodes on our transport network and, along with improved services, enabling people to make orbital, as well as radial, movements much more easily.

We will enhance our public transport so that bus, rail and tram services and facilities are planned and delivered in a much more integrated way to minimise the time and cost of changing between services. It is hoped that steps taken by Greater Manchester to reform bus services in the city-region could drive the development of this more joined up public transport network. A franchising scheme for the whole of Greater Manchester - for which there was a large amount of public support during the 2019 consultation - would enable decisions about routes, frequencies, timetables, quality standards and ticketing to be taken at a local level.

We will develop comprehensive and easy to understand cycle and walking networks that access a range of destinations and integrate well with public transport, including Greater Manchester's Bee Network and the emerging city-region-wide bicycle hire scheme. We will also continue to develop and roll out our Streets for All approach to planning and maintaining our strategic and local highways networks, to meet the sometimes conflicting needs of different users and considering the role - both positive and negative - of highways in shaping local places.

Over the coming years, we will continue to focus on significantly improving people's travel experience. Our aim is to enable customers to make their journeys in the most flexible way, using multiple modes of transport, through innovative new ways of planning and paying for travel and through access to real-time information. The latter will enable customers to make informed choices about their travel, putting them in control and encouraging sustainable journeys. We are also working towards transforming Greater Manchester's rapid transit stops into Travel Hubs, including better pick up and drop off provision, cycle facilities and electric vehicle charging points.

Technological developments open new opportunities for delivering an integrated and customer-focused transport system to meet future customer needs. Greater Manchester is working to deliver connected and autonomous vehicles (CAVs) projects that could move people around the city-region in a more efficient, inclusive and sustainable way.

Such an approach also blurs the traditional boundaries between public and private transport, and TfGM's role will have an increasing focus on enabling mobility and improving connectivity for everyone no matter how they choose to travel.

We recognise that there are parts of the current transport offer in Greater Manchester that are under-developed, thereby making car use essential, rather than optional. Later in this document, we set out the types of improvement needed for different transport modes. However, there is also potential to exploit the increasingly popular sharing economy concept to enable people to access a car or a bike for occasional trips, even if they do not own one. Hence, we want to see a more comprehensive low-emission car club offer, as well as continuing to develop our bicycle hire scheme. This will provide a more comprehensive travel offer to our residents and businesses, and has potential to reduce the number of cars on the roads and parking needed.

We also recognise the importance of other supporting modes of transport, such as taxis, private hire and demand responsive services, which can fill gaps in our transport system. Specialist accessible transport is also essential for people who have mobility impairments and cannot easily use conventional public transport.

Again, the development of new demand responsive technologies and applications will make it easier for people to plan, book and pay for journeys, potentially as part of longer multi-modal trips. We will continue to work with commercial and community transport operators to ensure that these supporting modes of transport are fully embedded into our Transport Strategy and are seen as an integral part of a fully integrated, accessible transport system in Greater Manchester.

Policy 1: We will work with partners to ensure that modes of transport such as taxis, private hire vehicles and other demand responsive services - as well as shared mobility solutions, including car clubs, cycle hire and other forms of shared transport - are available, and fully integrated into the Greater Manchester transport network.



Integrated Information, Fares and Ticketing

Journey planning and wayfinding tools need to be available to customers 24/7 and they should provide customers with consistent, simple and straightforward information about their travel options. TfGM will adopt a digital first approach, with technology increasingly enabling these apps and web-based tools to be tailored to the needs of individual customers. Where feasible, we will make our data available as Open Data to allow third parties to develop apps which will benefit our customers.

TfGM and its partners will focus on developing travel planning tools to improve customer information, make this information available in more places and to enable us to respond more quickly to transport incidents. Future developments could include adding data on roadworks, incidents/events, and a predictive function to warn customers of potential impacts on their journey, e.g. adverse weather. Expansion of CCTV and other sensor coverage will allow better real-time monitoring and enable more accurate travel information. To support our work in this area, we have developed a set of objectives for fares and ticketing in Greater Manchester.

Fares and Ticketing Objectives

- **Simplicity:** Customers can easily understand and choose options to pay for their journey, including for multi-modal travel.
- **Convenience:** Transactions are easy for the customer; one payment allows multi-modal travel and delivers efficiencies to the operator.
- **Value for Money:** Passengers see fares as fair for the service they get.
- **Transparency and Trustworthiness:** Customers have clear understanding of pricing and product.
- **Inclusivity:** Related to the affordability of travelling by public transport and informed by concessions policy.

- **Balanced Funding:** Fares should raise the revenue needed to balance costs with available subsidy.
- **Manage capacity:** Fares can be used as a tool to match demand with capacity.

We will also continue to provide information in a range of formats, recognising that not everyone has access to digital devices. We will develop a much more consistent approach to transport information and payment systems to allow customers to search and pay for a range of different travel services, such as public transport, car clubs, cycle hire and parking. This approach could involve the development of a multi-modal, account-based travel platform, sometimes referred to as Mobility as a Service (MaaS). MaaS could be delivered through a smartcard, credit/debit card, mobile phone or other cashless technology. Such an approach could also support a more sophisticated and responsive approach to managing demand on our transport networks through nudging travel behaviour.

We will continue work to develop a set of multi-modal principles to inform decisions relating to fares and ticketing. This will support the development of a much more consistent approach to pricing if and when we receive the necessary powers. Decisions relating to fares and the ticketing will be informed by customer feedback, surveys, sales data and the evaluation of schemes and interventions, as well as by the 2040 Transport Strategy and other GM policies.

Policy 2: Working with partners, we will deliver integrated pricing and payment systems across the transport network, including smart ticketing for public transport, to support the delivery of 'Mobility as a Service'.

Integrated Sustainable Journeys

To make effective use of our transport networks and obtain value from public investment, we need people to be able to make informed decisions about their travel and which mode best suits their needs.

We will focus on measures that encourage people or freight to travel most efficiently on our transport network, making the best use of available capacity, particularly during peak periods. This will include a holistic look at travel behaviour, such as encouraging more home working rather than commuting. Future demand management will encourage people to make at least some of their journeys by public transport, walking and cycling, which has long been at the heart of Greater Manchester's transport strategy. In addition to physical measures (bus priority, reallocating road space for pedestrian and cycling infrastructure, car share schemes, and constraints on long-stay parking), a range of supporting behaviour change measures will be needed.

A consistent, long-term approach to sustainable journeys, promotions and marketing will provide people and businesses with the information, training and incentives to make better informed travel decisions and the impact of their choices. It will also seek to improve travel horizons for those whose life and employment choices may be constrained by a lack of travel awareness. Greater Manchester already has a Sustainable Journeys programme which works with businesses to encourage their staff to travel sustainably; helps jobseekers travel to interviews and to their workplace during the initial period of employment; encourages individuals and communities to use public transport, cycling or walking infrastructure in their area; and promotes walking and

cycling in schools. A continuing programme of broadening travel choices will be important in complementing the interventions described in the Delivery Plans that underpin this 2040 Transport Strategy and we will seek partnership funding for this, including developer contributions, to focus on:

- Reducing the carbon and environmental cost of journeys;
- New ways of working which make the best use of the transport network;
- Maximising the benefit of new, integrated transport infrastructure and services;
- Delivering public health benefits through enabling more active travel;
- Supporting town and city centre economic vitality and sustainability;
- Improving access to key services and jobs;
- Maximising sustainable travel in new developments; and
- Becoming more resilient to disruption.

Future programmes will be targeted at locations and population groups where progress to our Right Mix target can be maximised. For example, to make the best use of the existing transport network, target areas might include commuter corridors and economic centres, while target groups could comprise commuters, parents of school children, those with the potential to switch mode, or those who are at lifetime transition points such as moving house or starting a new job. We will also target sustainable journeys programmes at areas with poor air quality.

Policy 3: We will maintain a programme of interventions designed to encourage people to make sustainable journeys. We will support this programme through journey planning tools, and information to encourage travel behaviour change and mode shift, in order to make the most efficient use of available capacity (particularly during peak periods).

We

also need to reduce demand on road space from the road freight sector, particularly during peak periods, through measures such as freight consolidation, delivery and servicing plans, freight routing strategies and use of sustainable modes. This is discussed in more detail later in this document.

Integration with Spatial Planning

Greater Manchester is a rapidly growing city-region and has a key role to play in a levelling up the national economy to help reduce the disparities in productivity and earnings across the UK. It is likely that Greater Manchester will have a population in excess of 3 million (currently 2.7 million) by the mid-2030s. Further devolution of transport and spatial planning powers to Greater Manchester provides an important opportunity to plan our development and transport in a more integrated way.

Strategic plans, that will set the scale and distribution of housing and employment growth across Greater Manchester over the next twenty years, are currently being developed. It is clear that the challenges involved in achieving the expected growth are considerable.

Accommodating the scale of growth expected across Greater Manchester over the next twenty years - without significant additional congestion - while supporting measures to reduce carbon

and emissions on our already busy transport networks, will be a huge challenge. We will need to identify not only development locations that are well served by public transport, walking and cycling, but less accessible locations where a sufficient scale and density of development could support new public transport provision.

A further fundamental aspect of this this will be minimising the need to travel. This will be achieved by creating local neighbourhoods where people can live, work and access services and shops, alongside behavioural change, such as mode shift and flexible and home working.

Integration with spatial planning is critical in influencing people's travel choices. Fundamentally, the transport network needs to connect the places people live with the places where they work, study, play, shop, visit, and access services like healthcare. Locating housing close to facilities and public transport tends to reduce car use. While most places in Greater Manchester are served by public transport, some developments have been designed around the car making them difficult to reach in any other way.

The car will continue to play an important role in supporting economic growth and opening up opportunities for people to improve their quality of life. However, many of the negative impacts of transport, such as congestion, high emissions, noise and road traffic casualties, are a consequence of our over-reliance on cars, and the planning decisions that made car use the most convenient, or only choice for some journeys.

The design of developments, eg the availability of parking, safe and direct walk/cycle routes, secure cycle parking and EV charging points, also influences travel choices.

Although connectivity has historically been about transport, digital connectivity is increasingly fundamental to our lives, enabling us to connect with people irrespective of location, and to access an unparalleled range of learning, employment and retail.

TfGM and local planning authorities will continue to work with developers to better integrate transport and new development in accordance with the principles of:

- Reducing the need to travel;
- Reducing the need to travel by car, and the distance travelled;
- Maximising accessibility by sustainable modes;
- Making the best use of existing infrastructure, particularly through increasing the density of development close to public transport nodes;
- Maximising opportunities to provide additional public transport; and
- Designing to encourage active travel.

Policy 4: We will work with developers to ensure that new developments are accessible by sustainable modes, and to reduce transport emissions and impacts on the highway network.

An Inclusive Network

Our Ambition: To develop a fully inclusive and affordable sustainable transport system for all.

To meet the scale of ambition set out in the Greater Manchester Strategy, we must ensure that everyone in Greater Manchester is able to access a range of employment, training, health and leisure to enable them to lead productive, healthy and fulfilling lives. In 2018, 4% of the GM population was claiming Disability Living Allowance, but the number of people with some form of mobility impairment will be much higher. Therefore, we must make sure that our transport network is as inclusive and accessible as possible. An accessible transport network will become even more critical as our elderly population continues to grow over the coming decades. Consistent standards of vehicles, facilities and customer care are also needed to give disabled people the confidence that they can make their journey on public transport.

In line with our responsibilities under the Equality Act, 2010, we will continue to ensure that all new transport infrastructure, vehicles and information are designed to be as accessible as possible to all our customers, regardless of their age and mobility. We will also continue to deliver accessibility improvements to our existing transport networks, targeting those parts of our transport system which most require improvement and cause most disadvantage to those with a mobility impairment. To help us do this most effectively, TfGM set up a Disability Design Reference Group (DDRG) in 2008. The DDRG is actively involved in transport-improvement projects. It has advised on a wide range of features to improve journeys, including strong colour-contrasting infrastructure, clear signage and audio information.

Policy 5: We will work with public transport operators and Network Rail to ensure that all of transport infrastructure, vehicles and information are as accessible as possible for all of our customers, regardless of their age and mobility.

The importance of good street design and management to support people who walk and cycle has gained greater prominence in recent years. In Greater Manchester, this includes design criteria set out in the GM Cycling and Walking Commissioner's Made to Move guide, such as ensuring that all proposed pavement and public realm improvements pass the test of being accessible to all, especially pedestrians, the partially sighted and a parent with buggies. Alongside this guidance, Greater Manchester's Streets for All approach sets out a people-centered way of thinking to how our streets are designed and managed so that people are encouraged to travel sustainably and spend more time on them. Engaging communities in scheme design is also at the core of the GM Mayor's Cycling and Walking Challenge Fund.



Affordability of transport is also an important issue, particularly for residents on limited incomes, many of whom depend on public transport. Season tickets can offer good value to people who need to travel five days or more a week, but these do not benefit part-time workers, who have to pay higher daily fares. We are now seeing increasing numbers of people working or studying on a part-time, flexible or short-term contract basis, or homeworking a few days a week. This means that flexible ticketing options are vitally important to support our rapidly changing economy. In response to this, TfGM has introduced the Clipper Metrolink ticket, which provides 10 one-day travel cards that have to be used within 28 days. Clipper saves customers money if they are working flexibly or travelling less often than the conventional Monday to Friday working week.

We must also ensure that our transport system is priced in a way that encourages sustainable travel and manages demand effectively on our constrained networks. More flexible fares and ticketing are a critical part of our Vision for Bus. The GMCA's proposed bus franchising scheme may help to provide greater value for money for customers, which could also enable investment to further improve bus services.

Concessionary fares play an important role in meeting people's travel needs. The national scheme provides free weekday bus travel after 9.30 am for those who have reached pensionable age or have a disability. In Greater Manchester, older people can also choose to pay £10 for a year's unlimited off-peak travel on Metrolink and trains within the city-region. We also recognise the importance of public transport for young people. TfGM, on behalf of the GMCA, has supported a trial of Our Pass, launched by the GM Mayor, which enables 16-18 year olds to travel by bus for free across Greater Manchester (for a one-off £10 administration fee). TfGM also supports apprentices across the city-region with a free 28-day travel pass, valid on bus and Metrolink

services. The Women’s Concessionary Travel Pass, launched by TfGM in 2018, enables women affected by the change in the state pension age to free off-peak travel on bus, train and tram.

For those without access to a car, the availability of public transport may determine whether they can access jobs or training or attend medical appointments without having to use more costly individual travel options. This can be a particular issue for people working in the night-time economy. TfGM provides support for a network of socially necessary bus services, which would not otherwise be provided, but this is limited by budget. We will continue to work with bus, rail and Metrolink operators to ensure that the network meets peoples’ needs as far as possible. We will also work with partners to better co-ordinate the provision of door-to-door transport, to increase its availability to disabled customers.

For those who can cycle, we will strongly promote cycling as a low-cost alternative for travel to work and education, including developing cycle links to key employment areas.

Policy 6: We will work with partners to better integrate accessible travel services across Greater Manchester, to increase availability and convenience for customers.

Policy 7: As we plan our transport network, we will support the creation of a more inclusive economy for GM by considering how best to improve the prospects of people living in deprived communities - including by ensuring that more people can access jobs, education, skills training and childcare.

Supporting a Healthier Greater Manchester

Our Ambition: To develop a transport system that supports people in leading active, healthy lives.

Transport can have a major impact on people's health. It provides access to healthcare and other services, enables people to visit friends and family, and links them with green spaces. On the negative side, motorised transport can make people less active, leading to obesity; cause severe traffic accidents and produces damaging emissions which either affect health directly or through climate change.

The huge potential of walking and cycling to reduce car mileage, improve access to key facilities, and improve public health, is now widely understood. While recognising the role of personal choice in travel, we will encourage people who are able to do so to travel actively in order to improve their health, as discussed in Part 1. This is particularly important in tackling childhood obesity - establishing active travel behaviour early in life for day-to-day journeys or for leisure can greatly improve health later in life.

Policy 8: We will work with partners to deliver transport interventions that improve the health of Greater Manchester residents, including: reducing pollution from motor vehicles; increasing levels of physical activity; improving access to healthcare; and reducing social isolation.

In recent years, reduced local authority budgets have made it increasingly difficult to provide socially necessary bus services, including door-to-door services provided for people with disabilities, which are not provided by commercial operators. We will continue to monitor the impact of this on social isolation and to safeguard against health problems such as depression or the inability to attend health appointments.

The devolution of health and social care to Greater Manchester has enabled a much more joined-up approach to health by linking it to other aspects of life. People who are more active will enjoy better health and be less likely to need medical intervention and this will bring savings to health budgets.

We know that air pollution is linked to a wide range of serious illnesses and health conditions. It contributes to the equivalent of 1,200 deaths a year in Greater Manchester. NO₂ is a type of air pollution which is at levels above roadside legal limits at numerous sites in Greater Manchester. Government has instructed many local authorities across the UK, including those that make up Greater Manchester, to take quick action to reduce harmful NO₂ levels. Here, the ten local authorities, the GMCA and TfGM have worked together to consider measures to tackle air pollution, alongside a charging Clean Air Zone. Together, these form the Greater Manchester Clean Air Plan, which aims to bring NO₂ emissions within legal limits as quickly as possible.

Encouraging walking and cycling - especially for short, daily trips, is also key to improving people's health and fitness. The Bee Network and the long-term Cycling and Walking Infrastructure Plan for Greater Manchester are vital to enable healthy lifestyles by making walking and cycling attractive, convenient and safe ways to travel. The Greater Manchester Cycling and Walking Commissioner's

Made to Move report (see section 159) sets out an ambitious vision for more active travel across the city-region. The goals are to double and double again levels of cycling and to make walking the natural choice for as many short trips as possible. Working with the Mayor, TfGM, councils and other partners, the Commissioner aims to make Greater Manchester one of the world's best places for cycling and walking.

We have also been very successful in securing funding and establishing new partnership arrangements, for example with Sustrans, to deliver major improvements to our active travel infrastructure, such as significant expansion of our network of cycle routes and cycle parking, together with supporting activities such as cycle training and maintenance, and promoting walking for health.



While levels of cycling are increasing, much more needs to be done to achieve the desired scale of change and more investment is essential to provide safe and convenient routes that connect people to jobs, services and recreation. In view of the serious health consequences of inactive lifestyles, and the significant numbers of very short trips which are currently being made by car (88% of trips within Greater Manchester are of five miles or less, and more than half of these are by car) we have forged strong partnerships to work across sectors in an attempt to further increase levels of walking and cycling.

The focus of activity to drive much higher levels of active travel is influenced by available funding. At present, the GM Mayor's Challenge Fund (made possible through national Government's Transforming Cities Fund) supports schemes set out in Our Five-Year Transport Delivery Plan, the Made to Move report and the Bee Network infrastructure proposal. This fund has so far made £160 million available to deliver schemes across Greater Manchester until 2022.

Made to Move

Made to Move, published in 2018, is a 15-step plan to transform how people travel in Greater Manchester.

Its goal is to double and then double again cycling in Greater Manchester, and to make walking the natural choice for as many short trips as possible. The document states that we should do this by putting people first as we design our transport networks; creating world-class streets for walking; building one of the world's best cycle networks and by creating a genuine culture of cycling and walking throughout the city-region.

Made to Move sets out steps towards:

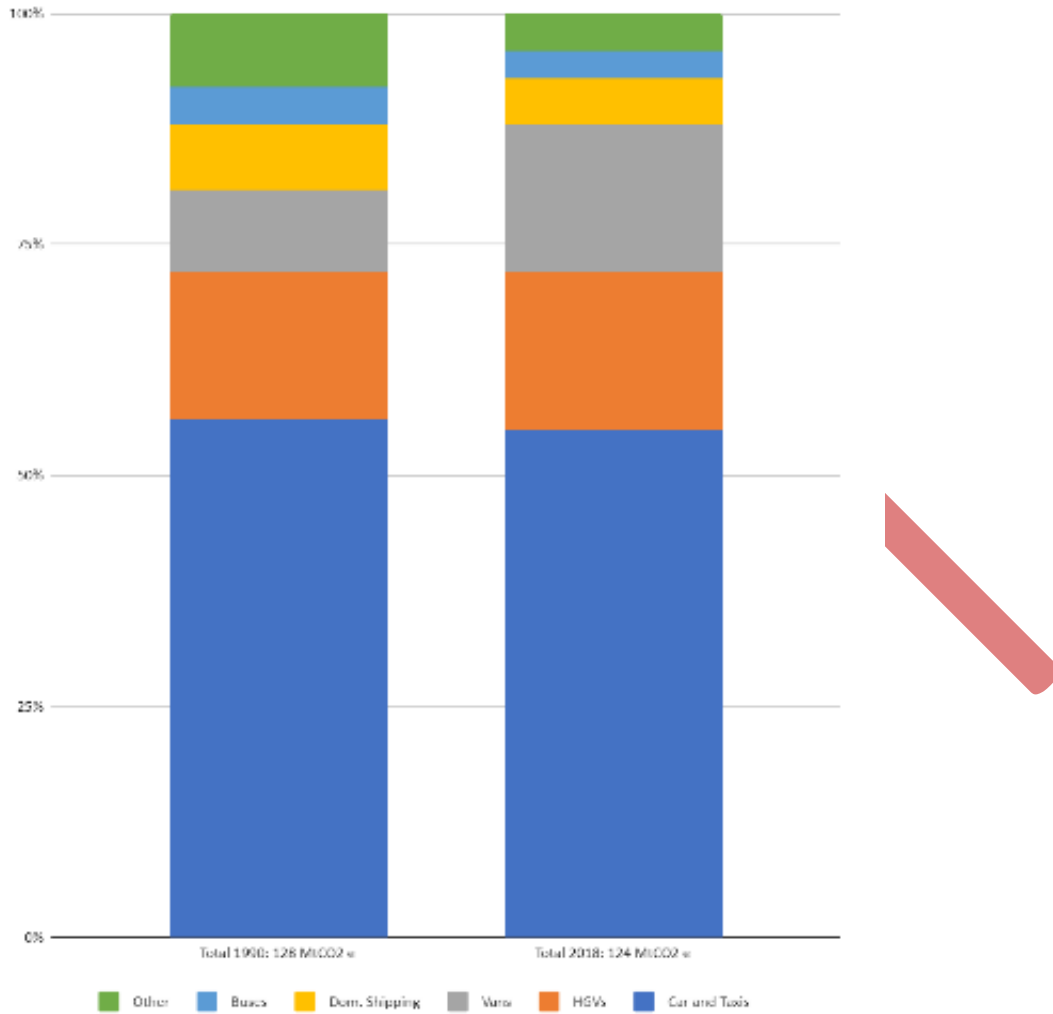
- Encouraging the two thirds of people who currently use their car as their main mode of transport to walk and cycle more often;
- The creation of a Greater Manchester Cycling and Walking Infrastructure Proposal (published in summer 2018);
- Cycling and Walking Infrastructure Proposal plans, which have now been published online. TfGM and the ten local authorities are continuing to develop and refine these proposals, in collaboration with local residents.

Environmental Responsibility

Our Ambition: For Greater Manchester to be known for the quality of its urban areas, natural environments with transport emissions reduced to near zero, and new transport schemes delivering environmental enhancements whenever possible.

Local air pollution and carbon emissions cause significant harm to health and the environment. Evidence suggests that poor air quality harms everyone in the long-term and in the short-term impacts the most vulnerable, including children, older people, those with existing respiratory or cardiovascular disease and those living in areas of deprivation. Greater Manchester's air pollution mostly consists of NO₂ (Nitrogen Dioxide) and particulates in the form of PM_{2.5} and PM₁₀ (small particles which are harmful even in low concentrations). In Greater Manchester 80% of roadside NO₂ is caused by traffic. Long-term exposure to both of these may contribute to respiratory illness, as well as cardiovascular problems and cancer, leading to thousands of early deaths in Greater Manchester every year.

Climate change - mainly caused by CO₂ and other greenhouse gas emissions – is causing an increase in warm spells and heavy rain and a decrease in cold spells. More extreme weather patterns could potentially impact food and water supplies and lead to increased flooding. Road transport is a major source of all three emissions in the conurbation.



UK Transport GHG emissions by mode, 1990 and 2018 Decarbonising Transport: Setting the Challenge (Department for Transport, 2020)

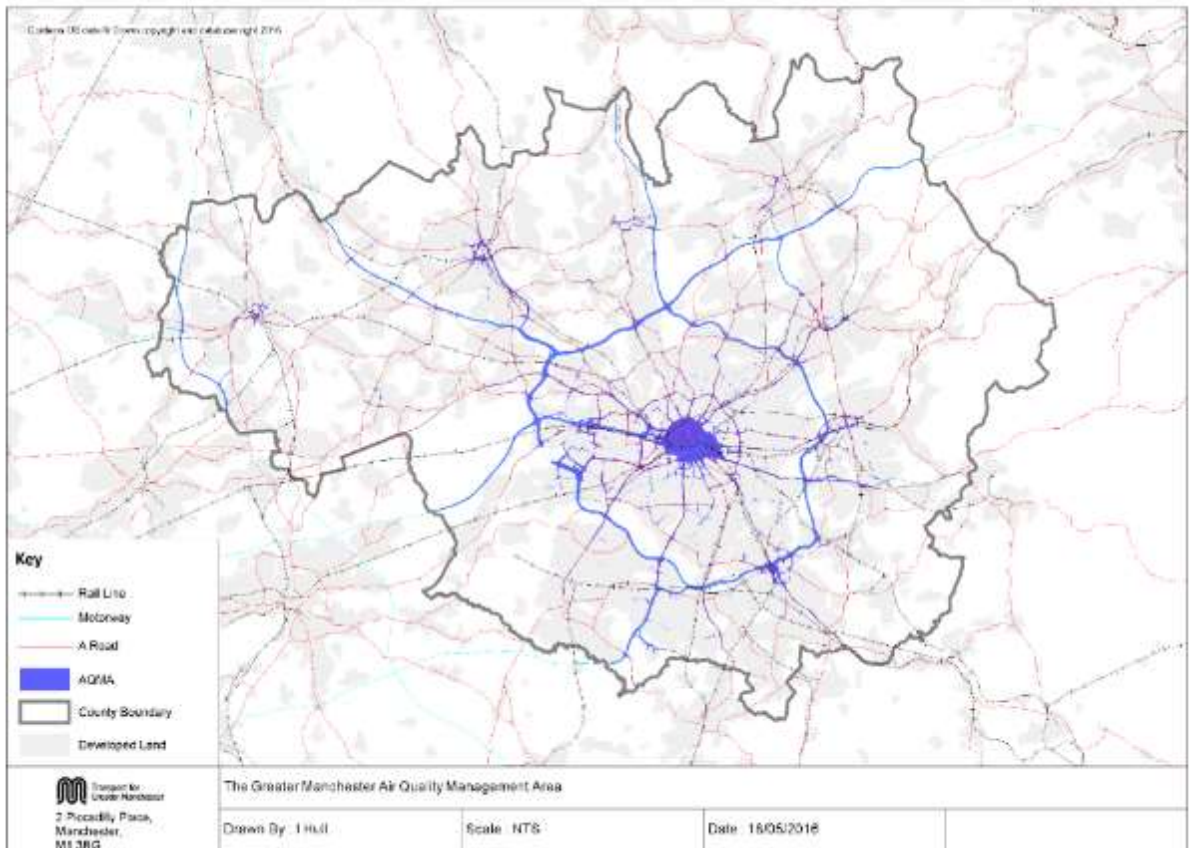
The GMCA, and the ten Greater Manchester councils, have each declared a Climate Emergency and that urgent action is needed to put Greater Manchester on a path to carbon neutrality by 2038. Greater Manchester has demonstrated a clear commitment to achieving this target, including through the 5-Year Environment Plan, launched in March 2019 during the second Greater Manchester Green Summit. The Plan sets out Greater Manchester’s long-term environmental vision and the actions we all need to take, over the next few years, to achieve this.

Greater Manchester is also working in collaboration with international partners, and is a signatory to three International commitments on climate change: The Integrated Covenant of Mayors, The Compact of Mayors, and the Under 2 Memorandum Of Understanding.

In 2020, the UK is in breach of EU air quality standards for NO₂. A single Greater Manchester Air Quality Management Area (AQMA) was declared in May 2016 (replacing the previous ten District AQMAs), covering the areas where the legal levels of NO₂ are exceeded (or are at risk of being exceeded) and where there is risk of exposure to the general population. These are mainly areas close to the motorway network and the major roads converging on the Regional Centre and town centres, as shown on the map on the next page.

Government has instructed many local authorities across the UK, including those that make up Greater Manchester, to take quick action to reduce harmful NO₂ levels. The Greater Manchester local authorities, alongside GMCA and TfGM, have developed a Clean Air Plan that aims to meet nationally specified standards in the shortest time possible. The Clean Air Plan builds on the commitments set out in the g Low Emission Strategy and Air Quality Action Plan (2016-21).

Greater Manchester Air Quality Management Area



Greater Manchester’s Outline Business Case (OBC) for its Clean Air Plan was submitted to Government in 2019, and proposed the introduction of a Greater Manchester-wide Clean Air Zone: a designated area within which the most polluting vehicles would pay a daily charge. It is hoped the Clean Air Zone will reduce the number of polluting vehicles in Greater Manchester and also encourage drivers to upgrade to cleaner vehicles.

Greater Manchester’s Clean Air Plan also proposes a funding package to support local businesses to upgrade to cleaner vehicles, and trebling the number of electric vehicle public charging points to support people, businesses, and other organisations across Greater Manchester to play their part in reducing air pollution from transport.

Following a public consultation - and if approved by Government - the Greater Manchester Clean Air Plan Full Business Case (FBC) proposals will be rolled out over the coming years.

While our primary ambition is to encourage a shift to more sustainable modes of travel – particularly for shorter journeys - we recognise that some journeys will always need to be undertaken on the highway network. In these instances, our priority is to reduce the harmful

emissions and population exposure levels. Greater Manchester's Streets for All approach to network planning is underpinned by the need to ensure the right movement is happening on the right streets. For example, the M60 and other motorways within Greater Manchester should be carrying larger vehicles on longer journeys to ensure pollution caused by motorised traffic on local, residential streets is minimised.

The ambition for smaller vehicles is a shift to a fully electric fleet. Greater Manchester is already home to an extensive electric vehicle infrastructure network, and we will expand this further as funding allows. For heavy vehicles, we will work with Government and other city-regions to establish a consistent policy framework to encourage an accelerated uptake of alternatively fuelled vehicles. Within Greater Manchester we will work with infrastructure providers and fleet operators to encourage a shift to alternatively fuelled vehicles, or a retrofit of existing vehicles.

Policy 9: We will work with partners and key stakeholders to bring nitrogen dioxide (NO₂) levels on local roads within legal limits, and to reduce levels of particulate matter.

Policy 10: We will work with partners to reduce carbon emissions from transport, to support Greater Manchester's ambition to be net zero carbon by 2038; and to implement measures to ensure our transport system is resilient to the impacts of climate change.

In addition to climate change and pollution, the noise from motorised traffic can impact on the quality of life in residential areas and deter people from walking and cycling. Defra has identified Noise Important Areas (NIA) in all the major cities where noise is a problem. While electric vehicles will reduce this problem in the medium to long-term, we will take opportunities to reduce noise through design (including the use of noise-reducing surfacing) or traffic management where possible.

Greater Manchester and its surrounding areas contain statutory nature conservation sites of European level importance. These include Special Areas of Conservation, Special Protection Areas, Sites of Special Scientific Interest (SSSI) and Ramsar sites. In addition to these areas protected under the European Habitats Directive, there are many locally important sites and green spaces, which both support wildlife and contribute to people's wellbeing. These locations are vulnerable to the effects of motorised traffic and the development of new infrastructure.

A high-quality environment is increasingly seen as the key to attracting and retaining the best businesses and skilled workers, and 'liveability' is therefore an important issue. It is influenced, to some extent, by transport. Urban areas with a rich cultural heritage and diverse green infrastructure, which are attractive and safe for people to walk and cycle in, and have access to efficient public transport, are generally more pleasant living environments. Creating attractive public realm, to reduce the dominance of the car and create visual interest at street level, can create safer neighbourhoods with more opportunity for social interaction and also attract economic investment.

Reducing the impact of traffic, by increasing the use of public transport and through effective traffic management, will be essential if we are to achieve this. It will improve quality of life by reducing noise, severance and pollution. Transport is already contributing to regeneration,

including through the expansion of Metrolink, which is stimulating investment in surrounding areas, and through transforming Greater Manchester's rapid transit stops into Mobility Hubs, to include better pick up and drop off provision, cycle facilities and electric vehicle charging points.

Greater Manchester is fortunate in having great countryside, such as the Peak District National Park, within a relatively short distance. More needs to be done, however, to improve access to this countryside through better public transport or active travel provision so that everyone, no matter their means or mobility, can enjoy it.



New transport infrastructure can negatively impact on natural spaces and habitats. This can be through construction on these sites; construction and operational disturbance (such as noise, light and vibration pollution) and emissions and other pollution (air, water, soil). They also provide opportunities to incorporate and support nature. We will look for opportunities to enhance biodiversity and green infrastructure through our transport schemes, for example, through planting. TfGM is a partner in a 'City of Trees' project, which aims to plant a tree for every man, woman and child who lives in Greater Manchester within a generation.

Transport can pose a risk to water quality, for example through run-off from highways following gritting. Pollution of water bodies (including groundwater) and increased risk of flooding must be prevented, both during the construction and operation of transport projects. This could be through Sustainable Urban Drainage schemes, bio-remediation and use of tree pits.

Transport infrastructure and traffic can have a significant effect on the built environment and through this be detrimental to people's quality of life. New transport projects need to be designed

sensitively to be sympathetic with the existing urban environment's character and opportunities for improving their setting and share public spaces should be examined.

Any development that would have an adverse impact on an important environmental site should be avoided as far as possible. If this cannot be achieved, the adverse impacts will be adequately mitigated, or, as a last resort, compensated for. In the case of European designated sites, a Habitat Regulations Appropriate Assessment is required for any proposal likely to have significant effects on the site.

Policy 11: We will work with partners, including the Canals and Rivers Trust, to enhance green and blue infrastructure to provide a safe and attractive environment for walking and cycling.

Policy 12: We will aim to minimise the impact of transport on the built and natural environment - including townscape, the historic environment, cultural heritage, landscape, habitats and biodiversity, geodiversity, water quality, pollution, flood risk and use of resource - and will deliver environmental enhancements and biodiversity net gain where possible.

Our aim is to minimise the impact of transport on the built and natural environment. Large transport schemes will be subject to a statutory Environmental Assessment, as required by the planning process. We will also continue to apply our established principles for the design of new infrastructure projects, as described in the Delivery Plans that support this Strategy.

A Reliable Network

Our Ambition: To develop a transport network that offers reliable journey times and gives people the confidence to use public transport.

Reliable transport networks are essential to allow the economy to function and grow. Journey times by road need to be predictable, particularly when journeys are time critical. Public transport needs to be regular and dependable if people are going to have confidence in it and cycle network need to be well maintained.

The cost of congestion on the highway network in Greater Manchester has been estimated at £1.3 billion a year (in the 'Cost of Congestion in Greater Manchester' TfGM HFAS Report 1853, from 2015). In addition to frustration for motorists and delays for business, highway congestion can have a significant impact on bus journey times, making public transport less attractive. Reducing congestion can therefore help the planning and management of more fuel-efficient transport, particularly for freight.

Road works are a major contributor to congestion and disruption. In 2013 the Greater Manchester Road Activities Permit Scheme was introduced to better co-ordinate the timing of road works and to monitor their impact. In the future there is the potential to make greater use of this data for journey planning, enabling people to change their route or mode of travel to avoid disruption.

The existing traffic signal network is operated and controlled by Greater Manchester's Urban Traffic Control team through TfGM's Control Centre which uses technologies - including SCOOT (Split Cycle Offset Optimisation Technique) and MOVA (Microprocessor Optimised Vehicle Actuation) - to optimise traffic signal control and manage traffic congestion.

We will continue to monitor the performance of the highway network and to identify improvements, such as changes to signal timings or redesign of junctions at hotspot locations. In a dense urban area, however, the solution to increasing demand will need to involve a shift to sustainable modes rather than the provision of additional highway capacity. This may include re-allocating road space to public transport and cyclists in order to maximise capacity.

The Greater Manchester Congestion Deal followed a congestion 'conversation' between the Greater Manchester Mayor and people living in the city-region in 2017. TfGM, the ten local authorities and a reference group of transport experts developed the Deal by assessing new ideas and identifying existing schemes that could be expanded or brought forward for implementation over three years (to 2021). This included measures to improve the way the road network is managed and to provide better use of road space and non-traditional transport solutions, such as working with businesses and other employers to enable more flexible working so that fewer people have to travel at peak times.

Interventions which form part of the Congestion Deal include a 24/7 control centre to monitor Greater Manchester's roads, and new traffic cameras and technology that work smartly to ease road congestion. These have been trialled to keep buses running on time along some of Greater Manchester's busiest corridors.

On the public transport network, we will continue to monitor reliability and work with operators to improve it. On rail and Metrolink, reliability is closely linked to resilience (which is discussed in more detail later in this document).

A Well Maintained and Resilient Network

Our Ambition: To bring the transport network into a good state of repair, maintain it in that state and ensure that it is able to withstand unexpected events, exceptional demand and severe weather conditions.

The economic performance of the city-region depends on a functioning transport network. All assets, whether they are roads, rail lines, signals, interchanges, bus stops or cycle routes, need to be well maintained both to keep them in a safe and useable condition and to avoid the cost of replacing them unnecessarily.

If a section of road, or a structure, is allowed to deteriorate, the impact on collisions (and therefore safety), vehicle damage, network resilience, travel comfort, network performance and the 'liveability' of an area, can be significant. Recent winter weather has caused severe and unpredictable damage, and exacerbated maintenance issues for roads and structures.

On the rail network, a lack of spare capacity and alternative routes means that the impact of incidents is all the more disruptive. We will work to identify the locations where additional capacity could be beneficial in helping the network to recover from major incidents.

Transport networks need to continue to provide a service even when planned or unplanned events intervene. When rail or tram services are unavailable due to a fault or engineering works, well publicised alternatives need to be available eg flexible ticketing allowing transfer to other modes/operators, or replacement services. When roads are closed (including closures due to flooding or snow) clearly signed diversionary routes are needed, along with information on the availability of alternative modes. Finally, when there are major visitor events the whole network needs to be managed (including provision of additional capacity where appropriate) to cope with much greater demand.

In the winter, key roads have to be gritted and cleared of snow and gullies cleared, while rail and tram routes have to be de-iced. We will also need to adapt to different, or more extreme, weather, such as increased flooding, as a result of climate change. Measures to reduce run-off from the highway will be important, eg planting trees, which have the potential to reduce run-off by as much as 80% compared to asphalt. In addition, we recognise that oil is a finite resource and that there is a risk that future price volatility will impact on the cost of travel and hence the economy. Our proposals to encourage a shift to sustainable modes will reduce this risk. However, we also need to recognise that the increased electrification of transport, which brings environmental benefits, may place pressure on power supply in some areas and we need to work with the electricity industry to ensure that there is capacity.

A Safe and Secure Transport System

Our Ambition: To reduce deaths on our roads as close as possible to zero and ensure that poor perceptions of personal security are no longer a significant barrier to people using public transport or walking and cycling

Improving Safety

Safety is a fundamental requirement of any transport system. The immediate aim is to contribute to the achievement of national forecasts and targets, as appropriate for road safety, but our ultimate ambition must be to eliminate road deaths, as far as we can. We will also focus on preventing serious injuries to vulnerable groups, including addressing the dangers posed by motorised traffic.

Policy 14: We will work with operators and other partners to improve safety and to tackle crime and anti-social behaviour on the transport network.

Working through the Safer Roads GM (SRGM) Partnership, which comprises the ten local authorities; TfGM; Greater Manchester Police (GMP); Highways England; the Greater Manchester Fire & Rescue Service; the North West Ambulance Service; and GM Health, we have been successful in reducing deaths and serious injuries to road users. The most vulnerable road users are pedestrians, cyclists, young drivers and their passengers, and motorcyclists. There is historic under-reporting of collisions involving pedestrians and cyclists, so the figures may be higher than we know.

A key source of danger on our roads comes from motorised traffic. Excessive speed is considered to one of the biggest problems in road safety. Not only does it contribute towards the severity of

injuries, but it also stops more people walking and cycling. We will work closely with GMP to continuously improve data and intelligence to assist in the prioritisation of resources and interventions aimed at education and compliance. We are also delivering education; training and/or engagement to audiences including motorcyclists; younger drivers and passengers; and older road users. We also use geodemographic data to assist in the targeting safer roads marketing campaigns on careless driving; drink and drug driving; wearing a seatbelt; not using a mobile phone and speed.

In 2020, we started work - alongside GMP - to conduct an in-depth study into the root cause of fatal traffic collisions, to develop an evidence base that will significantly improve our understanding and assist in the prioritisation of interventions and resources. Work is also ongoing to develop an Outline Business Case (OBC) for a programme to upgrade the safety camera technology used to encourage compliance with speed limits.

Safety must also be a fundamental consideration in the design of all new transport schemes and programmes. Where these involve the highway network, the needs of a range of different users need to be considered, making it particularly important to reduce conflicts between the most vulnerable road users and other traffic. TfGM's Road Safety Audit procedure has been developed in collaboration with the ten local authorities, to ensure that Road Safety Audits are carried out in a consistent and systematic way across GM. It sets out the key principles for undertaking Road Safety Audits on Greater Manchester's Key Route Network (KRN). The Road Safety Audit procedure ensures that operational road safety experience is applied during the design and construction process of new highway schemes on the KRN. The procedure also applies to all relevant TfGM sponsored schemes such as Metrolink and transport interchanges. Maintenance also has safety implications, with potential for injury to pedestrians and cyclists from broken pavements or potholes. Safety must be a key consideration in our strategy to get more people walking and cycling. It is also vital in the design and operation of public transport services and waiting facilities, underpinning our mode shift ambitions.

Improving personal security

We recognise that security - and the perception of security - is an important element in persuading people to travel by public transport, or to walk or cycle. Personal security is also an important consideration in terms of the growth of jobs in the night-time economy, as people are travelling at a time when they may feel more vulnerable.

We will continue to prevent and tackle crime and antisocial behaviour on Greater Manchester's bus and tram network through partnership working between TfGM, local authorities, operators, Greater Manchester Police, Local Community Safety Partnerships, British Transport Police and Network Rail, to share information and safeguard the network. The pilot Travelsafe Partnership was launched in 2015, providing a dedicated team of police constables, police community support officers, special constables and security personnel to provide regular patrols. Led by TfGM and GMP, the scheme uses data on crime and antisocial behaviour provided by contributing operators to target patrols in hotspot areas at key times and support front line staff. Where appropriate, legal powers are used to ban offenders from public transport and deliver restorative justice schemes following, or as an alternative to, prosecution. There is also a focus on preventative measures and youth education as to the dangers, impacts and consequences of crime and anti-social behaviour on public transport.

Personal security is also an important element in the design of public transport vehicles and infrastructure. We will continue with programmes to upgrade interchanges through measures such as removal of blind spots, improved lighting, CCTV and customer help points, developing consistent standards across all our public transport networks. It is also important for pedestrians and cyclists, and personal security is therefore a key consideration in the design of new walking and cycling routes, eg in terms of lighting and natural surveillance. There is evidence that personal safety and security is a greater barrier to walking and cycling for certain age groups, such as teenagers. These concerns need to be addressed to increase levels of active travel.

Policy 15: Working with partners, including through the Safer Roads Partnership, we will deliver initiatives aimed at improving safety on the highway network, with a particular focus on supporting those who are walking and cycling.

Security of property is also important and ensuring that car parks and cycle parking are secure, with good natural surveillance or CCTV, is essential for encouraging people to use them.

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Our Greater Manchester Modal Principles for 2040

Our GM Transport Strategy 2040 focuses principally on creating an integrated, well-co-ordinated transport system which supports a wide range of different travel needs. However, there are some modal principles which cut across the entire strategy and define our specific aspirations for bus, rail, Metrolink, active travel and highways. These are summarised in the graphic below, and explored further in the following sections.



Streets for All

Our Ambition: To make our streets welcoming and safe spaces for all people, enabling more travel on foot, bike and public transport while creating better places that support local communities and businesses.

‘Streets for All’ provides an overarching framework for everything we do on streets in Greater Manchester. It is about making our streets easier to get around - and more pleasant to be in - for everyone who uses them, while achieving our ambition for 50% of all journeys in Greater Manchester to be made by walking, cycling and public transport by 2040.

This people-centred approach to street design and road network management is needed to address the challenges that Greater Manchester residents face: from not getting enough daily exercise - such as walking and cycling - to poor air quality, and delays due to overcrowded public transport and congested roads.

It is important to be aware that there is not a ‘one size fits all’ solution to improving Greater Manchester’s streets, because they have different roles. Many of them also change in character throughout the day, across the week and along their length – at school drop off and pick up times, for example, or at times of the day when goods are being delivered to businesses.

Some streets need to better fulfil their role as *places*, in which people come together to spend time: this means creating more opportunities for people to sit, relax, play and socialize; more plants and trees and less traffic dominated streets. Other roads – such as motorways, and busy strategic roads – are much more about *movement* and need to carry vehicles on longer journeys to ensure that the impact of motorised traffic on local streets is minimised. The illustration below shows different types of streets in Greater Manchester, and the different roles they play.



The area with the biggest potential for change is local neighbourhood trips (of 2km or less) where there are large numbers of short car journeys which could reasonably be switched to walking or cycling.

The commitments set out in Greater Manchester's emerging Streets for All Strategy, therefore, focus on enabling these types of journeys through good urban planning and measures to make streets safer and more welcoming. In practice, Streets for All will provide:

- Streets that feel like welcoming and healthy places to spend time;
- An attractive and inclusive walking environment;
- A safe and connected cycling experience;
- Support for a reliable, integrated and accessible public transport network, including the reallocation of road space for bus priority, on-street tram routes, cycle lanes and wider footways;
- The infrastructure for goods to reach their destinations on time, with minimal impact on local communities;
- Opportunities to harness future mobility innovations;
- An environment where best use is made of existing assets.

Where we upgrade highways, we will include improvements for pedestrians, bus users and people who cycle. We will also continue to support the introduction of 20mph speed limits in residential and other built-up areas where there is local support. Such interventions will actively assist these modes by making them more reliable and safer, and will help to make best use of available highway capacity by enabling more people to be moved more safely and more efficiently. It is important, however, that the design of interventions is suitable for the function of the road; things that could have an impact on this are the amount of through traffic and whether or not it is a bus route.

The shared use of highway space has the potential to cause conflicts between different users where there is limited space available, for example at crossing points. We will design schemes to reduce these conflicts - as far as possible – and to protect the most vulnerable road users in particular.

Such measures will, over time, change the look and feel of our local centres, encouraging people to make more short trips on foot or by cycle, rather than by car. The role of our roads in creating more attractive local places will increasingly be recognised rather than simply viewing them as transport links that allow the rapid movement of high volumes of vehicles. Severance created by road traffic will also be reduced and the environment for local residents, businesses and their customers will be significantly improved.

Future role of the car

Greater Manchester's population is expected to reach 3 million by 2030. We need to plan for this population growth to ensure that it is not accompanied by a similar level of growth in the use of cars, which would have major negative impacts in terms of worsening congestion, road safety, air quality and carbon emissions.

Over the coming years, Greater Manchester will invest in, and expand, its electric vehicle charging network to support the transition to electric vehicles. Work has been undertaken to guide the future expansion of a GM electric vehicle charging infrastructure network to support the promotion of sustainable travel, re-purposes existing public sector assets and avoids the risks with on-street charging, while also providing low cost charging and reduces maintenance costs. As part of Greater Manchester's emerging Electric Vehicle Charging Infrastructure Strategy, we have set out some principles which are well aligned with those set out in this 2040 Strategy.

Even with a rapid move towards electric and low emission vehicles however, unconstrained growth in car use will not be an efficient use of our limited highways and will continue to cause congestion and conflict with vulnerable road users. We must therefore design our urban areas around the needs of people and not traffic, requiring us to think differently about the long-term role of our critical highways networks.

At the same time as our population is growing, attitudes to owning and using a car are also evolving. Many younger people no longer see car ownership (or indeed holding a driving licence) as essential. Growing, ageing and more affluent populations will also choose different ways to travel. The growth of car clubs, the advent of app-enabled taxi dispatch companies, and the use of social media to arrange shared transport can provide transport on demand without the costs and responsibilities of car ownership and will help to shift attitudes over time. This provides a great opportunity to develop a more integrated and flexible transport system which responds to the changing needs of Greater Manchester residents and businesses.

Technological innovations in vehicle design will also change the way we use and operate our roads by 2040. Smart vehicles equipped with technology that supplements the driver's actions with autonomous safety features are already available. These can detect safety hazards and obstructions, maintain lane discipline and vehicle spacing, and override the driver's control in certain situations such as when a possible collision is detected. There is potential to apply this technology to public transport. Companies are developing further stages of this technology that will take us towards fully autonomous vehicles connected to each other and to highway infrastructure, although this is some way off being proven in all road situations and there remain significant social, technological, legal and policy issues to resolve before it could be implemented. We also need to be extremely cautious about the risks associated with fully autonomous vehicles, particularly if it results in higher levels of car ownership and use, as they may make modal shift much more challenging.

By 2040, the widespread use of even semi-autonomous vehicles could significantly change the way in which we travel and the impacts of road transport. If deployed carefully and based on long-term strategic objectives they have the potential to reduce road casualties, to make better use of limited road capacity, to smooth traffic flows, and to cut journey times and energy use. Such benefits will only be achieved through partnership working between the public and private sector to ensure that vehicle technology development delivers Greater Manchester's wider objectives.

Policy 16: We will work with partners to support a rapid transition towards low emission vehicles in Greater Manchester, including developing a clear strategy on the Electric Vehicle Charging Infrastructure network required to provide greater confidence to residents and businesses to invest in electric vehicles.

Vehicle connectivity could be a significant future source of travel data enabling us to better manage demand and plan future needs. The technology will also support changes to models of vehicle ownership and has the potential to extend access to opportunities for the young, the elderly and those with mobility difficulties. As the technology develops, it is also likely to bring significant changes to bus operations and to the freight and logistics sectors, improving levels of service and reducing costs. We will work with partners to realise these benefits, which may be significant, but some caution will be required to ensure that this new technology is fully integrated into our transport system and does not undermine our multi-modal objectives.

Policy 17: We will trial transport innovations to understand their relevance and potential applications for Greater Manchester, to ensure we have robust policies in

The Key Route Network

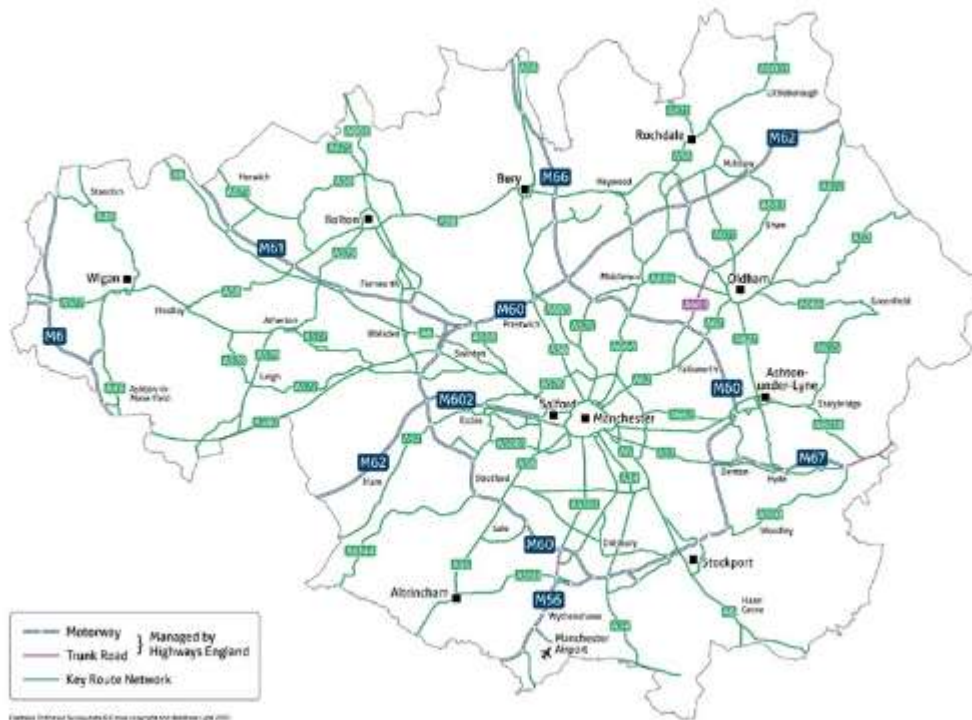
Greater Manchester has a network of 9,000 kilometres of local highways and 180 kilometres of Highways England routes, which brings a particularly complex set of challenges, including managing demand for local, commuter and long-distance travel; balancing the needs of all users; in making sure our streets are as safe; and mitigating the environmental impact of traffic.

Policy 18: We will provide a unified, Greater Manchester approach to managing the Key Route Network (KRN) of roads, in line with our Streets for All Strategy principles, and work with Highways England to co-ordinate this with the management of the Strategic Route Network (SRN).

The city-region's road network is managed by a multiple agencies: ten local highway authorities, TfGM (who manage the traffic signals), and Highways England. Through the 2014 Greater Manchester Growth Deal, the Greater Manchester highways authorities agreed to establish a Key Route Network (KRN) of local authority roads. Since April 2015, TfGM has had responsibility for monitoring the performance of the KRN at a city-region level, under the oversight of GMCA. The local authorities remain the Highway and Traffic Authorities for the KRN, however, with the associated duties and powers. They are also responsible for the other (non-KRN) local roads, which provide important links in, and between, neighbourhoods, centres and other destinations.

The KRN comprises over 600km of highways, which represent about 7% of all local authority roads by route and 48% of A and B roads in Greater Manchester. It carries around 64% of annual traffic using these A and B roads. The core of the KRN is formed of the Primary Route Network (marked in green on most road maps), alongside sections of network considered of strategic importance to Greater Manchester, including:

- Significant road links to strategic employment sites and to adjacent areas outside the Greater Manchester boundary;
- Bus priority corridors and high frequency bus routes;
- All road links serving motorway junctions; and
- Manchester Ship Canal crossings.



The KRN performs a wide number of roles across Greater Manchester. These roads support the movement of people across the city-region and beyond, by bus, bike, foot, taxi and private cars, enable freight and goods to be delivered, while also forming places where people live and where they pass through local centres and residential neighbourhoods. Changes in how these roads function will be essential to enabling people to travel by active and sustainable modes, while also reducing the impacts of congestion on economic growth, and supporting new residential and commercial development.

TfGM, on behalf of GMCA, promotes the KRN, alongside the Highways England’s Strategic Road Network (SRN), to complement local rail, Metrolink and bus systems. This helps to improve network performance and supports economic growth. Consistent performance monitoring and reporting across the KRN helps to shape integrated network management and maintenance policies that support strategic traffic movements across the KRN and SRN; safeguard the needs of adjacent communities; and promote GMCA’s modal shift policies. This monitoring will inform the development of consistent policies for network management and operation, and approaches to asset management and infrastructure investment and development for the roads most critical for the city-region’s economic development.

As part of the Greater Manchester Congestion Deal additional measures have been implemented to improve the way congestion is managed, including a 24/7 control centre to monitor Greater Manchester’s roads, investment in new traffic cameras and technology that work smartly to ease congestion and the implementation of specialist technology to keep buses running on time along

the busiest corridors. Details of the Greater Manchester Congestion Deal can be found at: tfgm.com/congestion

An integrated approach to planning whole corridors, across local authority boundaries, will enable a coordinated approach to investment, so that highway improvements will be considered in a consistent way alongside public transport improvements. This will ensure that our highways investment and maintenance programmes are fully aligned in support of growth objectives.

The non-KRN local roads will continue to be managed by the ten Local Highway Authorities to maintain and improve the efficiency, reliability and resilience of the network and balance the needs of all road users. This means ensuring communities have safe and easy access to work, healthcare, education and leisure and the impact of traffic on residential areas is minimised. The network needs to support the economies of town and district centres and accommodate the needs of new development. Our approach is based on making the best use of the existing network, and only building additional road capacity where it clearly supports economic growth.

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Goods and Servicing

Our Ambition: To enhance the role that freight plays in contributing to economic growth and ensure that it becomes increasingly sustainable, minimising its impact on the environment and on communities in Greater Manchester.

The economy depends on the efficient movement of freight - supplying goods for manufacturing, stock for retailers and other businesses, and home deliveries to residents.

The industry is almost entirely owned and operated by the private sector and is highly competitive. It has a strong interest in achieving low cost, on-time deliveries, and initiatives and interventions will only be adopted if they do not impose disproportionate additional costs. Most freight is carried by road and these movements can cause congestion, carbon emissions, poor air quality and noise as well as leading to potential conflict with vulnerable road users such as cyclists. Road freight is a significant contributor to poor air quality due to the dominance of diesel fuelled vehicles. This is a problem in congested areas, as HGV emissions are markedly worse at lower speeds. The last mile of deliveries will, in many cases, need to be by road, but shifting more freight to sustainable modes would be desirable.

However, Greater Manchester has very few rail or water-connected distribution sites and constraints on the rail network limit rail freight growth. In the future, Northern Hub rail enhancements will increase freight capacity, enabling a tripling of freight trains to operate in Greater Manchester, should there be a demand for the available routes. In addition, the regeneration of the Manchester Ship Canal, to provide low cost access by water to Port of Liverpool (Liverpool 2), has the potential to take a proportion of freight traffic off the roads between the two cities. Port Salford incorporates a new railhead capable of handling 16 container trains per day together with a new berth capable of handling existing barge traffic from the Port of Liverpool with short sea feeder ships.

The structure of the Greater Manchester economy is changing towards a greater focus on high value-added manufacturing and service industries. Along with the rise of e-commerce, in particular for groceries and personal shopping, these changing trends in consumer markets have an impact on both the location of warehousing and goods handling facilities and the way goods are distributed, eg to homes and collection points as well as more traditional delivery to retail stores. The former trend has seen the rise of light commercial vehicles, rather than HGVs.

The challenge is particularly great in the Regional Centre where the very rapid growth in residents and workers will generate an increase in last-mile logistics. There will be a need to balance this demand for roadspace, with increasing demand from bus, Metrolink and active modes. A further issue is that increasing walking and cycling could increase the risk of collisions with freight vehicles. The timing of freight to minimise peak hour congestion needs to be balanced with the need to minimise the noise of deliveries on residents and the needs of businesses to receive goods at particular times.

The expansion of logistics is as an opportunity for the Greater Manchester economy. Spatial planning processes have identified broad areas for future distribution and warehousing growth. This will increase the number of goods vehicle journeys, placing additional demand on the

strategic road, KRN and local road networks, potentially increasing the need for additional maintenance and renewal. New logistics sites should ideally be accessible by rail and/or water, but some goods cannot be transported by these modes and for others it would not be practical due to timescales, routes and other issues. A further consideration is that any increase in rail freight will have an impact on demand for rail paths, potentially reducing capacity for growing passenger services.

Through our Freight and Logistics Strategy we will aim to maximise freight's contribution to economic growth and competitiveness. In the period up to 2025 this will involve: improving journey times and reliability; keeping costs low; ensuring infrastructure is capable of meeting future growth and demand; increasing integration between modes and distribution centres and increasing Greater Manchester's share of the logistics market. At the same time, the Strategy aims to minimise the social and environmental impacts of the industry by reducing emissions from road transport, reducing noise, traffic disruption and congestion for residents and improving safety for cyclists. Over the longer term we will seek to encourage modal shift.

Better information is central to achieving our objectives. Our understanding of freight across Greater Manchester will be enhanced by working with partners such as Highways England and industry representatives. Meanwhile, we can assist the industry with operational planning through the sharing of live traffic data and encourage sustainable distribution through awareness campaigns, e.g. air quality, and driver training. Our understanding of the needs of the industry will be improved through speaking to the sector through the logistics forums, both electronically and at events.

A key intervention will be to maximise consolidation, whereby deliveries to the same location are bundled together or where goods are delivered to locations for onward distribution by smaller, low emission vehicles (including cycles or electric-assisted cycles in town and city centres) or for collection by individuals. This will reduce the numbers of large goods vehicles entering the city and town centres, reducing noise, congestion and air pollution. Supporting changes in procurement practices, such as in commercial waste collection and across the public sector will also have an effect. Proposals for freight and logistics are also discussed in Part 3 in relation to our spatial themes.

Policy 19: We will work, including through the GM logistics forums, to improve journey times and reliability for deliveries, and to reduce the environmental impact of logistics.

Priorities for Highways Investment

Future investment in highways across Greater Manchester will reflect the vital role that the KRN plays in the economy and will ensure that that interventions required to maintain the reliability and safety of the network for all users – motorised and non-motorised - are brought to the fore.

We will continue to explore investment in next generation technological in signalling and predictive traffic management, supported by real time operational intelligence across the network, and prepare for advances in vehicle-to-vehicle and vehicle-to infrastructure communications (e.g. autonomous vehicles). We will also seek to invest in innovative junctions which support different modes in and around our local centres e.g. pedestrian count-down and pedestrian and cycle 'SCOOT'.

SCOOT stands for Split Cycle Offset Optimisation Technique. 'Pedestrian Scoot' enables the adjustment of traffic signal timings automatically to extend the green pedestrian phase when large numbers of people are waiting, allowing more people to cross the road. 'Cycle SCOOT' detects the numbers of cyclists travelling along a route. This enables the traffic signal timings to be adjusted to give more green time when there are high numbers of cyclists at key junctions during peak times. Trials of this technology are underway in London.

Experience suggests that high growth in road traffic is not inevitable. Between 1996 to 2013, traffic growth in Greater Manchester was only moderate at 10%, and off the motorway network there was a reduction in the distance travelled by motor vehicles. Improved provision for cycling, walking and public transport is required to make using active and sustainable modes a realistic alternative. While building capacity in the existing highway network. New links and/or additional highway capacity will be needed in some locations, particularly to support new development.

Role of Travel Demand Management in Reducing Highway Congestion

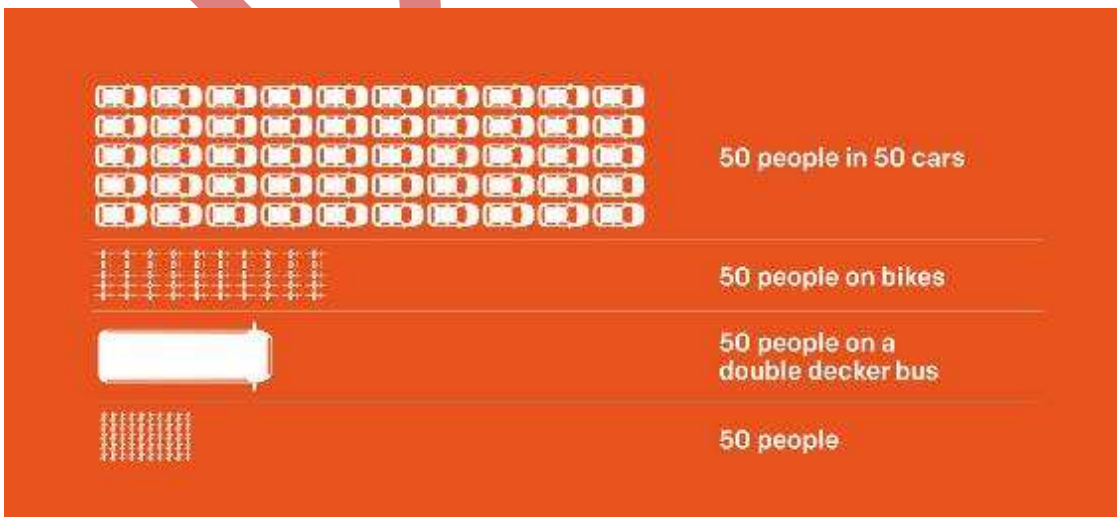
We recognise that simply increasing highway capacity to meet an ever growing demand for car travel is not sustainable or, indeed, physically or financially practical. Instead we will increasingly need to apply travel demand management measures (TDM) to make better use of the capacity that is available, particularly during peak periods. Such demand management will also be vital to controlling demand for road trips and minimising congestion during periods of disruption, for example when caused by roadworks or special events.

We will continue to work with Highways England and with planning authorities to ensure that the impact of new development on the SRN, in terms of congestion, reliability and safety, is mitigated by ensuring appropriate measures are identified and delivered at an early stage. We will also work with partners, including operators, to identify measures which might contribute to managing demand, both short-term during planned events and works, and more permanently. Short-term measures may encourage permanent changes in behaviour, so we will monitor the effectiveness of these measures. These may include marketing and communication behaviour change campaigns, engagement with businesses to encourage retiming of journeys and car-pooling/car share; improved travel information; building facilities within new development to support public transport, walking and cycling; constraints on long-stay parking in our key centres; and prioritising sustainable travel.



We will continue to work with the Department for Transport and Highways England to maximise the potential to use Variable Message Signs to transmit messages about travel choices (e.g. stations with park and ride facilities), and to identify opportunities for improving access to public transport from the SRN. We will also continue to work with partners to improve access to public transport, including enhanced park and ride provision and the evolution of park-and-ride towards multi-modal travel hubs that improve access and integration.

In GM each car has, on average, just 1.3 people in it. This makes cars the least space-efficient road transport option. We need a significant shift towards the more space-efficient modes of walking, cycling, shared and public transport for as many trips as possible, to make our roads work more efficiently and also to accommodate the planned growth in travel on our transport networks.



Policy 20: We will ensure our streets are welcoming and safe spaces for all people, enabling more travel on foot, bike and public transport while creating better places that support local communities and businesses.



Bus priority and infrastructure

As noted earlier, the bus has a very important role to play in the movement of people in Greater Manchester. However, the potential value of buses can be reduced by traffic congestion. Providing the right conditions for buses while accommodating other demands on the road network is not straightforward. To support our aim of running a strong and reliable bus network, bus priority and infrastructure will continue to be a key focus. The movement of buses to, from and through town centres and into interchanges will be a priority as congested centres are often where buses are delayed the most. These centres also require a balancing of priorities with multiple competing demands such as parking, servicing, pedestrian- and cycle-friendly facilities, public realm and landscaping.

We will complete the delivery of the current programme of bus priority measures and we will continue to explore ways in which appropriate interventions such as bus lanes, adjustments to traffic signals, and changes to waiting and loading restrictions can help to free buses from congestion and improve their attractiveness to existing and new customers. We must also continue to improve our bus stops to improve the waiting environment for all passengers and to improve accessibility for those with mobility impairments.

‘Quality Bus Transit’ is a term used to describe whole-route upgrades of busy bus corridors, with an emphasis on quality, reliability, and integration into the urban realm. In future, in Greater Manchester, it will offer similar quality of design to that of best-practice street-running light rail transit with bus priority to achieve reliable services, attractive stops and interchanges, and high-quality electric vehicles. The high-specification double-deck vehicles used on the Vantage Leigh-Salford-Manchester bus rapid transit service have been very well-received by users, and vehicles of similar quality are likely to be appropriate for Quality Bus Transit services.

Quality Bus Transit is particularly suitable for busy bus corridors where a high proportion of trips are short, and it is therefore particularly relevant for routes connecting town centres. Since the orbital links between adjacent town centres need particular attention, Quality Bus Transit services are a high priority within the network improvements that we aim to deliver within the next decade. These are shown in the Our Network vision launched by the Mayor of Greater Manchester in 2019.

Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a proposed bus franchising scheme. After its completion and the conclusion of an independent audit, the GMCA decided to proceed to with a consultation on a proposed scheme which ran from October 2019 to January 2020. In November 2020, GMCA decided to undertake a further consultation to allow consultees to comment on how TfGM’s assessment may be impacted on by Covid-19. At the time of writing, that consultation is due to run until 29th January 2021. Following consideration of responses from those consultations, the Mayor will be able to use the powers provided by the Act to make a decision on whether or not to introduce the proposed franchising scheme.

Reforming the bus market could potentially improve bus availability, reliability and affordability. It also provides opportunities for more integration between the bus network and sustainable and active modes. This will be especially important as Greater Manchester recovers from the social and economic effects of Covid-19 and we move to rebuild a greener and more sustainable city-region.

Work will also continue to investigate the detail of bus routeing around and through our major centres and to identify any interventions that can improve reliability. Supporting the movement of buses in and around these centres will complement the wider investment we will continue to make in transforming interchange and bus station facilities across Greater Manchester.

Policy 21: We will introduce appropriate bus priority measures on the highway network to improve bus reliability and will keep existing measures under review to ensure effectiveness. This will include developing proposals for “Quality Bus Transit” corridors on key routes.

Cycle infrastructure

Our cycling strategy is to develop and deliver a Greater Manchester-wide network of dedicated, high quality, newly built or enhanced cycle routes. The Bee Network is the longest planned walking and cycling network in the UK and when complete, it will connect every neighbourhood of Greater Manchester with continuous, high-quality infrastructure for walking and cycling. It will provide a

viable and attractive alternative to driving, enabling people to leave the car at home, visit friends on foot or ride to the shops. The network is made up of three core components:

- i. Protected Space on main road corridors and town centre streets with protected links, junctions and public realm improvements;
- ii. Removing points of severance: crossings of busy roads or other points of severance to connect quieter streets; and
- iii. Filtered neighbourhoods, where walking and cycling is prioritised

Powered two-wheel vehicles

Powered two-wheel vehicles (PTW) - including power-assisted cycles, motorcycles, scooters and mopeds - have an important role as part of the overall transport mix. Their efficient use of road space means that they reduce congestion and they are also a lower cost form alternative to cars. They are particularly ideal for short journeys in urban areas. Small commuter scooters and motorcycles can provide better flexibility for longer journeys, and some e-bikes can be used for longer distance commuting. PTW users face many of the same issues as cyclists, however, particularly with safety, and accident rates are high.

Micromobility vehicles – including as e-scooters and e-bikes – will increasingly form part of the solution to the congestion and air quality challenges our city-region faces. The use of e-scooters, in particular, has become a more common sight on our streets, although using a private e-scooter vehicle on a public road remains illegal in the UK. In 2020, Government announced that rented e-scooters would be allowed on roads and cycle lanes for a trial period. Greater Manchester is supportive of this, subject to several conditions, including that the vehicles are safe, fulfil a useful function (modal shift away from private vehicles, for example) and are subject to appropriate regulation.

We will continue to seek to improve the safety of PTW users through education initiatives such as Ridesafe Backsafe. We will encourage adequate and secure parking for PTW in key locations, such as our town centres, and in new developments. Conditions for PTW using our main roads will be improved through our focus on investing in maintenance and on improving the resilience of the network.

Maintenance and renewal

With the development of the KRN, there is an increasing awareness of the economic value of our highways, and more importantly the future implications of neglecting it. If a section of road, or a structure deteriorates there can be a significant impact on collisions, vehicle damage, network resilience, travel comfort, performance and the 'liveability' of an area. Where this deterioration is on the economically vital KRN, the effects are magnified and start to have regional and national level impacts.

We will work to improve and maintain the condition of our road network drawing on best practice, such as that set out within the Highways Maintenance Efficiency Programme (HMEP)². We will also continue to pursue a policy of Invest to Save. Invest to Save is an approach to maintenance

whereby capital investment funded through borrowing is used to renew highway infrastructure in order to overcome maintenance backlogs, arrest decline and bring the condition of the asset up to a high standard. The renewed assets then require less maintenance work in the short/medium term thereby reducing future maintenance costs. The objective is to reduce the total lifespan cost of the assets, and hence the overall unit cost per km of highway.

We will continue to explore opportunities to improve the efficiency of delivery in highways maintenance operations through collaborative working. This will enable unit costs to be reduced, resulting in the delivery of more maintenance work on our roads than could have been achieved for a given budget under individual local highway authority management.

Resilience of the highway network

A resilient network is one of our network principles. The highway network is highly sensitive to incidents and changes in demand; for example, peak hour flows can vary by 13% between summer holiday traffic and non-holiday levels. When combined with our growing economy and population, failure to make the road network resilient could result in the deterioration or failure of assets, increasing journey times and declining reliability, increased collisions and vehicle damage, and third-party costs.

Policy 22: We will work to improve and maintain the condition and resilience of our road network, drawing on best practice.

We will keep the vulnerability of our highway structures and road surfaces under constant review and ensure that new infrastructure is designed with in-built resilience. In recognising that climate change will have an increasing impact over the period to 2040, we will work with partners to determine the key infrastructure assets (including roads) that might be at significant risk, identify and implement appropriate mitigation and agree service levels for various tiers of road infrastructure.

We will continue to liaise with stakeholders to develop the highway works permit system (GMRAPS) to ensure effective coordination and to reduce the impact of works on the Highway Network.

To ensure our customers are kept informed on the usability of our road network and the availability of alternatives, we will continue to develop our network management and travel information systems and provide real time open data to support development of travel planning by third parties. These systems will be supported by a growing network of Variable Message Signs, passive detectors, traffic counters, Advanced Number Plate Recognition (ANPR) and CCTV cameras, monitored and controlled through our Traffic Control Centre, and by our Roadwork Permit System (GMRAPS). These systems will also allow us to monitor our progress in meeting targets for the performance of the KRN in areas such as reliability, delay and network speed.



DRAFT

Developing a Comprehensive Walking and Cycling Network

Our Ambition: To create a comprehensive network of on and off-road walking and cycling routes (known as the Bee Network) that make it easy and safe for people to walk and cycle to key local destinations, such as local centres, jobs, healthcare and education, for leisure purposes and to access public transport.

Throughout our 2040 Strategy, we place a strong emphasis on enabling people to travel more easily and safely on foot and by bike. Achieving this will help to increase physical activity as well as reducing the significant numbers of very short car trips currently made in our towns and neighbourhoods, making them more attractive places to live, work and visit. This will, in turn, reduce harmful emissions and traffic noise.

This approach is strongly supported by national policy, as set out in the DfT's Cycling and Walking Investment Strategy (CWIS)³. In 2017, that document set out ambitions to deliver:

- Better Safety: 'A safe and reliable way to travel for short journeys';
- Better Mobility: 'More people cycling and walking- easy, normal and enjoyable'; and
- Better Streets: 'Civilised places where people come first'.

In July 2020, DfT updated the CWIS by publishing 'Gear Change: a bold vision for cycling and walking'⁴. The plan sets out actions required - to achieve its vision to 'make England a great walking and cycling nation' – under four broad themes:

- Better streets for cycling and people;
- Cycling and walking at the heart of decision-making;
- Empowering and encouraging local authorities;
- Enabling people to cycle and protecting them when they do.

The Gear Change document is supported by the introduction of a comprehensive set of national guidance for cycling infrastructure: Local Transport Note 1/20, Cycle Infrastructure Design. This document breaks new ground in UK cycle planning by adopting a set of bold principles for cycle infrastructure design which bring UK design standards in line with those used in the Netherlands.

National ambitions for walking and cycling are reflected in our Greater Manchester Transport Strategy 2040, with Part 3 showing the part that active travel needs to play in each of our five spatial themes: from access to public transport for longer distance journeys; to providing access to employment, education and other facilities; and, most importantly, becoming a mode of choice for short local journeys. Our Bee Network is already being constructed using a set of design standards which reflects, and even stretches further, the new national guidance contained in Local Transport Note 1/20.



There has been significant investment in walking and cycling infrastructure in Greater Manchester in recent years, including transformational schemes such as those on the Oxford Rd/Wilmslow Rd corridor between central Manchester and Didsbury.

In 2017, the Greater Manchester Mayor appointed the city-region's first Cycling and Walking Commissioner, Chris Boardman. The Commissioner's, Made to Move, report detailed fifteen essential steps required for Greater Manchester to see a step-change in walking and cycling.

Following this, Greater Manchester's local authorities used innovative planning techniques to develop the Bee Network: a bold plan to connect all communities in Greater Manchester by the UK's first fully joined-up cycling and walking network. Importantly, the network was developed by the people who live, work and travel in Greater Manchester, with wide-ranging public consultation to refine and improve the plan.

At 1,800 miles in length, the Bee Network will be the country's largest walking and cycling network, taking 10 years to deliver at a total cost of £1.5 billion. When complete, it will connect every neighbourhood of Greater Manchester. With continuous, high-quality provision for walking and cycling, people will have a viable and attractive alternative to driving, enabling them to leave the car at home, visit friends on foot or ride to the shops.

In 2019, the GMCA approved the allocation of £160 million from the Transforming Cities Fund to deliver walking and cycling infrastructure in line with the proposals in the Bee Network infrastructure plan and the emerging Streets for All strategy. Since then, a pipeline of c£500m of cycling and walking schemes has been developed, with a prioritised programme drawn from this pipeline currently being developed for delivery by 2022. Continued efforts to secure further funding are needed, however, to turn the bold vision of the Bee Network into reality.

There is much more to do to create an environment which is truly pedestrian and cycle friendly. In order to help deliver a higher proportion of journeys made by walking and cycling, Greater Manchester's authorities will support a range of measures, including:

- Creating a cycling and walking network which is coherent, direct, safe, comfortable and attractive – the Bee Network – connecting every neighbourhood and community across Greater Manchester;
- Ensuring routes are direct, easily navigable and integrated with the highway and public transport network;
- Ensuring that pavements are easy to walk on and accessible to all, not blocked by parked cars and other obstructions;
- Making our town and city centres pedestrian-focussed, where the impact of motor traffic on streets is reduced, creating attractive places to live, work and visit;
- Creating, where needed, dedicated separate space for people cycling, with pedestrians and cyclists given priority at junctions using our new CYCLOPS (Cycle Optimised Protected Signal) junction. The first of these junctions was opened in summer 2020 in Hulme, and many more are prioritised for delivery by 2022;
- Increasing the capacity of the walking and cycling network in locations where significant growth in the number of short journeys is anticipated, and where quality of place improvements are proposed;
- Utilising and enhancing green infrastructure, including canals, parks and recreation grounds, to create opportunities for walking and cycling; and
- Ensuring that new developments are fully integrated into the walking and cycling network, and are planned such that walking and cycling are the principal modes of access.

The Bee Network will connect communities and key destinations with high-quality walking and cycling routes, suitable for use by an unsupervised competent 12-year-old cyclist, or a parent pushing a double buggy. This can be achieved through:

- Connecting existing quiet streets with new high-quality crossing points of busy roads and other sources of severance such as watercourses and railways.
- Use of traffic-free routes, such as through parks or on former rail lines;
- Providing physical protection for cycle lanes on major roads using additional kerbs or other features
- Creating low traffic active neighbourhoods through removal of through motor traffic by introducing modal filters

Routes should not be shared by pedestrians and cyclists adjacent to motor traffic. Where routes are shared by pedestrians and cyclists away from motor traffic, for example on bridleways or paths through parks, the safety of both sets of users must be considered in the design. This can be a particular issue for disabled people. In designing any new routes, we will also take opportunities to enhance public realm, and we will identify opportunities to provide new cycle facilities as part of new public transport routes. Principles for the development of the Bee Network, and all streets in Greater Manchester, are set out in our Streets for All guidance. The guidance will be periodically

reviewed and updated to ensure it keeps pace with this rapidly developing area of highways infrastructure.

Safety and security are of prime importance for pedestrians and cyclists. Our road safety programmes will continue to focus on reducing collisions involving the most vulnerable road users, which include these groups. We will also continue to introduce 20mph zones, where these have local support, including on Bee Network routes. Reduced traffic speeds will encourage more people to walk and cycle, and provide a safer catchment for the cycle network. However, 20mph speed limits alone may not be enough to reduce vehicle speed and we will seek to reduce motor vehicle volumes and speeds on residential streets through increased use of modal filters, which retain local access for all vehicles but allow only pedestrians and cyclists through access.

Personal security is a key consideration in the design of new walking and cycling routes and cycle parking needs to be secure, well located close to key destinations, and with good natural surveillance. We will work to ensure that every cycling journey begins and ends with a convenient, secure and high-quality cycle parking facility. We also recognise that poor air quality can deter people from walking or cycling, and will work to reduce emissions as set out throughout this document.

The school journey is one that can often be made on foot or by bike, and encouraging more active travel in this area is important in improving children's health, as described in section 75. We will therefore work with secondary schools and Further Education colleges to improve cycle parking and access and promote a culture of cycling in the next generation.

Almost all journeys involve an element of walking: to/from the station or stop or from the car park. Walking routes within our town centres need to be safe, secure and well signed. The legibility of our centres is important in making them attractive places to visit and in supporting the growing visitor economy and we will introduce wayfinding schemes accordingly.

Policy 23: We will work with partners to improve walking and cycling facilities across Greater Manchester, including through the development of a strategic walking and cycling network (the 'Bee Network'), wayfinding and cycle parking, and supporting 'Streets for All' design guidance to ensure consistently high quality standards across the network.

Public Transport Integration: Keeping Greater Manchester Moving in 2040

Our Ambition: To develop a fully integrated, customer-focused, low-emission public transport network, with simple, integrated ticketing, that provides an attractive and accessible alternative to travelling by car to key Greater Manchester destinations.

Improved public transport will need to play a major role in delivering Greater Manchester's sustainable growth agenda up to 2040. An attractive, efficient and well-integrated public transport

network is an essential element within the city-region’s infrastructure and at the heart of the Our Network vision. Together with active travel, it can provide the significantly enhanced connectivity that our city-region requires for success. It can encourage growing numbers of people out of their cars for more of their journeys (helping to reduce emissions and congestion), and it can provide access to employment, education and opportunities for the third of households without access to a car. Crucially, however, our approach also opens the way for a future where car ownership is not considered to be essential, and residents can choose from a range of sustainable and efficient travel options – public transport, ride sharing, car sharing/hire, walking, cycling or taxi.

Policy 24: Working with partners, we will work to establish and promote one integrated Greater Manchester public transport network (Our Network), making it easy for customers to plan, make and pay for their journeys using different modes and services.

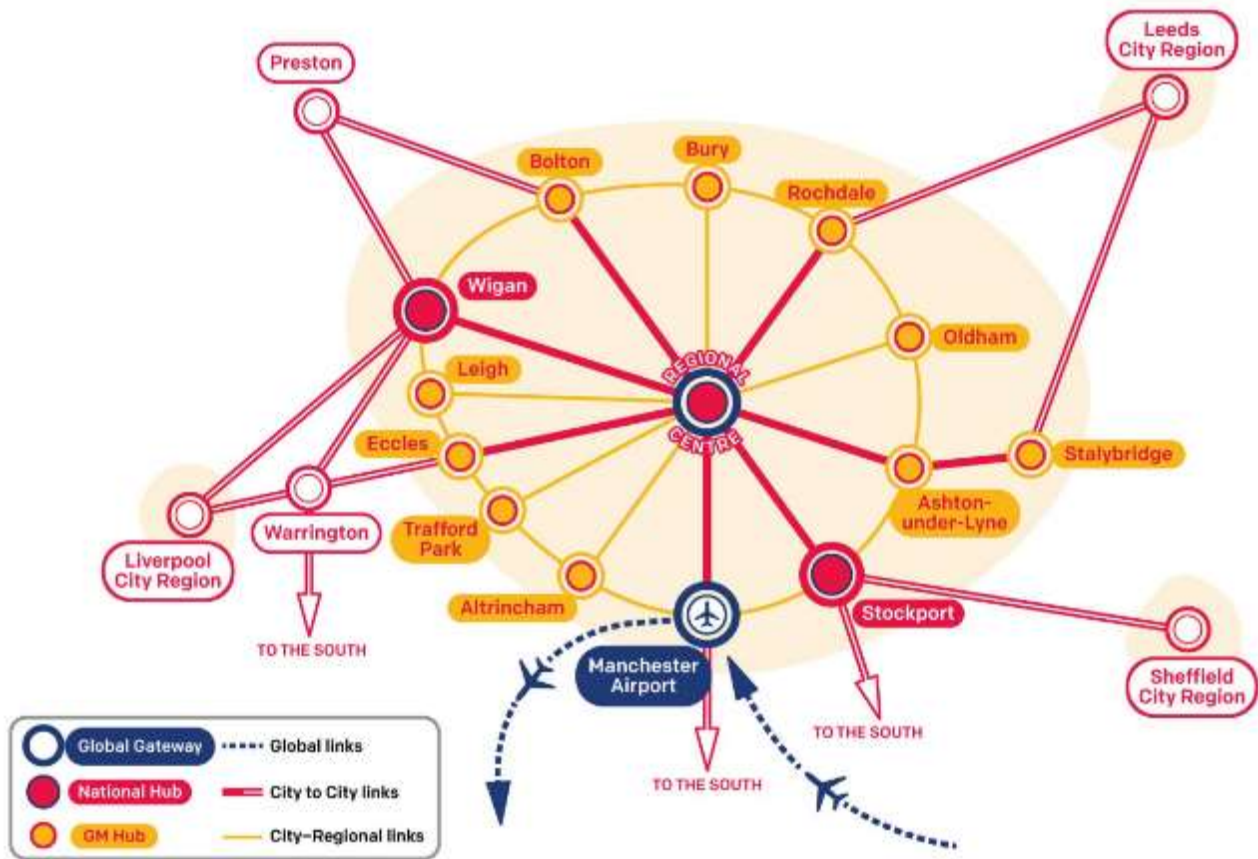
Building on our recent investment, we will aim to deliver further transformational change in the quality, ease of use, coverage, accessibility and integration of our public transport networks to ensure we have a system fit for a modern, world-class city-region.

Interchange

In order to develop a more coherent access and interchange strategy for Greater Manchester, we have identified the most critical points of interchange on the public transport network, based not on transport mode but on the travel opportunities our interchanges facilitate. Our approach builds on the principles of our five 2040 Spatial Themes (described in Part 3) to embed our transport interchanges far more into local places using the following tiered approach:

Interchange Category	Description
1. Global Gateway	Manchester Airport – provides the key entrance to Greater Manchester for international travellers, providing first and last impressions of our city-region.
2. National Hubs	Major interchange locations providing direct, mainline city-to-city rail connections.
3. Greater Manchester Hubs	Our key town centres and other strategic employment locations, that provide opportunities for interchange to facilitate both radial and orbital public transport travel across Greater Manchester.
4. Local Hubs	Smaller local centres, and employment destinations, with potential for providing more local interchange
5. Neighbourhood Gateways	Local points of access to our Greater Manchester public transport network, such as local Metrolink stops, rail stations and key bus stops.

The most strategic interchanges (Global Gateway, National Hubs and Greater Manchester Hubs) are highlighted on the map below. This also shows key radial links and the orbital connections we need to improve in order to radically improve connectivity across Greater Manchester. There is significant potential for these interchanges to support far more orbital and radial travel if other barriers are addressed.



We will build on the good work that has already been undertaken to ensure that our interchanges are of a consistent standard, with criteria developed for: walking and cycling (including wayfinding); parking (including drop-off for car and taxi passengers); passenger facilities; safety and security; information; and access for those with mobility impairments. Our approach will be tailored to local requirements, but will seek to provide a much more consistent and high-quality customer experience across Greater Manchester.

As we seek to improve the physical aspects of both local and strategic interchanges we will develop more detailed principles for each category of interchange, based on the following elements:

- **Excellent customer experience** – making it easy and stress-free to access and move through an interchange, focusing on the design of entrance points, movement within an interchange, and opportunities for commercial or community use.
- **Reinforcing a sense of place** – this means embedding the Greater Manchester transport network better within the local area by ensuring it is well connected and related to the

surrounding area through high quality walking and cycling routes, appropriate car and cycle parking, and excellent wayfinding provision.

- **Inclusive and accessible** – enabling everyone to use public transport equally, confidently and independently.
- **Minimising differentiation between modes**, both physically, in terms of better integrating service patterns and information, and introducing a simple, integrated ticketing system, and in terms of perception, through consistent branding and communication.
- **Simplicity** – through provision of easy-to-use information and easy-to-navigate design. Provision should be tailored to the unfamiliar customer, for the benefit of all users.
- **Tailored** – to the needs of the customer and the local area.
- **Attractive** – ensuring that customers feel safe, secure and confident in using the interchange and that there is a pleasant atmosphere.
- **Enhancing access through park and ride, or drop-off facilities** - To be effective - and financially sustainable - park and ride needs to intercept cars before they reach congested urban roads and transfer their drivers to a fast and frequent public transport service. We will therefore identify additional park and ride and drop-off outside, or close to, the M60 on existing or future rapid transit routes.

Policy 25: We will seek to ensure a consistent standard of facilities at transport hubs, appropriate for their size and function, and will work with partners to improve access to them by all modes.

The characteristics of the different public transport modes mean that each has strengths which make it best suited to particular travel markets. Bus, with its frequent stops, is best suited to serving shorter distances (up to around 6 kms), in dense urban areas. It provides direct travel into city and town centres and to major employment areas as well as access to rapid transit stations and stops, via interchanges. Sometimes it might be necessary to switch between modes to make a complete trip, and we want to make this as easy and integrated as possible. Over longer distances, (6-50kms) rapid transit offers significantly faster journey times than bus, while rail, with a limited number of stops, is the best option for long distance journeys. In planning new infrastructure and services, our aim is to make the best use of public funding by prioritising the modes which best serve each market.

Our Vision for Bus

Our Ambition: To develop a modern low-emission accessible bus system, fully integrated with the wider Greater Manchester transport network on which everyone will be willing to travel regardless of their background or mobility level.

Bus travel currently accounts for four in every five public transport journeys in Greater Manchester. It plays a vital role in reducing congestion and improving accessibility for people who

have no access to a car, but has the potential to contribute more effectively to our overall public transport strategy. In Greater Manchester, we have invested heavily in bus infrastructure and services. Modern, high quality interchanges have been built or are under construction in our main town centres, and this programme of renewal is almost complete. We have also provided extensive bus priority, through a network of Quality Bus Corridors and through the Bus Priority Package, which includes the Leigh to Ellenbrook Guided Busway.

Working with bus operators, we have introduced smart ticketing for multi-operator tickets and to support this we have provided smart ticketing equipment to smaller bus operators. We have also provided support for a network of socially necessary services, which would not otherwise be provided by operators on a commercial basis, and provided concessionary fares in excess of the national statutory requirements.

Despite considerable and long-term public investment in bus infrastructure, subsidy and service support - as well as investment by the major operators in new vehicles - patronage has dropped. This is despite significant population growth - and in sharp contrast with the growth experienced on rail and Metrolink.



We need bus to attract more people out of their cars and to play a full role within an integrated public transport network to ensure that growth in locations like the Regional Centre is not undermined by congestion. However, the multiplicity of operators means the bus network lacks a consistent identity and cannot be marketed either as a recognised brand, like Metrolink, or as part of a wider public transport network. Moreover, a complex and ever-changing ticketing offer, with higher fares charged for the tickets that allow passengers to use bus services provided by different operators, has done nothing to encourage passenger growth. This is in contrast with most other

European cities where a simple and integrated ticketing offer is at the heart of their public transport.

A review of secondary evidence on the barriers to bus travel, carried out for TfGM, shows that for people who have a choice in how they travel, the main reasons for not making more use of buses are as follows:



Since the introduction of bus deregulation, using its powers under the Transport Act 1985 and various instruments of partnership provided by the Transport Act 2000 and Local Transport Act 2008, TfGM has worked with bus operators to improve services, particularly with regard to bus priority, reliability and punctuality, vehicle standards and fares.

Overcoming these barriers continues to be essential to enabling bus to fully play its part in realising the 2040 Transport Strategy. This means that it is vital to maintain investment in the bus network and improve public transport connectivity to employment and essential services, as well as improving the customer experience. To do this, demand for public transport, including bus, must grow, facilitating modal shift from car to public transport, reducing congestion and harmful emissions. To fully achieve these outcomes, evidence from other cities suggests that improved integration and investment can increase use of public transport and bring attendant benefits.

Our vision for bus in Greater Manchester is based on four objectives. Our first objective is network integration – how physically integrated the services are between themselves and with other modes. Our second objective is to deliver for passengers a simplified and integrated fares system, including transparency and operation across modes. For passengers, our next objective is to offer a great customer experience. Finally, an efficient and growing network would achieve value for money, enabling investment to improve services. These objectives define what is required of the bus network to enable it to fully play its part in the 2040 Transport Strategy. They were endorsed by the Greater Manchester Combined Authority in 2018. Further detail is set out below.

Network Integration

- The bus network will be dynamic, developed in response to demand for travel, particularly to and from new areas of housing, employment, and education and training. It will include the provision of bus services where current or anticipated demand might not support commercially viable services, in order to achieve important social or economic objectives.

- An integrated public transport network where services complement each other, will maximise connectivity opportunities. Buses acting as feeder services to rail and Metrolink services will extend commuting options and wider travel opportunities. This will create a clear and logical set of travel options for passengers.
- Appropriate levels of resource provided on routes will be aligned with levels of demand. Frequencies will be increased on some routes and at some times of day to better meet people's needs, particularly for access to work and training.
- Passenger convenience will be maximised, and journey times minimised, through the optimal location of interchanges, hubs and bus stops to ensure passengers can complete journeys requiring more than one trip or mode.
- Network stability will be a key feature, giving customers the confidence to rely on their bus service. Changes to the network will be carefully considered, and their effects on the network as a whole understood before being made.

Simplified and Integrated Fares

- Bus passengers will benefit from a simple, integrated ticketing system that complements and enhances the integration of the transport network. It will be easy to understand for passengers, incorporating a simplified fare bands, and will allow flexible use of tickets across different bus services and other modes. This will enable longer and multi-modal journeys to be completed without excessive cost.
- A ticketing strategy that allows the best possible demand management within and between modes will allow for best possible management of highway, rail and tram capacity.
- Passengers will benefit from easy means of transaction, and swifter boarding, through more use of new technology, including their mobile devices and bank cards. It is important to ensure that ticketing adequately reflects changing travel patterns – eg Carnet products for those not working a five day week.

Customer Experience

- The bus network will be easy to navigate for all passengers, including visitors. It will also benefit from a unified brand within an overarching identity for the wider public transport network, making the system clearer for everyone.
- The whole public transport network will be promoted effectively – travel choices will be simple to understand, and customers will be able to make informed choices, using the sophisticated travel information through digital as well as traditional methods.
- A consistent and good journey experience will be achieved through high standards for on-board facilities. The journey experience will be further enhanced through passenger waiting stops and interchanges that are accessible, convenient, clean, comfortable and safe.
- Passengers will feel confident that the bus will get them to where they want to be, on time, and that buses will turn up when they are scheduled to do so.

- Bus performance will be improved through investment in bus priority on the highways. Management of the network in real time - through technology, to minimise service disruption and maintain an even service – will be rolled out further.
- A modern, especially electric bus fleet to reduce harmful emissions to improve air quality and the customer experience.

Value for Money

- The bus network will deliver optimal value for money both from the fares paid by passengers, and the different forms of subsidy.
- By avoiding over-provision of buses on busy corridors, there will be more resources available for investment into the bus system, which could be used to deliver new services and passenger facilities.

Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a bus franchising scheme. After its completion, and the conclusion of an independent audit, the GMCA decided to proceed to consultation on a proposed franchising scheme which ran from 14 October 2019 to 8 January 2020.

The Covid-19 pandemic had a significant impact on Greater Manchester's bus market, including timetables, revenues, passenger numbers and the public's attitudes to public transport. A further consultation is being undertaken to allow consultees to comment on TfGM's assessment of a proposed bus franchising scheme, in light of how that assessment may have been impacted on by Covid-19. At the time of writing, that consultation is due to run until 29th January 2021.

Policy 26: We will make best use of powers included in the Bus Services Act, as well as our existing powers, to give effect to our vision for bus.



It is

intended that a Local Bus Strategy (a sub-strategy to this GM Transport Strategy 2040) will set out how we can address some of the challenges described above, by improving local bus services.

In the Strategy, 'local bus' services are defined as 'public transport services operating primarily on highway, which will stop frequently if required. There will be no section of route as long as 3km without permitted stops.'

The Local Bus Strategy will outline objectives for *local* bus, which follow from the four objectives for bus set out in this Strategy (and which support the Right Mix vision for travel in Greater Manchester). It will also include network themes - setting out the customer-focused qualities that will be needed for local bus to achieve those objectives – and principles, to support the network themes.

Coaches and Taxis

Chartered coaches play a vital role in Greater Manchester's visitor economy, bringing people in to visit shopping centres, leisure and cultural attractions and to attend events. Visitor numbers are growing, and we will work with operators and local authorities to ensure that coaches can set down and pick up close to their destinations and that accessible coach parking locations, with appropriate facilities and hours of operation, are provided and well signed.

Policy 27: We will ensure that accessible coach parking and set down/pick-up points are available at key locations.

Scheduled coaches provide a lower cost alternative for longer distance journeys and have traditionally been popular with students and retired people. We believe, however, that there is scope for this role to grow in importance as we deliver our Vision for Bus. We will therefore

explore the feasibility and scope for coaches or express buses to provide some of the medium to long distance journeys, to places like the Airport or the Regional Centre, on corridors where rail or Metrolink would not be feasible or affordable. This would probably entail bus services operating on a limited-stop basis.

Taxis and private hire vehicles provide people with the flexibility of door-to-door transport on demand, without needing to use or own their own vehicle, and this role is likely to increase. They are therefore an essential component of the transport network: facilitating journeys where there is no suitable bus service, supporting the night-time economy by allowing people to leave their cars at home; providing the final leg of a journey by rail or air; and acting as a backup when a change is needed to travel arrangements. As described in section 126, the growth of on demand companies is revolutionising private hire by providing customers with greater flexibility. Greater Manchester needs a vibrant and high-quality taxi/private hire service and we will explore with the industry how new booking systems might be included in our Travel Choices offer.

In recognition of their role in supplementing the public transport network, hackney cabs are allowed to use 'with-flow' bus lanes in Greater Manchester (as they can be 'hailed' - so can pick up on the street). This freedom cannot be extended to private hire vehicles for a number of reasons. There is no limit on the number of PHVs that can be licensed (there are currently around 16,000 in Greater Manchester), and allowing a significant number of additional vehicles into bus lanes would erode the benefit to buses, which is their primary purpose, and create additional conflicts with pedestrians and cyclists. Also, if selective vehicle detection bus priority, such as at pre-signals, were to be introduced, the signal would turn green for buses, but a PHV in the bus lane would not activate the signal, leading to the danger of red light running.

Hackney cab licenses are issued by each of the ten licencing authorities, who also determine the location of taxi ranks. Each authority sets its own standards; eg the number of licenses issued, the age of vehicles and the area in which they can operate. Our long-term aim is to achieve more consistency across the conurbation, in order to provide a better, more integrated service to the customer and to ensure that taxis entering the Regional Centre and main town centres meet the highest environmental standards. We will work with the ten licencing authorities and the taxi/private hire industry to develop more consistent standards, building on best practice from elsewhere in terms of policy/regulation and operation. There will however be a need to ensure that higher standards are not undermined by vehicles registered in neighbouring authorities operating in Greater Manchester.

Policy 28: We will work with the taxi and private hire industry to develop minimum standards for policy, regulation and operation across Greater Manchester, and work with Government to strengthen national legislation.

Our network of canals provides traffic-free routes through the urban area and may have potential to add to the transport offer by enabling water taxi services, which can be attractive for leisure trips. Where private sector proposals of this type are developed, we will seek to ensure integration with the wider transport network.

Our 2040 Rapid Transit strategy

Our Ambition: To extend the benefits of rapid transit to more areas of Greater Manchester and provide the capacity and reliability needed to support growth in the economy.

Rapid transit – which comprises Metrolink, suburban services on the National Rail network, and bus rapid transit – has been critical in supporting economic growth and housing market renewal in Greater Manchester. Metrolink has proved highly popular carrying over 40 million trips per year with services that are accessible, fast, and frequent with a high degree of segregation from other traffic.

What is Rapid Transit?

We define rapid transit as a public transport service that is mainly focused- on middle-distance trips (of 6km to 40km) and which therefore needs to be significantly faster than an all-stops bus service.

Metro services are turn-up-and-go rail-based rapid transit services which provide excellent access to the network hubs that they serve. One example of this is Metrolink in Greater Manchester.

Building on the core Metrolink network, serving routes from Manchester City Centre to Altrincham, Bury, Eccles and MediaCityUK, further extensions have now been completed and a Second City Crossing through central Manchester opened in 2017. A further line to Trafford Park opened in 2020, and we are investigating whether this can be extended towards Port Salford, where future development is planned.

The Metrolink Second City Crossing has helped to increase capacity at the heart of the Metrolink network. The Second City Crossing has also improved system flexibility and resilience in the critical core area of the Metrolink network. The potential disruption caused by future maintenance and replacement works will be mitigated by having more than one route across the city centre. System reliability and resilience will be a recurring theme for Metrolink over the period of the 2040 Transport Strategy. Further interventions will be identified and developed where they represent value for money and have clear potential to enhance the performance of the network. We will manage our Metrolink systems and assets in accordance with sustainable development principles, including their long-term financial, societal and environmental impacts. The effectiveness of TfGM's approach to delivering Metrolink services including stewardship of the assets will be measured and improvements identified. By reviewing and adjusting our approach to operations, maintenance and renewals we will ensure Metrolink network consistently delivers the required services.

We will aim to expand the coverage and capacity of our rapid transit network to deliver improved access to employment and other opportunities within the city-region. This will support a transformational level of growth in the conurbation, for example by connecting residents of the north of Greater Manchester with jobs in the centre and south. Further rapid transit improvements will need to both shape and respond to future development. The high cost of constructing and operating new rapid transit lines means that we must undertake detailed analysis

of potential, based on future patronage and the scope for offering substantially faster journeys than could be achieved by an all-stops bus service. We will also need to significantly improve rapid transit capacity within central Manchester, to ensure that current capacity constraints do not affect Metrolink’s ability to accommodate long-term growth on existing and future lines (see section 288).

Policy 29: We will expand the coverage and capacity of our rapid transit network (Metrolink, Rail and Bus Rapid Transit), to deliver improved connectivity to employment and other opportunities within the city-region.

For rail-based rapid transit – whether Metrolink, suburban National Rail services, or other potential future types of metro - we will aim to deliver at least a 15-minute service frequency on all key corridors into the city centre throughout the day (Mondays to Saturdays, 0700-2330). We will consider the potential for converting appropriate suburban National Rail services to metro operation. That could be achieved by operating tram-train services on the National Rail network, or the introduction of other types of metro service using new infrastructure in the Regional Centre, potentially including a metro tunnel. Conventional heavy rail services on the National Rail network will remain very important, and improvements to both the capacity and connectivity of those services will be needed.

Over the period up to 2040, we will be taking a much broader view of rapid transit, focusing on delivering the most appropriate, integrated public transport network to meet the needs of different parts of the city-region. More detail on how rapid transit will be developed to create that network is set out in the Rapid Transit Strategy.



Changes in rapid transit technology and operating practices mean that the traditional boundaries between heavy and light rail and bus will become increasingly blurred. That enables us to focus on

providing the right rapid transit system to meet existing and future travel markets to support significant population and economic growth.

In the medium term, tram-train offers the potential to deliver metro services to more areas without building new rail lines. A tram-train approach can help to improve access to the core of the city centre at peak and off-peak times, while also releasing valuable capacity on the National Rail network.

Where demand is not sufficiently high for rail-based rapid transit, bus rapid transit or express bus services - typically utilising a mix of segregated busways and other forms of bus priority - can offer many of the same benefits with much lower infrastructure costs. They may also serve to build up demand for rapid transit to a point where a Metrolink extension can be justified in the future.

The Regional Centre will continue to be the major hub for rapid transit services due to its high concentration of trip attractors, and its role as the key interchange in Greater Manchester's public transport network. As new city-to-city rail services are introduced (eg HS2 and Northern Powerhouse Rail services), the Regional Centre's role as a hub will become even more important. A key objective of the Rapid Transit Strategy is to improve connectivity with network hubs, maximising the benefits of new inter-urban rail services to Greater Manchester by fully integrating them with our existing and future public transport network.

In the longer-term, the growth of Manchester Airport and the Enterprise Zone means that the Airport has the potential to become a second rapid transit hub in Greater Manchester. Airport-focused rapid transit services could provide more orbital travel for Greater Manchester's residents and visitors. We will continue to explore opportunities for delivering more orbital rapid transit services via the Airport over the coming months and years.

Our priorities for extending the capacity and coverage of the rapid transit network will include:

- Providing additional cross-city capacity in the Regional Centre for existing and future rail-based rapid transit services, potentially by means of tunnelling.
- Converting those suburban rail lines serving the Regional Centre which have a relatively poor financial performance to metro-style services, where there is a good financial case and the potential to attract both peak and off-peak patronage, achieved by track-sharing between light and heavy rail services.
- Providing additional capacity to accommodate growth on remaining suburban National Rail rail services to the Regional Centre. Capacity on the National Rail network will be released by converting selected suburban rail lines to create new metro services that avoid the Northern Hub rail bottleneck, but other capacity enhancements on the National Rail network will also be needed.
- Ensuring excellent local rapid transit connections with Northern Powerhouse and HS2 Rail services via a network hub at Piccadilly.
- Building new sections of rapid transit route, but only where there are opportunities to provide substantially faster journeys to major population or employment centres than could be achieved by a stopping bus service.

- Developing new bus-based rapid transit routes to serve major population and employment centres poorly served by existing rapid transit.
- Developing Manchester Airport as a second Greater Manchester rapid transit hub in support of the Airport's growth strategy, which will create opportunities for new orbital bus- or rail-based rapid transit services from other Greater Manchester network hubs, and support future growth areas.



National Rail services

Our Ambition: To develop a rail network that is high-capacity, reliable, resilient, accessible and fully integrated with other rail-based services and the wider transport network, and extend the benefits of our strategic priorities for rail (including HS2 and Northern Powerhouse Rail) throughout the city-region.

The National Rail network in Greater Manchester plays an important role in supporting economic growth, in particular providing quick access into the Regional Centre and main town centres and linking the conurbation to other major cities. Suburban services on the National Rail network form an important part of Greater Manchester's rapid transit network. Greater Manchester is also served by an extensive network of rail inter-urban services – both for regional trips to nearby cities and long-distance services to destinations such as London, Glasgow, and Edinburgh.

In recent years, there has been a significant growth in patronage, increasing by over 30% in the last decade. The rate of growth in the use of rail in the North, especially into major centres, has in fact outpaced that in the South East. Prior to Covid-19, this overall trend was continuing despite extended periods of poor performance and disruption.

Improving reliability will be key in continuing this role, but there is a need to address the resilience of the network. The dis-investment in the UK rail network from the 1960s through to the 1990s saw spare capacity beyond that required to operate a limited service pattern removed from the network. The renaissance in rail use since then has meant that significantly more trains are running through the same network, so that disruption is magnified and there is limited scope to avoid major incidents or seek alternative routes. We will continue to assess the key vulnerable locations on the network where additional capability could bring a step change in network recovery from such incidents, ensuring much greater resilience.

Lack of investment means that the capacity needed for both resilience and future growth is increasingly an issue. In addition, the quality of rolling stock and passenger facilities is inconsistent, often offering a poor experience to the public. While some of these issues have been addressed by the Northern and Transpennine rail franchises that began in April 2016 and as part of the Northern Hub package of work undertaken by Network Rail, there still exists significant opportunities to improve the network and services.

In 2019 the Greater Manchester Rail Prospectus set out the city-region's priorities for its rail network. These included improving infrastructure and rolling stock; increasing passenger numbers into the Regional Centre; working with rail and community partners to improve stations, increasing services to Manchester Airport and delivering local turn-up-and-go services that operate at least four trains an hour. The Prospectus also sets out the opportunities provided by rail reform and greater local control.

While Greater Manchester has benefitted from recent major Network Rail investment in the Northern Hub, which included the construction of the Ordsall Chord and the electrification of the North West Triangle to Liverpool and Preston via Bolton, there are still a significant number of delayed or postponed infrastructure projects. These include the delivery of enhancements to the

Castlefield corridor between Manchester Piccadilly and Oxford Road and the Transpennine Route Upgrade between Manchester and York.

The Northern Rail franchise, which commenced in 2016, represented a significant step towards achieving many of Greater Manchester's strategic rail priorities. It included commitments for major investment in new rolling stock for local services and a step-change in service levels on many local routes, especially during the inter-peak, evening, and weekend periods. While the franchise was terminated early in 2020 and replaced by a government run Operator of Last Resort (OLR), we will continue to lobby for these commitments to be delivered as planned.

The long-term sustainability of the local heavy rail network is likely to depend on continuing recent progress in reducing its need for subsidy. Some of the lines that are likely to be the weakest financially may also offer some of the best prospects for attracting additional demand via light-rail metro-style operation. This can – as seen recently with the conversion of the Oldham Loop line to Metrolink where patronage has more than tripled – attract more demand and revenue outside the travel-to-work peak periods.

Policy 30: Working with partners, we will develop a rail network with the capacity, reliability, speed, resilience and quality to support growth in the Northern economy and extend the benefits of HS2 and Northern Powerhouse Rail throughout Greater Manchester.

The Government has recognised the need for faster journeys between the major northern cities. Local authorities and TfN are working together to agree what is needed to benefit that wider area, with the aim of developing a Northern Powerhouse Rail network. Improvements would be delivered progressively, through franchise specifications and input to ongoing railway planning processes and through supporting activities of local authorities.

The fact that many of Greater Manchester's rail stations offer poor customer facilities deters some users. Because rail franchises are relatively short-term, train operators have little incentive to invest and improve access as there is insufficient time to recoup that investment. We therefore believe that the interests of the customer would be best served by TfGM operating stations on a long lease instead. This would enable longer-term programmes to be developed to bring stations up to a consistent standard that align with the standard provided for other modes.

Policy 31: We will continue to work with DfT, Network Rail and Transport for the North to secure greater local control of rail stations and to deliver greater local accountability for all rail-based services within Greater Manchester.

Part 3

Our 2040 Spatial Themes: Challenges and Interventions

Introduction

This section builds on the Greater Manchester-wide strategic principles and policies set out in Part 2. Part 3 is structured around five types of trip (called spatial themes - as introduced in our 2040 Vision) to enable an integrated set of interventions to be developed to address specific issues in different parts of the city-region and for different types of travel:

Our 2040 Spatial Themes



Besides local connectivity, Part 3 covers the need for better links to ports, airports and the Channel Tunnel to improve our overseas trade and tourism connectivity, alongside transformed links to other UK cities to deliver the crucial access to markets for labour and goods that our city-region needs.

Within Greater Manchester, the Regional Centre has a critical role as a major transport hub as well as being the largest centre for employment and a major focal point for long-term economic and residential growth, and it therefore has specific transport needs. Also important is access to the main town centres and other employment locations as well as to facilities like hospitals and

colleges. Within neighbourhoods, the short trips made from home to local centres and facilities are essential to quality of life. Access to public transport – whether to rail stations, Metrolink stops, or bus stops – also requires attractive links, especially for walking, at a neighbourhood level. The five journey-types shown in the diagram above, and the improvements we plan to make for each of them, are discussed in more detail in the following pages.

To reflect their specific characteristics, it is intended to add a sixth spatial theme, comprising trips between and within major town centres in Greater Manchester. That will require some further technical work. A common theme throughout Part 3 is the need to allocate roadspace efficiently on our transport networks and minimise the negative impacts of traffic on our communities, particularly as our city-region experiences economic growth over the coming decades. This will need a concerted effort to improve the attractiveness of our sustainable transport networks by providing the right infrastructure to support our growth agenda and locating new development in locations that do not depend on cars, while also carefully managing demand across our transport system.

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Global Connectivity

Our ambition is to support growth at the Airport and the adjacent Enterprise Zone by: bringing many more people within one- and two- hour rail journey times to improve the reliability of the highway network near the Airport; and to ensure that public transport services better meet the needs of Airport customers and employees. Fewer people will drive to work at the Airport, with transformed sustainable transport connectivity from across Greater Manchester and beyond. The Atlantic Gateway corridor will be developed to maximise the sustainable movement of goods by water and rail. We support the development of the Port Salford area as a tri-modal (rail, water and road) logistics park and development zone to improve access to global markets via the Port of Liverpool.

In our 2040 Vision for Transport, we highlighted the importance of Greater Manchester's connectivity to global markets to enable our city-region to compete effectively on the world stage and to rebalance the UK's economy. The Greater Manchester brand is already strong around the world and we have a huge opportunity to capitalise on this by attracting further international inward investment and tourism.

Greater Manchester is also an important strategic location for international freight through our excellent connectivity by air, sea, road and rail. Through further targeted investment in our transport infrastructure and services, we can build on this strategic advantage to the benefit of our residents and businesses. The rest of this section focuses on how Greater Manchester can support improved global connectivity for freight and passengers via Manchester Airport and the Manchester Ship Canal. Improving access to global gateways will, of course, also depend on improved access from across Greater Manchester and to and from other city-regions, notably to London for the Channel Tunnel (see Delivering Better City-to-City Links) and to Hull and the North East Ports.

Manchester Airport and Enterprise Zone

Manchester Airport plays a pivotal role in providing access to international markets from Greater Manchester and across the North of England and is therefore central in delivering a strong economy. Before the Covid-19 pandemic, it employed more than 20,000 people on site, with an estimated further 45,000 supported jobs in the wider region and a GVA contribution to the UK economy in excess of £925m. As the third busiest airport in the UK, and with c.8.9 million people living within a one-hour drive-time, and nearly 22 million within a two-hour drive-time, Manchester Airport is also a major asset for the whole of the UK.

The Airport already provides access to a range of international destinations: before the Covid-19 pandemic, over 70 airlines operated to around 200 destinations worldwide. Direct flights are operating or planned to important growth economies around the world: North America, the Emirates, Singapore, Hong Kong and mainland China. It also offers highly flexible, affordable short-haul access to European cities and attracts passengers from across the North, North Wales and parts of the Midlands. The Airport plays an important freight role handling over 117,000 tonnes of air cargo annually, much of it high value or time sensitive.

Manchester Airports Group (MAG) has ambitious plans to grow its passenger market from 24 million trips per annum in 2016 to 45 million, delivering over £2bn to the UK economy and providing up to 60,000 jobs in the wider region. Unlike major UK airports in the south-east, Manchester Airport has spare runway capacity and therefore has enormous potential to rapidly expand its role without the need for major investment in potentially contentious new runway capacity. MAG is delivering a transformational £1bn investment plan into its Airport facilities to maintain and enhance its world-class position and to secure further new airlines and routes into Manchester.

However, the full potential of Manchester Airport will only be realised if local and regional access to the gateway matches the quality of the transformed Airport. Although there has already been significant investment in connectivity to the Airport in recent years more will need to be done. In particular, we will need to improve connectivity by public transport to enable both passengers and employees to travel easily and seamlessly to the Airport without a car, coupled with demand management, to ensure that congestion does not undermine the Airport's long-term growth. Connectivity improvements and demand management will also support sustainable economic growth at the Greater Manchester Enterprise Zone (GMEZ), and at Davenport Green (which has potential for office and residential development), both adjacent to the Airport.

The Greater Manchester Enterprise Zone (GMEZ)

The GMEZ comprises a number of sites, including Airport City North,; the World Logistics Hub (with potential for 1,500 jobs); an advanced Medipark to the south of Wythenshawe Hospital; and a string of other developments, which cover areas such as Roundthorn Industrial Estate, Wythenshawe Town Centre and Atlas Business Park. Davenport Green, the proposed location of the Airport HS2 station, is another longstanding potential major development site to the west of the M56 which will require significant investment in sustainable transport.

A Gateway to the North of England

Global connectivity, particularly via Manchester Airport, is vital to supporting long-term economic growth in the North of England. Better rail connectivity to Manchester Airport is particularly important to allow quick and easy access from throughout the North of England to a wide range of international destinations served by the Airport.

HS2 and Northern Powerhouse Rail proposals will transform rail connectivity to the Airport from across the North of England and the UK, unlocking new jobs and productivity. More frequent and faster rail services will help to increase the effective population catchment area of the Airport, supporting the case for introducing new inter-continental trade routes, and thereby boosting the economic potential of the North of England.

Any new rail connections must be carefully planned to ensure that they integrate well with existing rail and road networks. Committed electrification and infrastructure schemes in the North West provide enhanced links to Huddersfield, Leeds, and York using faster and longer trains, while completion of the committed Northern Hub capacity improvements will permit better cross-Manchester rail links to the Airport. Supporting infrastructure improvements, such as platform lengthening at key rail stations in the North, will be necessary to maximize the benefits of these rail improvements.



TfGM, Transport for the North and other key transport agencies - such as Highways England and Network Rail - continue to work closely with MAG to identify opportunities to improve the quality of the entire door-to-door passenger travel experience, from providing excellent information on how to travel to the Airport (and on travel times and delays); through to seamless, integrated smart ticketing. We must make it as easy as possible for people to plan their whole journey in advance and to encourage the use of more sustainable travel wherever possible.

The strategic road network also plays a crucial role in accessing the airport. Reliability of journey times to the airport is particularly important. We will need to work closely with Highways England to maximise the benefits to connectivity and capacity from the A556 improvement and M56 Junctions 6-8 Smart Motorway; and to develop strategic priorities for improving airport access, better managing demand for travel by car, and dealing with existing and potential bottlenecks on our motorways.

Links to the Regional Centre

Excellent connectivity from the Regional Centre to Manchester Airport is vital in order to maximise global trade with Greater Manchester. Travel between the Regional Centre and the Airport must be as seamless and as customer oriented as possible to secure the greatest benefits. This must include fast, high-quality rail links, with journey times competitive with the car, and seamless interchange both at the Airport and within the Regional Centre. Public transport services should be tailored to integrate with flight times and with worker shift patterns as much as possible, which will require 24-hour a day operation on key services.

We will consider other potential travel options, such as express bus and coach services; new models of car club operation and car sharing; and taxi provision to provide alternatives for

international travelers. All travel options must be carefully designed and marketed to make them as easy to use as possible, particularly for those unfamiliar with Greater Manchester.

Access to employment at Manchester Airport

If Greater Manchester is to benefit fully from access to global trade and new jobs at the Airport and Enterprise Zone, the area must be accessible from across the city-region. This will require improvements to both orbital and radial public transport, supported by appropriate ticketing and fares. This will need investment sustainable transport to attract workers out of their cars. Car sharing could also have a major role to play in improving access to employment at the Airport. Use of public transport and car sharing can be further incentivised through careful car parking management, which will be crucial as activity in the area increases and the local highways come under further pressure.

Local connections from surrounding areas (such as Wythenshawe, Baguley and Benchill) are also very important to ensure good access from more deprived areas to jobs at the Airport. Improvements to walking and cycling will be high priorities.

- Key Supporting Evidence
- Manchester Airport Sustainable Development Plan forecasts significant long-term growth in demand for travel from Manchester Airport.
- Data on time of travel for passengers arriving and departing the airport suggests a significant peak in demand before the morning peak period (eg between 6-7am) and early to mid-afternoon.
- Vehicle flow data for M56 shows that airport traffic (staff and passenger car trips) do contribute to peak hour congestion and increasingly unpredictable journey times are forecast over the coming years on the SRN in the vicinity of the airport.
- Journey to work data for the Airport and surrounding area highlights extremely high levels of car dependence for commuter trips.
- If Manchester Airport reaches its goal of 45million passengers per year and achieves its mode share targets, there would be c.60% more car trips by airport workers than at present (the increase may be somewhat lower if airport worker productivity significantly increases). This does not include additional traffic from Airport City, A556, A6MARR, Wythenshawe Hospital and HS2.
- Public transport journey times from most of Greater Manchester (except Wythenshawe area, Manchester City Centre and Stockport Town Centre) are significantly greater than by car during off-peak periods, and from many areas are longer than most people would be prepared to spend travelling to work.

Atlantic Gateway and Port Salford

Port Salford is located on the western edge of Greater Manchester and is part of the Atlantic Gateway Economic Growth Corridor, which connects the Port of Liverpool with Greater Manchester via the Manchester Ship Canal. The location has been identified as the ideal location

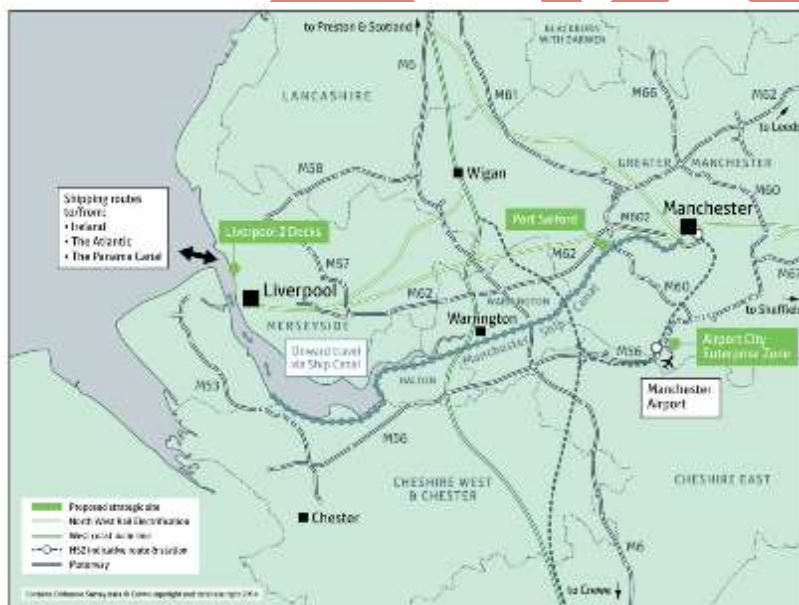
for a tri-modal freight interchange enabling waterborne, rail and road freight access to a large-scale logistics park.

The development of the Liverpool 2 super container facility at the Port of Liverpool has enabled the Port to handle the much larger deeper water container vessels that operate on trans-Atlantic routes following the widening of the Panama Canal. This will enable Liverpool to establish itself as the UK’s leading transatlantic port and to deliver much stronger trade connections between the North West and overseas markets. We must maximise the sustainable opportunities for onward movement of goods via the Manchester Ship Canal into Greater Manchester, to reduce the congestion and carbon impacts of freight on our highways.

Port Salford is served by major transport routes including the Manchester Ship Canal, the Manchester-Liverpool (Chat Moss) railway, the M62 / M602 / M60 motorways, and the A57. Port Salford will play an important role in delivering improved global connectivity due to its role as part of the infrastructure of global supply chains, with particular potential for serving European container ships.

Rail access improvements to the Atlantic Gateway are planned, including a link from Port Salford to the Chat Moss (Liverpool-Manchester via Newton-le-Willows) rail line. This would enable freight trains to serve regional and UK markets from Port Salford and support trans-shipment activities there.

The achievement of the potential of the Port Salford and the Atlantic Gateway growth area is being pursued through joint working, including developers/landowners, Salford City Council, Trafford Metropolitan Borough Council, TfGM and Highways England.



In addition to Port Salford, significant logistics and employment developments planned in Trafford Park, Carrington and around the M58/M6 area in Wigan will place increased pressure on already congested parts of Greater Manchester’s transport network including the M62, A57 and western sections of the M60 motorway. Much more will need to be done to improve the reliability of our highways, through development of a holistic access strategy incorporating public transport, local walking and cycling and highways improvements.

The completion by the developer of a future Metrolink-compatible local highway crossing of the Manchester Ship Canal as part of the Western Gateway Infrastructure Scheme has helped to mitigate the impacts of the first phase of Port Salford. Further interventions to improve access to, and the performance of, our highway network in the Atlantic Gateway area, particularly around the connection between the Key Route Network and the Strategic Road Network is required. It is hoped that the M60 Northwest Quadrant Strategic Study, led by the Department for Transport and with participation from Transport for the North and Greater Manchester partners will assist in identifying the interventions that may be required to support economic growth in the Atlantic Gateway.

We will also need to ensure that workers can access the new jobs at Port Salford and in the Atlantic Gateway corridor without having to travel by car. We are exploring the potential to extend the completed Trafford Park Metrolink line towards the Atlantic Gateway.

Providing improved cycling and walking connections from surrounding areas (such as Peel Green, Patricroft and Irlam) will also be a high priority to ensure good access from more deprived areas to jobs in the Port Salford and the Atlantic Gateway area. The Port Salford Greenway provides safe traffic-free connections, and further infrastructure to complement this scheme is proposed through Greater Manchester's Bee Network. Proposed interventions supporting Global Connectivity are set out in Our Five-Year Transport Delivery Plan

Delivering Better City-to-City Links

Our ambition is to see an increasingly productive, inclusive and prosperous region, supported by transformed connectivity between the major cities of the North of England, and to the Midlands, London and Scotland. There will be a step-change in quality, speed and reliability of our city-to-city rail links, allowing travel to Liverpool, Leeds and Sheffield in 30 minutes or less and to London in just over an hour. The strategic highway network will offer more reliable journey times. More freight will be moved by rail and water. Transformed infrastructure, smart ticketing and customer information will encourage more trans-northern journeys to be made by public transport.

The Greater Manchester city-region lies at the heart of the North, with the large conurbations of Liverpool, Leeds and Sheffield all within 45 miles of our Regional Centre. Our connections to major city-regions across the North, and to other major cities, such as Birmingham, London, Glasgow and Edinburgh are also crucial to our long-term success, supporting the critical flow of goods, skills and information that will enable the UK to boost its long-term productivity. The constrained capacity, speed and reliability of our existing city-to-city road and rail connections prevent Greater Manchester fulfilling its potential. We will continue to work closely with partners to deliver the transformational improvements to our city-to-city links we need to achieve our 2040 Transport Vision and to play a key role in delivering a strong Northern economy. However, for the benefits of these improvements to be felt across Greater Manchester, we will also need to improve connections across the city-region to enable people to access motorways and National Hub interchanges.

When it comes to the 'Right Mix' for City to City trips, we are targeting a 5% reduction in car mode-share, achieved through improvements to inter-urban public transport. Many City to City trips include journeys that neither start nor end in a city centre, and there is little potential for these to be made by public transport. However, we expect the major proposed improvements to inter-urban public transport to substantially reduce car use for trips that do involve travel to and from a major city centre.

Improving North-South Connectivity

High Speed 2

The West Coast Main Line (WCML) linking London to the North West and onwards to Scotland is the busiest mixed-use 125 mph railway in Europe. The line is under considerable stress because there is more demand for train services than there are train paths available. This limits capacity and means there are trade-offs deciding which services can run. We expect demand for rail travel to continue to grow over the coming years (both for freight and passengers) and the need for new rail infrastructure will become ever more pressing as we move towards 2040.

The pressure on the WCML underpins the strategic case for HS2. The current proposal is to deliver HS2 in three phases: Phase 1 from London to Birmingham, Phase 2a from the West Midlands to Crewe and Phase 2b comprising a western leg from Crewe to Manchester with an intermediate station at Manchester Airport and an eastern leg from the West Midlands to Yorkshire (at the time

of publication, work on the proposed Eastern Leg had been paused by Government and was subject to further review).

Alongside HS2, Northern Powerhouse Rail (NPR) - the east-west rail network across the North is also vital to boost our city-region's economy. NPR will significantly improve capacity, frequency, speed and services between the North's six main cities and Manchester Airport.

In 2018, we launched our growth strategy for high-speed rail, "The Stops are just the Start", which details how HS2 and Northern Powerhouse Rail (NPR) can support new jobs, new homes and new opportunities for Greater Manchester. TfN has also set out its vision for the NPR network, in its Strategic Transport Plan for the North. Our 2019 "Prospectus for Rail" also makes the case for the full delivery of HS2 and NPR. It explains that if HS2 is not delivered, Northern Powerhouse Rail (NPR) alone will not be able to support the economic growth our city-region, the North and the country needs.

Without HS2 and NPR to release capacity on our current network, we will not be able to run more frequent local services. The delivery of high-speed rail and associated growth strategies at Manchester Piccadilly, Manchester Airport, Stockport and Wigan remains crucial to the successful delivery of our 2040 Transport Strategy. We are working collaboratively with Government to refine the plans for high speed rail and ensure they are funded in a way that is sustainable, equitable, and aligned with both local and national policy.

The Greater Manchester authorities support HS2 and NPR, and want to ensure the proposals have no detrimental impact on local services. TfN is also investigating the potential for a Manchester Airport Western link; this would serve a strategic role beyond Greater Manchester and we would look to TfN to act as the promoter for any future proposals.

Detailed plans for the Phase 2 route were released by HS2 Ltd in November 2016. The November 2016 plans no longer provide for a west to east link in the north west which would have allowed for trains between Manchester and Wigan and onwards to Scotland to run much faster via the HS2 route, and therefore will no longer offer the opportunity to relieve capacity on the congested Manchester-Wigan/Bolton/Preston lines, which will instead need to be addressed by other means. A map of the current proposals is shown below.

The opportunities for sustained growth offered by HS2 cannot be delivered by any other alternative. However, the case for HS2 extends well beyond simple transport economics. HS2 is a strategic economic game-changer that will uplift productivity through enhanced labour market and business-to-business connectivity; increased network capacity; and improved international connections through the HS2 station at Manchester Airport. It will stimulate regeneration in areas adjacent to HS2 stations, and also establish the basis for a renaissance in engineering skills development and act as a major stimulus for a domestic supply chain, with up to 350,000 jobs being directly related to the project at its peak.

In February 2020, the Government announced that HS2 would proceed in full. The Oakervee rail review concluded that for Phase 2b of HS2 (the route from Birmingham to Manchester and Leeds) a Y-shaped network was the right strategic answer for the country. The review also concluded that Phase 2b needs to be considered as part of an Integrated Rail Plan (IRP) for the north and Midlands which also includes Northern Powerhouse Rail, Midlands Rail Hub, and other major

Network Rail schemes to ensure these are scoped, designed, delivered, and can be operated as an integrated network.

HS2 is vital in increasing the capacity and connectivity of Britain's rail network. Manchester Piccadilly and Manchester Airport are the optimal locations for new HS2 stations, supplemented by a Hub location at the existing Wigan North Western station to the north of the conurbation. From Manchester, journey times to London are anticipated to be as low as 68 minutes, with three trains per hour to London and two trains per hour to Birmingham. Journey times to Wigan would also be reduced, by almost a half. We wish to see the benefits of HS2 realised as soon as possible. In the intervening years, however, we will continue to work hard to deliver improved north-south rail connectivity in and out of Greater Manchester, including identifying improvements to services on the existing WCML through future franchise specifications; and ensuring that Greater Manchester's key stations are served by HS2 classic compatible services that can run on both HS2 lines and the WCML following delivery of Phase 1 of HS2 (from London to Birmingham).

M6 Motorway

North-south strategic road links are provided by the M6 motorway, which runs through the west of Wigan and just to the south of Trafford. The M6 is a critical strategic highway corridor for both people and freight, and we must maintain good access to this corridor from across Greater Manchester. The M6 - immediately to the south of Greater Manchester – has been converted to a Smart Motorway. The link into central Manchester and Manchester Airport, via the M56, is also being upgraded through improvements to Junction 19 and work will commence on the M56 Junction 6 to 8 Smart Motorway scheme shortly. In future, the M58 link road will provide a direct link from the M58/M6 J26 to the A571. However, J25 currently has southbound access and northbound egress, and we want to make this an all movements junction, allowing the closure of J24, which would relieve congestion in Ashton-in-Makerfield.

The South Manchester Highway and Transport Study will look at impacts of and mitigation for HS2, possible strategic development sites, and Airport growth with a focus on the M56 from J5 to J6. This is intended to cover the Local Road Network and multi-modal solutions, as well as the Strategic Road Network. The South East Manchester Junction Improvements Study is also looking at possible improvements to M60 junctions.



Key Supporting Evidence

- The combined population of Northern England is 15 million (larger than London). The current combined GVA⁵ of the North is £343bn, 19% of the UK total. However, the GVA per person in the North is now 18% below the UK average.
- UK Cities account for 9% of land use, but 54% of population, 59% of jobs and 61% of output. (Centre for Cities).
- 10 million people live within 40 miles of Greater Manchester (2 million of these are graduates)
- With HS2 and Northern Powerhouse Rail network lies the potential to at least close the productivity gap between the North and South, which Treasury has estimated would equate to in excess of £40 billion additional GVA by 2030.
- The Spatial Economics Research Centre found that commuting between the Greater Manchester and Leeds city-regions is about 40% lower than expected given the characteristics of the two cities and the physical distance between them.
- By road, it takes 44 minutes to travel 34 miles to Liverpool from Manchester, but 1 hour 12 minutes to travel 38 miles to Sheffield.

⁵ Transport for the North's Strategic Transport Plan: <https://transportforthenorth.com/wp-content/uploads/TfN-final-strategic-transport-plan-2019.pdf>

Transforming Connectivity Across the North

Through Transport for the North, Greater Manchester has worked in close partnership with other northern local authorities and with Department for Transport, Highways England and Network Rail, to develop the Strategic Transport Plan (STP) for the North, focused on the critical investments needed to transform city-to-city connectivity with a view to delivering a Northern Powerhouse economy which is equal to or exceeds the UK's average growth rate.

Transport for the North

Transport for the North (TfN) brings together Local Authorities across the North of England to enable the North to speak with a single voice on the important transport projects needed to fully realise the region's economic potential.

In February 2019, TfN published its statutory Strategic Transport Plan (STP)⁶ for the North. The Plan makes a robust case for transformational transport investment across the entire North of England, to help rebalance the UK economy.

The long-term strategic programme detailed in the Plan sets out proposals for rail, highways, freight, inter-city connectivity, and integrated transport services, designed to deliver significant benefits for commuters, businesses and the wider economy of the North.

Within the Plan, TfN identifies seven Strategic Development Corridors for the North of England. Each represents an economic area where evidence suggests the most progress towards growth could be made by bringing forward major road and rail investment.

The corridors are designed to encompass the needs of people, business, freight and logistics.

Northern Powerhouse Rail (NPR) Network

Excellent rail provision is essential to enable people to move quickly and easily to jobs and business destinations in our Northern city-regions, as well as supporting the efficient movement of goods by rail. Transformational rail service improvements are a key part of vision, linking Greater Manchester with the major cities in the North of England through development of a Northern Powerhouse Rail (NPR).

⁶ Transport for the North's Strategic Transport Plan: <https://transportforthenorth.com/wp-content/uploads/TfN-final-strategic-transport-plan-2019.pdf>

Transpennine Route Upgrade and Manchester Rail Task Force

The upgrade of the Trans-Pennine route to Leeds is a national priority, with up to £3bn of investment earmarked by the Secretary of State for medium-term delivery in advance of Northern Powerhouse Rail. Electrification from Manchester to Huddersfield and beyond, coupled with improved local train service frequency, is a priority for Greater Manchester on this route. In 2020, the scheme was allocated additional funding by Government to ease congestion and improve reliability, with an ambition for full electrification, digital signalling and additional freight capacity.

The rail network is extremely congested around central Manchester, leading to conflicts between services and unreliability both in Greater Manchester and the North of England. Previously, the solution to this problem was the full implementation of the Northern Hub proposals. Certain parts of these proposals have been constructed - such as the Ordsall Chord - but not the most critical element: the reconfiguration of Manchester Oxford Road station and new platforms 15 and 16 at Piccadilly station. The impact of this partial provision of Northern Hub planned infrastructure was evident with the implementation of the May 2018 timetable which saw an increase in trains along the Castleford Corridor (the line between Manchester Piccadilly, Oxford Road and Deansgate), but without the supporting infrastructure, and resulted in a major deterioration in train performance.

In recognition of this poor performance, the cross-industry Manchester Recovery Task Force (MRTF) was set up in 2019 with a remit to examine both short and long term solutions. TfGM is a stakeholder in the task force, and continues to provide technical direction and support to the process in order to achieve a much improved level of performance in the short term, and to press for the necessary investment in additional infrastructure in the longer term.

Building on the Northern Hub schemes, the rolling stock and service improvements in the Northern and Trans-Pennine rail franchises, and HS2 proposals; the TfN Strategic Transport Plan envisages transformational improvements to the frequency of trains, passenger capacity and to journey times across the North.

Rail North

Rail North is a partnership of 29 Local Transport Authorities who will, alongside DfT, manage the new Northern and TransPennine Express franchises from April 2016. The Rail North partnership agreement includes important mechanisms to enable the local authorities to make decisions on changes to their local rail services and to make investments in these franchises to drive improvements. Responsibilities for Rail North will also relate to concessionary travel, multi-modal ticketing schemes and smart transactions and to important performance management issues.

To deliver these ambitious journey times and aspirations for improved frequency, options are also being explored to deliver new lines or major rail bypasses as well as making use of proposed HS2 infrastructure. It is anticipated that significant sections of new line would be needed on routes between Manchester and Leeds and Manchester and Sheffield, for example. Existing rail infrastructure would then be freed up on our current rail networks to provide express, semi-fast, local and freight services.

Delivery of a seamless public transport network across the North of England is also to be supported by a smart Northern ticketing system that makes it simple and easy to travel across the North by any mode of public transport. This will be enhanced by real-time travel information and a simplified fare structure. We will ensure that this emerging Northern smart ticketing system is compatible with our future Greater Manchester smart ticketing and fares.

Future development of our national rail hubs

In Part 2, we set out our approach to improving interchange on our public transport system, highlighting different categories of interchange which are needed to support a seamless Greater Manchester transport network. Our Global Gateway at Manchester Airport, and Greater Manchester National Hubs, are critical in supporting excellent city-to-city links and we will develop proposals to improve interchanges at these locations to ensure that national rail services are well integrated into our city-region transport network.

With the introduction of HS2 and Northern Powerhouse Rail services, Manchester Piccadilly will become the most intensive strategic transport interchange in the North. An integrated approach is needed, as set out in the HS2 and NPR growth strategy “The Stops are just the Start” - to ensure that these connectivity benefits are spread across the city-region and, critically, that the immediate area around the station delivers on its potential. We want to see the stations and the surrounding area transformed in time for the start of HS2 Phase 1 operations in 2026, so as to maximise early city-to-city connectivity benefits and accelerate regeneration. The adjacent Piccadilly and Mayfield areas have the potential for commercial development that could secure up to 30,000 additional jobs, alongside scope for more housing and regeneration.

There are other interchanges in Greater Manchester that are vital for the successful implementation of improved city-to-city rail links, including Manchester Airport, Wigan and Stockport. Investment in high quality access and interchange at these hubs will be critical to ensure that travellers from across Greater Manchester have excellent access to city-to-city rail services, that are well integrated into our city-region transport system.

City-to-city highways connectivity

City-to-city links by road are provided primarily by the Strategic Road Network of motorways, supported by the nationally designated Major Roads Network and Greater Manchester’s Key Route Network of locally important roads. The Strategic Road Network is operated by Highways England and in Greater Manchester comprises some 180km of motorways and all-purpose trunk roads.

Partnership with Highways England

Highways England and TfGM have signed a Memorandum of Understanding (MOU) which provides a unique opportunity to establish complementary network management and development arrangements. The MOU aligns the management of the Greater Manchester Key Route Network with that of the Strategic Road Network to deliver the most efficient management of the highway network; and provides a partnership approach to investment to ensure it supports local and national economic growth priorities.

We are working closely with Highways England to develop strategic priorities, better manage demand for travel by car, more closely integrate the operation of the Strategic Road and Key Route Networks, and deal with existing and potential bottlenecks on key highway links.

The Strategic Road Network that links Greater Manchester to other northern cities contains some of the busiest and least reliable roads in the country. The M60, for example, which plays a vital part in the life of Greater Manchester, is ranked second only to the M25 in England with respect to congestion. The strategic highway network around Greater Manchester is particularly critical to the delivery of a more reliable northern highways network that can support the future movement of people and goods across the North of England.

There has been significant investment in Greater Manchester's strategic road network in recent years, primarily through the Government's first Road Investment Strategy (RIS1). RIS1 covered the period 2015 to 2020 and contained a number of improvements to the strategic road network to improve its performance and reliability. This included rolling out Smart Motorways on key sections of the M60 and M62. The second Road Investment Strategy (RIS2, 2020–2025) will continue this roll-out, with Smart Motorway schemes on the M6 and M56 and on the trans-Pennine section of the M62. RIS2 will also see delivery of improvements at Junction 18 of the M60 (Simister Island); and delivery of the Mottram Moor Link Road and the adjacent A57(T) to A57 Link.

We will work with our partners to help develop the Government's investment plans over the longer-term and define the content of future Road Investment Strategies, through continuing work on major strategic studies of the Northwest Quadrant of the M60 and the Trans-Pennine Tunnel and the South Manchester Highways and Transport Study and M60 South-East Junction studies (announced in RIS2), and through Route Strategies to inform RIS3. In doing so we will seek to ensure that SRN schemes do not impact adversely on the local road network. We will also work with partners to identify the potential of travel demand management and other multi-modal solutions, including park and ride, to reduce congestion on the motorway network and KRN.

The Major Road Network (MRN) was designated by the Government following a consultation in 2018. It incorporates the country's busiest and most economically important local authority A-Roads and forms a middle tier sitting between the SRN and the rest of the local road network. The MRN has five central objectives which build on the commitments made by Government in the Transport Investment Strategy. Those objectives are to reduce congestion; to support economic growth and rebalancing; to support housing delivery; to support all road users, including cyclists, pedestrians and disabled people; and to support the Strategic Road Network. For Greater Manchester, the MRN includes important A-roads connecting key centres to the SRN and

providing cross boundary links, including, for example, the A6, A34, A58, A580 and A666. Substantial sections of the Inner Relief Route also form part of the MRN.

A specific new funding stream was dedicated to improvements on MRN roads. As with the RIS for the SRN, this is allocated in five year blocks and draws on the National Roads Fund. The schemes to be funded in the first five-years of the MRN (subject to completion of business cases) were announced in 2019, drawing on Regional Evidence Bases (REB) created by the sub-regional transport bodies such as Transport for the North. In Greater Manchester, two schemes were included in this first tranche – the A34 Cheadle-Handforth Improvement Plan Phase 1 in Stockport and the Wigan East-West Strategic Route, the latter being designated a Large Local Major (LLM). We will work with our key partners to help bring these schemes to fruition and to shape and develop both the structure of the MRN and further schemes and investment plans over the longer-term.

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City to City Freight Movement



Freight and logistics have a significant role to play in the economic growth of the region and present an emerging Northern golden triangle of warehousing and logistics activity. Greater Manchester lies at the heart of this golden triangle, with the Manchester Ship Canal providing a strategic western gateway to Greater Manchester and the Northern Powerhouse. Port Salford and other logistics developments in areas such as Trafford Park, Carrington and Heywood, will be a major asset in achieving the freight and logistics objectives of Transport for the North's Strategic Transport Plan.

The strategic resilience of the motorway network, with a major focus on delivering transformational improvements the M60, will be critical to supporting the reliable movement of goods. Improvements to our city to city rail connectivity are also becoming increasingly urgent, not just to support movement of people, but to help transport more freight by rail rather than road.

Furthermore, Airport City and the World Logistics Hub will create significant opportunities for freight and distribution linked to the Airport, and there is potential for other new and enlarged sites across Greater Manchester, to come forward as part of spatial planning processes.

Transport for Greater Manchester, alongside partners, will continue to cooperate on development and delivery of inter-urban freight strategies which look at all aspects of this complex sector and seek to deliver any interventions identified to improve connections between our city-regions for the sustainable movement of goods.

Proposed interventions supporting improved City-to-City links are set out in Our Five Year Transport Delivery Plan.

Travel To and Within Our Regional Centre

Our ambition is for a well-connected, zero-carbon Regional Centre at the heart of the North (served by HS2 and Northern Powerhouse Rail Services), offering residents, employees and visitors a great place to live, work and visit. To support our Right Mix vision, we are aiming for 90% of morning peak trips into the city centre to be made on foot, by bicycle or public transport before 2040. This means fewer cars in the city centre so we can give more space for people to walk and cycle and to create more liveable, cleaner and greener places. Freight and servicing will also be better managed to minimise the negative impacts of commercial vehicles on the Regional Centre.

The Regional Centre (which comprises Manchester city centre and the adjacent areas of The Quays to the west, the Oxford Road Corridor to the south, and the Etihad Campus/Manchester Life to the east) is, and will continue to be, a major driver of economic growth in Greater Manchester.



Over recent decades this area has been transformed from a prosperous core, surrounded by an area of poor urban quality and neglected former industrial areas, to a much larger and thriving focal point for knowledge-based and creative industries; retail and leisure; and education and healthcare. The number of people living here has grown exponentially over the past two decades, transforming it into an important residential, as well as employment and leisure, location. Further

planned growth will mean that this area will increasingly function as a single major economic driver at the core of the conurbation, and our transport strategy needs to help support this.

The city centre is also the major hub for our Greater Manchester transport network, and many of our public transport networks converge there, providing excellent connectivity from across the city-region and beyond.

The rapid growth in housing and employment experienced in recent years is set to continue over the period to 2040. From a transport perspective, concentrating high levels of compact development in such an accessible and well-connected part of Greater Manchester is welcomed, but there are significant challenges ahead in terms of managing traffic congestion, ensuring excellent connectivity across our Regional Centre, and ensuring a high quality of life for residents, visitors and workers.

The Right Mix for travel to and within our Regional Centre

We are targeting an increase in the number of Regional Centre trips, with an increase in the mode share of walk, cycle, and rail transport, including Metrolink. Bus travel to the Regional Centre is also targeted to increase. We expect to achieve that in part through more people living in the Regional Centre, many of whom will also work there, leading to more active travel, encouraged by a better environment for walking and cycling. Also needed will be a step-change in the capacity and connectivity of rail-based rapid transit, potentially achieved by a Regional Centre metro tunnel. Increased priority will be needed for buses, including new terminus facilities. An increase in the number of cross-city bus services will improve bus access to the Regional Centre.

Key Supporting Evidence

- c.70,000 people live in Manchester city centre.
- There could be 50,000 more homes there by 2040
- Over 200,000 people work in Manchester city centre, with a total of 290,000 in the Regional Centre as a whole.
- By 2040, more than 400,000 people are expected to be working in the Regional Centre
- In 2019, 79% of morning peak inbound trips into the city centre were by public transport, cycling or walking. This equated to nearly 100,000 inbound trips by these modes over a two hour period.
- By 2040 Salford Quays could have 15,000 additional jobs and 15,000 more homes
- The Right Mix target for the Regional Centre anticipates an increase in walk, cycle, and public transport trips from 560,000 per day in 2017 to 970,000 per day in 2040, with car trips reduced from 390,000 per day to 310,000 per day.



Regional Centre themes

Our transport strategy for the Regional Centre is focused around three key themes (sustainable long-term economic growth, transformed connectivity and improved liveability), to ensure improvements are targeted towards meeting wider aspirations for the area, as set out below.



Transport for a 2040 regional centre economy



Connectivity within a rapidly growing regional centre



A liveable regional centre

Transport for a 2040 Regional Centre Economy

Supporting a Northern Powerhouse Economy

For Greater Manchester to play its full part in the levelling up agenda, and the delivery of a Northern Powerhouse economy over the period to 2040, improved connectivity between our northern city centres is critical. The arrival of High Speed 2 (HS2) and Northern Powerhouse Rail services into the Piccadilly Hub will support transformational growth of our Greater Manchester economy and further boost the attractiveness of our Regional Centre as a focus for investment. Improved city-to-city connectivity, particularly by rail, will support growth of the Regional Centre's knowledge-based economy, enabling more rapid exchange of knowledge and ideas, improving

access to skills and labour, and supporting greater levels of productivity and innovation in our great Northern towns and city-regions.

We are already planning how we can fully integrate these transformational infrastructure improvements with our wider local and regional transport networks to maximise the benefits for Greater Manchester. While Manchester city centre is well connected regionally, nationally and internationally (via its rail link to the Airport), there will be a need to ensure The Quays, home to the BBC and ITV, has the connections its businesses need.

Transformation of Piccadilly Hub

Piccadilly Station will be transformed into a world-class interchange, and gateway into the city centre. There is more work to do to assess the role that rail is likely to play in the future shape of the city centre, and work with the rail industry to improve the rail offering where it does not currently meet the needs of the area. A major new transport hub at Piccadilly Station will encompass:

- a new HS2 station and access arrangements for Northern Powerhouse Rail and other heavy rail services;
- rapid transit access strategy, encompassing Metrolink, tram-train and potential rail tunnel proposals;
- transformed public realm and walking and cycling connectivity;
- improved bus and coach access; and
- highways and vehicular access arrangements for servicing, taxis and cars.

Our Regional Centre transport hubs will need to expand their role as key gateways to Greater Manchester, creating a crucial first impression of our city-region. They must be designed to meet rapidly evolving customer service and experience expectations. Our transport hubs must also allow seamless interchange between transport services and be well integrated with surrounding areas, particularly through local pedestrian and cycling connections. In addition to Piccadilly Hub; Victoria, Oxford Road Salford Central and Salford Crescent stations will all be important Regional Centre gateways, providing access to national, regional and local transport services, and will be major focal points for growth and regeneration in their own right over the period to 2040. The sheer growth in passenger numbers flowing into, through and out of these interchanges will require a step-change improvement in capacity, quality and legibility of provision, for pedestrians in particular.

Accommodating growth in commuter travel

By 2040, the city centre is expected to have an additional 50,000 homes over and above what exists today. There could also be 100,000 more jobs in the city centre by this date. At The Quays, MediaCityUK will be double its current size. Our transport systems will therefore need to accommodate a dramatic increase in commuter trips into and across the Regional Centre. We must plan now for this growth to avoid the Regional Centre becoming more congested with traffic.

In a constrained urban environment, there is only limited opportunity to provide significant additional transport capacity on our road and rail networks. Hence, much of the additional

capacity will need to be provided by making more efficient use of the transport networks we already have, to maximise the movement of people into and across the area.

In the city centre, our aim is to deliver the desired economic growth without any further growth in peak period car traffic. We recognise that this is a major challenge, particularly as we estimate that we will need to accommodate around 68,000 additional commuter trips in the morning peak period by 2040. Car commuting to The Quays is currently much higher than in the city centre, reflecting the sparser public transport network. Here, our aim is to reduce significantly the proportion of trips made by car. Our focus is on improving the quality and capacity of our public transport and walking and cycling networks to encourage as many people as possible to travel to the Regional Centre by these modes. We must also ensure that our streets can cope with the huge increase in public transport passengers who will be walking or cycling from interchanges to their final destination.

We have undertaken a detailed review of the role of our Regional Centre highways network - with a particular focus on the relationship between our key orbital highways systems - Manchester and Salford Inner Relief Route (MSIRR), the intermediate ring road, and the M60 - to understand how we can make best use of the capacity that we already have and how we can minimise the negative impacts of roads and traffic on the quality of life within the Regional Centre. The highway network around The Quays is congested at peak times, with Trafford Road the only north-south route across the Manchester Ship Canal and Regent Road the main link between the city centre, The Quays and the M602. Tackling congestion on corridors into and across our Regional Centre will be a major priority through a range of demand management measures, and measures to encourage modal shift, including park and ride provision, better walking and cycling infrastructure, and bus priority.

We have also undertaken detailed analysis of the role of our rapid transit networks (including heavy rail, Metrolink and bus rapid transit) in delivering the additional capacity we need, and to complement proposed improvements to HS2 and Northern Powerhouse Rail services. The work we have done to-date has concluded that, by 2040, we will need significant additional cross-city capacity. This capacity may best be delivered through the construction of new rail tunnels beneath the city centre to enable us to deliver the excellent connectivity and faster journey times we need without taking up valuable land or creating further severance by building new lines at street level.

We have identified a phased approach to enhancing our Regional Centre rapid transit networks to meet the long-term needs of our rapidly growing economy as follows:

Short-term (to mid-2020s): Completion of Northern Hub works and introduction of enhanced, higher-capacity heavy rail services; and increased capacity on the busiest Metrolink lines by running more double-unit vehicles;

Medium-term (to 2030): Develop and deliver tram-train to improve rapid transit connectivity into and across the Regional Centre and develop potential cross-city metro proposals; develop proposals for our suburban rail network to complement Northern Powerhouse Rail network; and

Long-term (from mid-2030s): Implement cross-city rapid transit capacity enhancements, potentially through tunnelled metro services, and deliver suburban rail enhancements to complement Northern Powerhouse Rail.

Buses will also need to play a much bigger role in accommodating the growth in trips into and across the Regional Centre. While bus is ideally suited to shorter journeys, it needs to play an increased role on corridors where there is no rapid transit, especially for journeys of up to 10 km. We need to transform buses into a mode of transport that all travellers are happy to use (as is the case in London), through provision of high quality, reliable services and clean, comfortable vehicles, supported by simple, integrated, affordable and smart ticketing. At the same time, we need to ensure buses are providing the links between deprived communities close to, but currently poorly connected with, the new jobs.

Walking and cycling are both critical to the success of our Regional Centre. Investment in quality provision for pedestrians and cyclists is relatively low-cost, enables the movement of high volumes of people in a constrained urban environment, and will help to create a healthier and cleaner city-region. We will continue to invest in high-capacity and high-quality walking and cycle routes into and across the city centre to enable higher proportions of trips to be made. Easy movement around the city centre on foot is also important for those arriving by public transport or by car and this will bring economic benefits by improving access to key attractions and improving the image of the city. In the Quays, the Manchester Ship Canal acts as a barrier to pedestrian and cycle movement and better links across it will be needed, both to provide links with adjacent communities and to maximise the benefits of the Trafford Park Metrolink extension, which provides additional commuter capacity.

We will also need to carefully manage demand for travel, to encourage people to think about how and when they travel into the Regional Centre. Smart, tailored customer information will be a crucial part of this, as will managing the availability and cost of car parking. We will also have to make difficult decisions on how we make best use of the limited highways capacity we have within the Regional Centre to maximise the efficiency of our transport networks. Without carefully targeted demand management, we will simply not achieve the levels of growth that we aspire to, and the Regional Centre will become choked by congestion and pollution. We are also developing detailed plans to determine when and how freight and servicing vehicles access the Regional Centre, to minimise negative impacts on congestion and quality of life.

Supporting the night-time and weekend economy

Our Regional Centre already has a vibrant 24/7 economy; and leisure, retail and tourism activities are critical to the future economic success of Greater Manchester. Different parts of the Regional Centre have their own unique characteristics from a leisure and tourism perspective. The Etihad Campus area of East Manchester has established itself as a major sporting complex of international reputation. The Quays is one of the main tourism destinations in Greater Manchester, with The Lowry theatre, galleries and shopping centre, Imperial War Museum North, MediaCityUK, and the adjacent Old Trafford stadium and museum attracting significant numbers of visitors. The city centre itself has a variety of major retail, entertainment and leisure attractions.



The transport network must be carefully designed to support this economy, focusing on the needs of different markets at different times of the day and the week, and ensuring that the transport offer is as integrated and easy to understand as possible, particularly for visitors who are less familiar with the Regional Centre. As well as providing public transport services that operate for all or much of the night, travel by all modes of transport must be safe and secure, and we must make the right provision, available, for example the allocation of pick up/drop off zones and parking/waiting areas, for supporting transport services, such as chartered coaches, hackney cabs and private hire vehicles. A carefully designed car parking management strategy will also be critical to the success of our night-time and weekend economy.

Embracing innovation

In delivering our aspirations for the Regional Centre, there is a significant opportunity to embrace the latest thinking in transport innovation and technology to improve customer experience and to maximise the performance, resilience and safety of our transport networks. We want Greater Manchester to be recognised as a world leader in transport innovation, and the size of the Regional Centre provides the scope to use new technology to maximise the capacity, efficiency, resilience and safety of our transport networks and to deliver transformational change to customers through improvements to travel information, ticketing and payment and wayfinding. We will also explore technologies that support more efficient use of kerbside space and improve the management of deliveries and servicing within the Regional Centre.

In 2020, changes were made to the Road Traffic Act and other regulations to enable e-scooter hire trials. As Greater Manchester recovered from the Covid-19 pandemic, e-scooters were of particular interest because they provided a flexible means of travel while maintaining social-distancing. E-scooters can also improve first/last mile and intermodal connectivity, and act as a catalyst to encourage active travel. We will continue to explore the role of e-scooters in improving connectivity into and within the Regional Centre, through the implementation of trials and by carefully monitoring and evaluating their use over time.

We also want to ensure that the use of digital communication is widely adopted and that we utilise live information and data to monitor and respond to periods of peak demand and feedback on network performance and reliability. People will be able to access real-time information about their journeys so they can make informed choices on their travel options into and within the city centre.

Connectivity within a rapidly growing Regional Centre

High levels of well-designed new development will be accommodated in this highly accessible and sustainable location, prioritising the use of previously developed land. Raising the quality of these places will depend on tackling issues such as congestion and air quality, which are typically more severe than in many other parts of the city-region.

We will continue to support the transformation of brownfield sites on the periphery of the city centre, many of which are currently used for low-cost, informal car parks, into high-quality and high-density development. The loss of informal parking provision will be a major catalyst in reducing the attractiveness of car travel to the Regional Centre, but will need to be supported by provision of alternative travel options.

There are regeneration frameworks already in place for many of these sites, containing ambitious plans for a variety of mixed-use developments, including significant volumes of new housing. As more peripheral Regional Centre sites are developed, we must ensure that they are carefully stitched into the fabric of the surrounding urban area and ensure excellent connectivity to our major city centre transport interchanges. We will fully embed sustainable travel into new developments by ensuring that excellent walking and cycling facilities are provided; developing tailored parking and servicing management strategies; engaging with occupiers to encourage sustainable travel behaviour from the outset; and providing other supporting interventions, such as car clubs.

We will also continue to focus on improving connectivity between the city centre and both The Quays and the Etihad Campus area. The relatively short distances involved provide an excellent opportunity to promote higher levels of walking and cycling, through ongoing investment in pedestrian and cycle networks, including exploiting the potential of our waterways by providing better facilities along the River Irwell and our extensive canal network. This investment will be supported by comprehensive and consistent on-street and digital wayfinding infrastructure.

We are considering a range of potential improvements to rapid transit connections from our major city centre interchanges to key destinations across the Regional Centre, including Salford Quays, MediaCityUK and Old Trafford; and the Etihad Campus and Manchester Life areas of East Manchester. These will be further bolstered by increased bus coverage within the Regional Centre, which we will target towards areas with increasing residential populations such as the areas around Salford Central and Greengate.

Streets leading to the city centre require significant improvement for people using public transport and cycling in particular. Greater Manchester's emerging City Centre Transport Strategy, and Our Five Year Transport Delivery Plan, set out plans to improve these radial routes.

The rapidly expanding city centre will quickly extend beyond the confines of our existing major transport infrastructure, and particularly the MSIRR, which comprises the Mancunian Way, Miller Street, Great Ancoats Street and Trinity Way and which in some areas creates a significant barrier to movement between the city centre and the wider Regional Centre. As this expansion occurs, we will continue to review the role and function of major highways, such as the MSIRR, and will seek to minimise the severance effects of such barriers for people moving into and out of the city centre on foot or by bike.

A Liveable Regional Centre

The economic success of our Regional Centre is closely linked to the quality of the urban environment. If we want it to be an attractive place to live and invest in, we must ensure that the urban realm is attractive and clean; that the city is not choked with traffic; and that we offer a safe and secure environment at all times. A Regional Centre which offers a high quality of life will enable us to attract and retain the skills and talent that our city-region needs to fulfil its long-term potential. It will also help to build on Greater Manchester's existing role as a major visitor attraction, by creating a strong, positive first impression to those visiting the city for business or leisure.

As well as an attractive built environment, we must provide the right supporting green and blue infrastructure and open spaces, which enable the city to breathe and provide a welcome escape from the hustle and bustle of urban living. Such infrastructure will also provide active travel opportunities, enabling people to move easily and directly through the city on direct and traffic free corridors. This urban environment must be as inclusive as possible, to enable those of all ages and with a range of mobility impairments to enjoy the opportunities and facilities offered within our Regional Centre. All transport improvements must therefore be designed with inclusivity and accessibility in mind.

Creating a more liveable Regional Centre will also require concerted action to tackle our existing Air Quality problems and, over time, we want all vehicles entering the city centre core to be ultra-low emission vehicles (ULEVs).

Proposed interventions supporting travel to and within our Regional Centre are set out, in detail, in Our Five Year Transport Delivery Plan.

Travel Across the Wider City-region

Our ambition is that our regenerated town centres are easy to get to, particularly by sustainable modes, and pleasant to walk around and spend time in. Journeys across the area, between centres or to other major destinations will be made easier through improved orbital public transport and cycle connections and less congested roads. Road collisions will fall, year on year, moving towards our goal of reducing deaths and serious injuries as close as possible to zero. The significant new development expected in Greater Manchester will be accessible by sustainable modes of transport, so that the impact of the extra trips on the road network is minimised.

Beyond the Regional Centre, Greater Manchester is polycentric, with a diverse mix of town centres, employment areas, major hospitals, educational establishments and visitor attractions, which generate highly complex commuting, business, logistics and leisure travel patterns across the city-region and to and from neighbouring areas.

We are targeting an overall reduction in the number of trips across the Wider City-region. An important driver of the overall reduction in wider city-region trips will be an increase in the number of neighbourhood trips, in part due to more people living in high-density locations such as town centres. At present, car is the dominant mode of travel for wider city-region trips. We expect to achieve the targeted changes in mode of travel through transformational cycling policies and a step-change in the capacity and connectivity of rapid transit, so that rapid transit modes are used for longer wider city-region trips that are at present made by car via the M60.

In future, we expect to adopt different targets for wider city-region trips to and from town centres, to support the Mayor's vision in Town Centre Challenge, that *"We need to build a new future for those towns through higher density mixed and affordable housing, with local retail and leisure facilities and supported by transport and digital connectivity."* Defining Right Mix targets for town centre trips will require further work.

The patterns of movement across the Wider city-region

There are specific and dense commuting flows to the centre of the conurbation, with 38% of employment located inside the M60. However, there are increasingly important local flows between adjacent local authority areas, with all parts of the conurbation becoming less self-contained than in the past and more reliant on flows of people and goods to and from other parts of Greater Manchester. Specialisation in the provision of healthcare and education/training across the conurbation has further emphasised the importance of mobility across traditional municipal boundaries. The diagram below shows commuting flows between Greater Manchester local authority areas, and from neighbouring authorities into Greater Manchester, in 2011.

The range of work and business opportunities in Greater Manchester means that there are significant further flows to and from neighbouring areas to the south, west and north in particular; flows into the east are more limited, with the Pennines reducing connectivity. Increasingly, business and commuter travel patterns will also be influenced by strategic developments: the growth potential of the Atlantic Gateway in the west; the growth of Manchester Airport and the arrival of HS2 in the south; the potential of the West Coast Main Line to boost the economy of the

north west, via its link to HS2; and the potential for the east to develop in relation to Leeds and Sheffield as a result of Northern Powerhouse connectivity. Improving travel across the city-region is therefore an integral part of improving city-to-city links and links to global gateways.

In addition, the leisure economy of Greater Manchester has continued to grow, establishing parts of the conurbation as major sporting, entertainment, heritage, retail and other event destinations with new patterns of leisure traffic both within and into the conurbation. This growth has started to blur distinctions between traditional peak and off-peak periods of demand for travel in some of the city-region's most important corridors.

Our 2040 Vision identified the need for effective connections to make it easier to reach key destinations by public transport, to improve journey times on the busiest local roads and to make walking and cycling more attractive for short trips. It also highlighted the importance of supporting the economies of town centres through high quality public transport links and attractive walk and cycle routes, since these centres play a vital role in providing local services as well as acting as transport hubs.

Supporting Vital and Vibrant Town Centres

The eight main town centres (Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan) provide a critical mass of facilities and services and are the hubs of local public transport networks, making them highly sustainable locations. Significant investment has been made, or is planned, in improved public transport infrastructure and services in the form of new interchanges and Metrolink extensions. They are now facing a fundamental challenge due to changes in the retail sector (particularly the growth of online shopping).

All the centres have regeneration strategies aimed at widening their appeal through a better quality offer, broadening the range of uses by including housing, recreational and community facilities and so increasing footfall to the retail areas. Transport has an important role to play in supporting this regeneration through provision of good quality public transport infrastructure and services, safe cycle and pedestrian routes, secure and convenient car parking, and access for servicing and deliveries. In addition, a more pleasant environment can be created for visitors by reducing the dominance of the car in and improving pedestrian routes.

Each centre faces different challenges, and each is responding by creating a more distinct role. Oldham is investing in a comprehensive regeneration initiative, the 'Creating a Better Place' vision, to improve and diversify the town centre through investment in the leisure, retail and cultural offer, with housing as the catalyst. Major investment in the eastern gateway will bring new retail and residential development, and will need to be supported by an improved transport interchange.

Rochdale has developed a riverside, heritage-based offer with tourism potential, along with major re-development, while Ashton-under-Lyne is delivering its 'Vision Tameside' strategy, focussing on serving its primary catchment area and providing a focus for shopping, access to transport, education and skills through the re-location of the college into the central area. There is a need to improve the public realm and unite different parts of the centres, making it easier for pedestrians to move between retail areas, car parks, public transport interchanges, cultural and educational facilities.



Bury has become a very successful retail centre, attracting visitors from across Greater Manchester but with a catchment extending into East Lancashire. Parts of the expanded retail area are not well linked to the Interchange, and there is an opportunity to regenerate the surrounding area as well as redeveloping the Interchange to provide the higher standard facilities now available in other centres, and to improve access to the Metrolink platforms. Improvements to connectivity across the centre are also needed to help maintain its competitive position. In addition, pinch points at Bury Bridge and Rochdale Road/Heap Bridge lead to congestion on the approaches to the centre.

Bolton and Stockport both have potential to be the focus for office and commercial growth in the north and south of the conurbation respectively and this will need to be supported by an improved transport offer. Both require improved public transport

interchange, and links from the interchanges into the town centre. Stockport also needs improved connectivity across the centre, principally by taking traffic off the A6 and giving more priority to pedestrians, cyclists and public transport. In Altrincham, the emphasis is on developing a role as a modern market town, and capitalising on the strong demand for town centre housing. For this there is a need to continue to improve access and movement around the town centre, linking new development to the existing retail core.

Wigan has suffered less from competition, due to its more isolated position, and is considered to be less at risk from retail trends than other key centres. However, to maintain its position it needs to attract customers from adjacent parts of Lancashire and Merseyside. As well as better road links there is a need to improve integration between its two rail stations and to improve links across the centre to support regeneration.



Key Supporting Evidence

- The eight main town centres provide over 10% of jobs in Greater Manchester
- Over 155,000 people travel into Greater Manchester each day to work, with around 130,000 travelling outwards. Greater Manchester is a net importer in terms of commuting
- The largest cross boundary flows are with Cheshire East, with over 23,000 people commuting in, are around 16,000 travelling in the opposite direction.
- The second largest cross boundary flows are with Warrington which sees 16,000 Greater Manchester residents travelling outbound, and 13,000 commuting in.

Access to Employment, Services and Leisure

Although Greater Manchester has an extensive public transport network, there are many locations where access to employment, services and leisure facilities is difficult without a car. Major out-of-town employment areas are often difficult to serve by bus, especially where shift working or 24/7 operation are prevalent, which makes the demand too dispersed for viable services. Affordability is also an issue for many people.



While major employment sites have good access from a local town centre, or from the Regional Centre, they can be difficult to reach from many communities, particularly where orbital public transport links are unattractive. Jobs in the major employment concentrations of Trafford Park/Trafford Centre, Salford Quays, the Airport/Enterprise Zone and the future Port Salford are difficult to reach by non-car modes, particularly from the north and east of the conurbation, but also more locally where public transport may not easily connect disadvantaged communities to these locations. Other significant employment areas such as Logistics North in Bolton, Heywood Distribution Park and Kingsway Business Park in Rochdale, Ashton Moss in Tameside and Hollinwood in Oldham, as well as smaller sites across the conurbation, have similar problems. There is a need to improve access to existing and any future additional large scale out-of-centre employment areas by public transport, active travel links and measures such as car club /cycle hire as well as using behaviour change interventions to make people aware of their travel options.

The re-organisation and centralisation of public services also presents people with access problems, leading to longer and more complex journeys to reach hospitals and colleges. Colleges too are consolidating and becoming more specialised, leading to more travel. There is significant cross-border travel by students, eg from Lancashire to Salford and Manchester Universities, or from the Wigan area to colleges such as Myerscough.

The Peak District National Park, which extends into Oldham, is a natural and recreational resource of both local and national importance and a significant trip attractor. Leisure trips add to localised congestion in communities on the eastern fringe of the conurbation, where the roads also form part of vital trans-Pennine routes. Pressure on the road network in this area is increasing as incidents on the motorway cause motorists to seek alternatives. There is also a need to improve access for leisure without causing damage to the environment, and improved evening and weekend public transport services would be beneficial.

Providing Attractive Alternatives to Car Travel

Greater Manchester's public transport network is effective in linking people with the main town and city centres, and has been enhanced by recent investment in Metrolink. However, this is not the case for many of the more orbital movements: between centres, or to out-of-town locations. Bus services may not exist, due to low demand, or may be unattractive: because congestion results in long or unreliable journeys; or because the lack of integration between public transport

services and modes makes people unwilling to interchange. Cross-border journeys can also be a problem because of differing ticketing and fares. This is a significant issue for communities living close to the Greater Manchester boundary, such as in the Pennine areas of Oldham, where people wish to access towns such as Huddersfield. Part 2 has set out our vision for integrated ticketing and a bus network that supports our economy and communities, as well as our approach to improving facilities at five classes of interchange.

As a result of these issues, travel to work at locations such as Trafford Park, the Airport and many smaller business parks and industrial estates, is dominated by the car and people who do not have access to one are often unable to consider working there. This contributes to high levels of car use and congestion as well as creating a barrier to opportunity. There is no single solution to the problem, and we will need to identify the best way to improve orbital journeys on a case-by-case basis. Where there is a high demand and a fast route can be identified linking to a very major trip attractor (i.e. Manchester city centre or Manchester Airport) it may be possible to develop new rapid transit routes, using either Metrolink, tram-train (see section 196) or bus rapid transit.

However, given the very high cost, rapid transit is most likely to be justified where it serves existing concentrations of middle-distance trips: in such cases, rapid transit may be able to support significant new development. A number of routes have been identified as having potential for tram-train or other metro-type services, for example: Manchester to Marple; Manchester to Glossop; Manchester to Wigan via Atherton; and Stockport to Altrincham. Work has recently been carried out to identify the potential to provide rapid transit between Oldham/Ashton and Stockport, which is a national/regional transport hub.

On corridors where there are high volumes of mostly short-distance trips, Quality Bus Transit can provide a step-change in the public transport offer, especially for travel between adjacent town centres and intermediate locations. As described earlier in this document, Quality Bus Transit comprises whole-route upgrades of busy bus corridors, with the emphasis on quality, reliability, and integration into the urban realm. It will offer similar quality of design to that of best-practice street-running light rail, with bus priority to achieve reliable services, attractive stops and interchanges, and high-quality vehicles.

We therefore need to make sure that bus priority and other bus infrastructure is in place throughout Greater Manchester to support existing and future jobs in the town centres and key employment areas and to give easier access to interchanges for onward travel. Bus Corridor Upgrades – focused on achieving faster and more reliable bus services - are proposed on several sections of busy highway where Quality Bus Transit is not feasible due to the need to accommodate high volumes of general traffic. In some places it may be possible to introduce short sections of segregated route to bypass congestion. Bus priority will also benefit middle- distance trips by bus to/from areas outside Greater Manchester such as East Lancashire, for which there is no viable rail alternative.

We will also need to work with the rail industry to improve rail services for local journeys, bearing in mind the fact that limited capacity often means that a choice has to be made between improving local stopping services and long distance ones. In the future, additional capacity may be released following the arrival of HS2. Improvements to rail services have the potential to relieve the road network for middle- and long-distance journeys both within Greater Manchester and to neighbouring areas. Increased capacity and speed on the line to Warrington central would make rail more attractive for journeys to the Birchwood and Omega employment areas, while

improvements to the Clitheroe-Manchester rail line would benefit both commuters and students. The Preston-Bolton-Manchester line will become increasingly important for commuters with the growth of the Buckshaw Village major mixed use development near Chorley, while the proposed Skelmersdale rail link and station will reduce car traffic in the west of Wigan. Our Prospectus for Rail contains proposed interventions for improving the offer for rail-based transport, both on the National Rail network and the Metrolink network.

Interchanges in the major town centres function as Greater Manchester Hubs, facilitating travel across the conurbation, and we will continue to make sure that these provide high quality facilities. We will also identify locations such as local towns and large employment or service sites (e.g. major hospitals) that can increase their role as Local Hubs, making interchange easier for a range of day-to-day journeys. Improvements to the rail stations and Metrolink stops that act as Neighbourhood Gateways are also vital in encouraging public transport use.

Cycling can provide a healthy, low-cost alternative to car travel. However, cycle routes are often fragmented and while strategic routes have been developed inside the M60, investment elsewhere has been more piecemeal. This is now being remedied through the Bee Network, which will deliver a Greater Manchester-wide network of dedicated, high quality, newly built or enhanced cycle routes. The Bee Network is the longest planned walking and cycling network in the UK and when complete, it will connect every neighbourhood of Greater Manchester.

Improvements to infrastructure and services alone will not be enough to achieve a significant modal shift. Travel choices interventions will be needed, particularly to persuade people that journeys involving interchange have become easier. Our programmes will include: working with businesses and their employees to encourage them to use sustainable modes; informing jobseekers about how they could travel to jobs, and providing support; promoting the use of new transport infrastructure and services; working with key healthcare and education sites and tourism venues to promote sustainable travel; and promoting sustainable transport to major new developments.

Delivering a More Reliable Highway Network

The Strategic Road Network around Greater Manchester performs a vital role in supporting movement across the city-region as well as providing regional and national links. It is at capacity in peak periods in key areas and its use for many local journeys reduces its availability for longer distance trips. Problems are particularly acute in Salford, which is at the confluence of motorways approaching the Regional Centre. An increase in traffic volumes has had a disproportionate impact on journey times in Salford West, and this will be exacerbated by planned developments in the area. Congestion is also a serious problem on the M60 through Stockport town centre and around Denton Interchange, around Sharston on the M56, and on the M66 past Bury town centre and Heywood Distribution Park to its intersection with the M60 and M62 at Simister Island. The limited number of crossings over the Manchester Ship Canal also has the effect of increasing traffic flows and congestion on the M60 around Barton High Level Bridge. The resulting congestion in these areas reduces connectivity across the conurbation and with neighbouring areas including Warrington, Cheshire East and East Lancashire, and leads to overflow onto local roads, with adverse effects on local communities.

There are also congestion hotspots and slow peak journey times on the local road network throughout the conurbation, particularly on the approaches to town centres, Manchester city centre and the Trafford Centre, and on routes leading to the motorway network. Traffic accessing motorway junctions results in congestion in adjacent communities eg Milnrow in relation to M62 junction 21. Commuter and through traffic is a major problem in some areas, particularly in the Longdendale area of Tameside where traffic from Glossop is added to longer distance traffic from the A57 Snake Pass route from Sheffield and A628 Woodhead Pass route from Barnsley, and on major routes through Stockport and Trafford, particularly the A34, which carry commuter traffic from Cheshire East and High Peak. The capacity issues across our road network give rise to issues of congestion, safety for vulnerable road users, poor air quality, high carbon emissions and unreliable bus journey times.



In addition, the nature of the road network is an issue in some areas. In Wigan the major roads wind through many small centres, resulting in slow journey times, while in the Pennine foothills the roads become rural in nature and many are unsuited to the volume of traffic they are now carrying. The lack of good quality alternative routes puts additional pressure on the M62, adding to congestion on that road. However major improvements, or new infrastructure, could have a damaging impact on the environment of the National Park through which these routes run. A further issue is that of resilience, with adverse weather conditions leading to the closure of Pennine routes in the winter. Roads in the Pennine fringe areas have particular maintenance problems due to the topography and the weather, with structures such as dry stone walls and gullies essential to keeping key arteries open. As climate change continues, adverse weather is likely to become a more frequent and widespread issue.

The pressure to move increasing volumes of road traffic efficiently across the city-region as the population and economy grows must be balanced with protecting local communities and maintaining the viability and accessibility of local centres along key routes, ensuring that they are places for people and not just for traffic. Our priority is to make the best use of the existing road

network through a combination of using technology to better manage traffic flows and travel demand management to encourage people to travel at different times, on different routes or to switch to public transport or cycling or walking. However, in some cases highway improvements will be needed to relieve congestion hotspots, improve safety on key freight routes, to facilitate new development or to mitigate the impact of traffic on local communities. We will need to ensure that environmental issues arising from new or improved highways are mitigated, particularly in terms of air quality and carbon emissions.

As our economy expands, the growth in the logistics sector, through major new distribution sites across Greater Manchester and through growth in areas such as internet shopping, will potentially add to congestion on the network. We will work with businesses to develop re-timing strategies to support freight deliveries outside of peak hours and also consider pilots for different types of Urban Distribution Centre. Both measures will reduce congestion and improve air quality in town centres.

Supporting New Development

The strategic planning process underway across Greater Manchester will set out a blueprint for the scale and distribution of housing and employment development in future years. It is very likely that consistent themes will emerge across all future policies, focusing on the following areas:

- Core Growth Area: central Manchester, south-east Salford, and north Trafford
- Inner Area Regeneration: surrounding inner parts of Manchester, Salford and Trafford
- Boost Northern Competitiveness: Bolton, Bury, Oldham, Rochdale, Tameside, Wigan, and west Salford
- Sustain Southern Competitiveness: across most of Trafford and south Manchester, working in conjunction with strategic policies in Stockport.

A significant proportion of housing and employment growth is likely to be proposed within the Regional Centre combined with housing and employment development to boost competitiveness in northern areas of Greater Manchester.

The provision of attractive public transport and active travel alternatives, supported by behaviour change measures, to reduce the need to travel by car, will be crucial if we are to fulfill Greater Manchester's growth potential in a way that makes the conurbation a highly desirable place to live. In the case of employment development, it will also be vital to provide non-car access for workers, in order to spread the benefits of economic growth throughout the conurbation.

Some major development areas could potentially be served by new rapid transit links (including bus rapid transit), subject to the development of a good business case. In most cases, the key to improved public transport connectivity will be to improve access via interchange points, not only in the Regional Centre but increasingly through a network of Greater Manchester Hubs, served by better integrated services, including orbital services. Manchester Airport will have an increasingly important role in enabling improved public transport links across the south of the conurbation. Public transport, walking and cycling links to local stations close to development areas will also be important in extending the reach of the rail network.

The provision of attractive cycle routes linking into existing networks will also have an important role to play in providing an alternative to car travel. As well as reducing car trips, cycling can offer a low-cost and flexible alternative for access to work, particularly where a low level of demand means that there is no public transport.

While some additional road infrastructure, such as access roads or bypasses, will inevitably be required to serve very large-scale developments, improvements to the performance and resilience of our highways will not be achieved simply through road building. Appropriate demand management will also be needed to manage traffic flows, particularly during peak periods.

The levels of development anticipated across Greater Manchester over the period to 2040 will inevitably generate significant amounts of construction traffic and could potentially impact on the operation of our transport networks. For example, the levels and nature of road traffic generated could add to congestion and impact on the safety of vulnerable road users. We will work with partners to minimise impacts and safeguard the operation of our networks during construction works through, for example, the creation of Construction Management Plans for new developments.

Each of the local planning authorities have indicated development locations and corridors that may become strategically significant in terms of their economic importance and role in meeting future development needs. Four of these: Manchester city centre, The Quays, Port Salford, and Airport Gateway, have been discussed in previous chapters, however other areas have also been identified as strategic locations for development, as detailed below:

The Main Town Centres

The role of the main town centres as local economic drivers will continue to be developed, providing the primary focus for office, retail, leisure and cultural activity in their surrounding areas and providing complementary residential development. Future transport investment to support the role of town centres will therefore focus not only on improving access to the centre, in terms of public transport, car parking, loading/unloading facilities, cycle routes and signage, but creating a high quality environment for visitors, workers and residents to enjoy. This may include urban realm enhancements to improve the quality of pedestrian links and public spaces, or traffic management measures to reduce the impact of motorised vehicles in key areas.

North-East Growth Corridor

The North-East Growth Corridor which extends eastwards from junction 18 of the M62 has the potential to deliver a nationally-significant area of economic activity and growth which will need to be supported by a significant increase in the residential offer in this location, including in terms of type, quality and mix, thereby delivering truly inclusive growth into the future. Its location on strategic transport corridors, east-west to Liverpool, Leeds and Hull and north to Lancashire, will make it an attractive location for new and growing employment sectors such as advanced manufacturing and logistics. Significant investment in the transport network will be needed to support the scale of development proposed: to improve the reliability of the M60/M62, improve the operation of Simister Island, improve access to/from motorway junctions (particularly at J3 of the M66, and J19 of the M60), and create new sustainable transport links to connect the area in to adjacent residential areas and town centres as well as to the wider public transport network.

There is also considered to be a potential opportunity for further expansion of the economic offer in the eastern most part of this key gateway location in the High Crompton broad location which has the potential to diversify further the employment and housing offer in Oldham by ensuring truly inclusive growth could be achieved which would help to reduce further the levels of deprivation and poverty.

Wigan-Bolton Growth Corridor

The Wigan – Bolton Growth Corridor has the potential to deliver a regionally-significant area of economic and residential development. The majority of new development in the corridor is likely to be on previously-developed land, within the urban area. However, it may be that other sites come forward within the area as part of the planning process.

Proposed new highway infrastructure will connect junction 26 of the M6 and junction 5 and will improve public transport connections. Measures to improve the provision of bus services along the corridor and to increase the use of rail lines will be implemented, potentially including a Wigan to Bolton Quality Bus Transit corridor, conversion of the Atherton line to allow for metro/tram-train services, and the electrification of the Bolton to Wigan line.

New Carrington

New Carrington provides a significant potential opportunity to deliver a transformational mixed-use development. This location in the western part of Trafford enables the redevelopment of the extensive former Shell Carrington industrial estate, and potentially supports the regeneration of neighbouring Partington and Sale West. The creation of a significant mixed-use development fully integrated with the existing communities of Carrington, Partington and Sale West will require major investment in active travel, public transport and highways infrastructure.

The former railway line that runs through the site has considerable potential; offering the opportunity to deliver a sustainable transport corridor through the site to Timperley / Altrincham in the east and also extending through to Irlam / Cadishead in Salford to enable better movement across the Manchester Ship Canal. Major improvements in highway access will also be required, including the proposed Carrington Relief Road as well as upgrades to the Carrington Spur and Junction 8 of the M60 which connect into the development area.

Other Locations

In addition, there are other locations across Greater Manchester where new transport infrastructure will be required, either to open up the site or to provide sustainable transport alternatives to reduce the number of car trips generated. In some cases new infrastructure may also provide a benefit to the wider area. We will identify suitable measures and seek developer contributions as appropriate.

Neighbouring Areas

The Greater Manchester transport network will also be affected by planned growth in neighbouring areas. There are also major and growing employment centres just across the Greater Manchester boundary: in Cheshire East, where an additional 6,000 jobs are expected by 2030 (including in the North East Cheshire Science Corridor, encompassing Alderley Park and

Daresbury), at Birchwood and Omega/Lingley Mere in Warrington; and around the M65 in East Lancashire.

Existing commuter movements will be increased by major residential development in Cheshire East, in the Buxton and Chapel-en-le-Frith areas of High Peak, at Buckshaw Village in Lancashire and in Warrington. We are working with neighbouring authorities to provide high quality, high capacity sustainable transport alternatives in order to relieve pressure on the highway network.

Proposed interventions supporting travel across the Wider City-region are set out, in detail, in Our Five Year Transport Delivery Plan.

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Connected Neighbourhoods

Our ambition is for local neighbourhoods to be safer and more pleasant to walk and cycle around, with the impact of traffic on local roads reduced and a year-on-year reduction in collisions. To achieve our Right Mix vision, we want to make walking and cycling the natural choice for short journeys. Ensuring that our town centres are attractive and well connected - and that interchanges are easier to access - will increase the proportion of journeys made by public transport and encourage people to use local shops and other facilities.



The places we live have a major influence on our overall quality of life. Neighbourhoods need to be places where people can be safe, healthy, interact with their neighbours and have easy access to facilities like shops, schools, healthcare, recreation and a range of jobs. Perhaps most importantly they need to be inclusive, so that all residents can participate in community life and access the facilities they need. Attractive living environments also play a role in the economy, by attracting and retaining the diverse labour market that is needed to support economic growth.

Neighbourhoods are also the starting point for many of our journeys, whether long or short, and local connectivity can have a major influence on our choice of mode. If local public transport is poor, or pedestrian/cycle routes are unattractive, longer journeys may well need to be made by car.

We are targeting an increase in the number of Neighbourhood trips, with walk and cycle taking a

higher share of that larger total. We plan to achieve this increase through more people living in high-density housing with excellent access to local facilities, such as in town centres.

Neighbourhood-focused policies, including Streets for All and the Bee Network, will both increase the attractiveness of living in connected neighbourhoods, and increase the mode-share of active travel.

While motorised transport will play a role in our future transport network, supporting people to make journeys that cannot be made by foot, bike or public transport, its impact on our local neighbourhoods needs to be carefully managed to improve safety and reduce noise, air pollution, CO₂ emissions and severance. We know that that more active lifestyles lead to better health outcomes and day-to-day activities like walking or cycling to school or the station can be as effective as going to the gym. As well as improving physical health, moderate activity can help to combat depression, particularly if it takes place in a pleasant environment. Active travel can also provide a low-cost option for people on low incomes.

The way transport is managed in our local neighbourhoods is therefore central to our quality of life. The challenges and opportunities described above have informed the development of Greater Manchester's Streets for All approach, which aims to make our streets easier to get around and more pleasant to be in, while achieving our ambition for 50% of all journeys in Greater Manchester to be made by walking, cycling and public transport by 2040. One of the areas with the biggest potential for change is people's travel in local neighbourhoods.

Active Neighbourhoods

Areas that are easy for people to walk and cycle around also tend to be good places to live, with low traffic speeds, safe links to places like shopping centres, schools, parks, countryside and with interesting public spaces. Neighbourhoods that are designed to enable more active travel provide more opportunities for social interaction and can improve a sense of security through the presence of other people.

While bus or car are the best option for some people and some trips, if more journeys can be made on foot or by bike, the number of car journeys can be reduced, leading to fewer collisions, lower emissions and improved health. Most journeys are short, at five miles or less, a distance that can easily be walked or cycled by many people. Even the longer commuting journeys can start with a short walk, cycle or bus ride to a station or stop. However, for more journeys to be made in this way, we need to create the right environment for people to do this safely, conveniently and enjoyably through a combination of good urban planning, behaviour change campaigns and measures to make streets safer and more welcoming.

First and foremost, people need to feel that it is safe to walk or cycle. This is particularly important for parents deciding whether to allow a child to walk or cycle to school. Barriers to walking and cycling were clearly articulated by Greater Manchester's first Cycling and Walking Commissioner in his Made to Move report and include road safety concerns, poor maintenance and unpleasant walking environments. People can also underestimate the time that a car journey will take, walking or cycling can often be quicker in urban areas.

The Bee Network proposal for a joined-up cycling and walking network that connects all of the communities in Greater Manchester, and the long-term Cycling and Walking Infrastructure Plan have key roles to play in encouraging cycling and walking, especially for short, daily trips. They aim to enable healthy lifestyles, by making walking and cycling attractive, convenient and safe for everyone.

The Bee Network proposes a Greater Manchester-wide network of local cycle networks that will use a combination of quiet streets, on-highway cycle lanes (segregated from traffic where required) and off-road routes, along with the provision of secure parking, will help to make cycling a natural choice. As well as parking at key destinations, space is needed in or close to homes for secure cycle storage.

For pedestrians, an extensive network of footways and Rights of Way already exists, but safe crossings and improvement of footway space are essential, particularly in local centres and where residential areas are separated from local shops, schools and other facilities by busy roads. Our Streets for All approach, that focuses on how we design streets for people, rather than just vehicles, is important. More attractive streets, public spaces and parks, with good natural

surveillance, will encourage more people to walk. For both pedestrians and cyclists, maintenance is important in ensuring that facilities are safe and remain useable in all weathers.

Combining benefits for people who walk, cycle and live on our local streets, we will work to deliver a network of active neighbourhoods across Greater Manchester, that will create low traffic streets, that support and encourage people to spend more time in their streets and make journeys by foot and bike. This will be delivered through techniques such as closure of residential streets that have high flows of traffic, speed reduction interventions, and measures to make our neighbourhoods more attractive and enjoyable places to spend time in, such as introducing planting, artwork and seating.

Traffic speed is a major factor in whether people feel safe to walk or cycle and lower speeds reduce the severity of casualties. There is evidence that where 20 mph zones have been introduced there can be an increase in walking and cycling. On many roads in Greater Manchester 20mph speed limits have been implemented, and are legally enforceable by Greater Manchester Police. We will continue to implement speed reduction measures where these are supported by local residents, prioritising: residential areas; areas around schools; areas adjacent to the local or strategic cycle network, where this will help to create a wider network of safer routes; and areas identified as having a high collision risk for vulnerable road users.

Where major roads border or pass through residential areas, the needs of through traffic clearly need to be accommodated but we will seek to mitigate the impact of that through traffic and ensure the safety of vulnerable road users, for example by providing safe crossings and segregated cycle lanes as well as trixi mirrors at key junctions to give HGV drivers greater visibility of cyclists, where appropriate and feasible.

Environmental Quality

In addition to safety concerns, the pollution and noise from motorised traffic can impact on the quality of life in residential areas and deter people from walking and cycling.

The city-region is one of a several areas across the UK where mean nitrogen dioxide (NO₂) concentrations exceed statutory limits. Road transport is responsible for 80% of NO₂ pollution at the roadside, where it is most damaging to health. The youngest, the oldest, those living in areas of deprivation, and those living with existing respiratory or cardiovascular disease are most likely to be affected by exposure to air pollution. Government has set out a strictly defined process with extremely challenging deadlines for such areas to reduce NO₂ levels to safe limits, and the Greater Manchester local authorities, alongside GMCA and TfGM are now developing a Clean Air Plan that can meet nationally specified standards in the shortest time possible.

The Department of Environment, Food and Rural Affairs (Defra) has identified areas in all the major cities where noise is a problem, and although electric vehicles will reduce this problem in the medium term, we need to take opportunities to reduce noise through design (including the use of noise-reducing surfacing) or traffic management (smoothing traffic flow) where possible.

‘Green infrastructure’ such as parks and roadside trees not only help to create much more pleasant places to live, but bring important environmental benefits through reducing temperatures, noise and pollution as well as absorbing run-off. Blue infrastructure also contributes

to our quality of life, and our canals and rivers can provide attractive, traffic-free routes for walking and cycling.



Most of our urban environments are already in existence, and improvements will need to be made over time as opportunities arise and as funding allows. However, new developments offer an opportunity to create environments where walking and cycling can become second nature for many people because the streets and public spaces have been designed with active travel in mind. Section 65 has described the principles that we believe should be followed for new development, and how we will work with developers to achieve this.

Improving Access

Access to local facilities

While for many people the daily commute is the journey they are most concerned about, the majority of journeys in Greater Manchester are not to work but for shopping, education, leisure, or to local services like healthcare. Everyone needs easy access to these facilities to meet their day-to-day needs.

Many of these needs are met within local town centres, which are also hubs of the public transport network. Travel across the wider city-region highlighted how transport can help the main centres to remain competitive by improving access to and around them, including for deliveries, while at the same time reducing the dominance of the car to provide a pleasant environment for visitors. The same principles apply to our smaller local centres and making them more attractive and easier for shoppers and visitors to get around on foot is vital. Our aim is to achieve centres that are walkable, with pedestrian-friendly spaces, which accommodate access by bike and by public transport but are still accessible by car and are viable for business.

Reduced traffic volumes and speeds can greatly add to the vitality of centres, enabling people to walk in a leisurely way, or stop at pavement cafes. Despite the fears often expressed by retailers, studies in London show that the spending power of pedestrians, cyclists and public transport users is at least as great as for car users and improvements in the quality of street design, including the reduction of clutter can also increase both retail rents and residential prices. The benefits of traffic-free streets must be balanced with the need to maintain access for cars, buses and servicing. Many local centres are bisected by major roads, which create noise, pollution and severance as well as presenting a danger for cyclists and pedestrians, particularly children, disabled and older people. While the movement of traffic needs to be accommodated, greater emphasis must be given to the needs of 'the place', prioritising pedestrians, cyclists and bus passengers through crossing facilities, improved links and signage from interchanges and car parks, and improved parking for cycles and motorcycles. Access is also needed for the servicing of shops and other businesses. This can add to congestion at peak times or in locations where there are no off-highway loading bays (as is often the case in older centres). We will promote the adoption of Delivery and Servicing Plans to mitigate these issues.

The school journey can have a significant impact on local traffic and transporting children to school by car also contributes to reduced levels of fitness and increasing obesity. For journeys to primary school, a switch to more walking or cycling would both reduce traffic in residential areas and improve the health of our young people. Journeys to secondary school are generally longer, but many could still be made on foot or by bike if safer routes and cycle parking were provided. To encourage more school pupils to walk or cycle to school we need to: work with the health sector to promote active travel to schools, including the development of school travel plans; continue to provide Bikeability training to primary school pupils, as funding allows; and work with secondary schools that are located close to local cycle networks to encourage cycling, including the provision of secure cycle parking.

Many secondary school journeys are made by public transport, particularly bus. Local authorities have a statutory obligation to provide free school transport for journeys over a certain length but in addition, fare-paying, dedicated school bus services are also provided to some schools by TfGM. In view of the rising cost of this provision, these journeys should be integrated as much as possible into the local bus network, with shorter journeys made by cycling or walking where possible.



The location of services can affect people's ability to reach them without a car. The reorganisation of healthcare has led to more services being provided at the local level – including at 'super surgeries' rather than traditional GP surgeries. Good access is vital, as missed appointments can lead to poorer health, and for the rising proportion of people in their eighties, regular check-ups may prevent the need for a hospital stay.

For education, the recent growth in the under-fives population is feeding through into an increased demand for school places in some areas. In the past, falling school rolls resulted in school sites being re-developed, and there will now be a need to identify suitable replacements within easy reach of residential areas, either on foot/by bike, or with good public transport access.

Access to public transport

Access to public transport is vital to the quality of life for those who do not have access to a car. Various studies have shown that lack of transport can be a barrier to taking up work, while transport problems can lead to missed health appointments. At the same time, good access to public transport is also essential if we are to reduce traffic in neighbourhoods.

Most people in Greater Manchester are within walking distance of public transport. However, in an ageing society, an increasing number of people may have difficulty in walking to a station or stop. This also applies to people of all ages with disabilities. The quality and safety of the route and the waiting environment also affect people's willingness to use the services on offer. Many local stations are therefore not used to their full potential. We need to make them more appealing as waiting environments, with a consistent standard of facilities and information provision, including signing from the highway and locations such as town centres. In addition, making them more effective as interchanges, through provision of cycle parking, bus links and, where appropriate, car

parking will increase usage. However, our stations are so much more than a gateway to the transport network and offer significant potential to improve local areas. We will continue to explore how stations, as community assets, can generate wealth and wellbeing, learning from best practice internationally where many stations have been developed to support local economic and social development.

The development of station travel plans can maximise access by sustainable modes and raise awareness of the station locally. The work of Community Rail Partnerships and Friends of Stations groups is also important in this respect and greatly valued.

Park and ride facilities need to be carefully located, as they can lead to people driving further before they start their public transport journey. Small station car parks can, however, be important locally if on-street parking would cause a problem and can improve access for disabled people.

Our policies for the bus network are described in Part 2. Given financial constraints, we must recognise that it will never be possible to provide all the services that people would like and will need to maximise the potential of local self-help and innovative solutions. In Greater Manchester, Local Link shared minibuses and Ring and Ride accessible transport services are available for people who find it difficult to use public transport. Some parts of Greater Manchester have more local community transport schemes offering group transport in communities where deprivation can limit access to transport. There are two broad types of operation: group mini-bus hire schemes aimed at charities, elderly or disabled groups, sports clubs etc. or; voluntary car schemes which use volunteers' cars to transport people to hospital etc. These schemes are usually part funded locally although are reliant on volunteer drivers and office staff and charitable contributions. In the future, the growth of smart technology will make it easier for groups of people to come together to provide their own transport through crowdsourcing.

Inclusive Neighbourhoods

Truly connected neighbourhoods enable everyone to access work, local facilities and recreation and to interact with other people in a pleasant environment. Designing new infrastructure and services to improve accessibility for people with mobility problems will have the additional benefit of future-proofing the transport network to meet the needs of an ageing society. Our specific policies on improving accessibility are set out in Part 2, however we also need to make sure that other schemes do not disadvantage people with mobility problems and that they make the most of opportunities to improve accessibility. TfGM already works with the Disability Design Reference Group to do this in relation to public transport infrastructure. Measures that need to be considered as part of transport schemes include the provision of tactile paving and raised bus stop kerbs, extended crossing times at signals, provision of seating (including informal seating opportunities such as low walls), toilets and dementia-friendly design such as clear signage and provision of distinctive landmarks to aid navigation. If 'shared space' schemes are introduced to give greater pedestrian priority in centres, these must be made safe for visually impaired people to navigate safely, by including or retaining tactile features.

People living in rural areas also experience specific transport problems. They generally must travel further to reach key services and therefore may have less potential to walk or cycle. Public transport provision is limited due to the low demand, which means that these areas are more car

dependent. At the same time, their importance as locations for recreation or their position on strategic routes can lead to high traffic volumes on unsuitable roads. To improve access in rural areas we need to: improve interchange between rail and bus at rural stations; maintain Rights of Way and Bridleways as funding allows; support proposals for speed reduction, including 'quiet lanes' where this will provide safer walking and cycling links to local facilities such as schools and stations; and infill gaps in long distance walking and cycling routes that improve access to the countryside.

Our policies for achieving better connected neighbourhoods will make it easier for people to travel by sustainable modes, particularly walking and cycling. However, improvements in infrastructure and services need to be complemented by behaviour change measures that encourage people to choose active travel for short journeys, including journeys to school, encouraging the use of local stations, promoting sustainable travel in new developments and promoting the use of new transport infrastructure.

Proposed interventions supporting better travel at local neighborhood level are set out, in detail, in Our Five-Year Transport Delivery Plan and in the ten Local Implementation Plans (LIPs). Each of the ten councils that make up Greater Manchester has its own LIP. The LIPs are designed to complement the GM Transport Strategy 2040 and Our Five Year Transport Delivery Plan, providing details of how their outcomes will be achieved locally in each council area, focusing particularly on supporting local trips within neighbourhoods and to local centres. TfGM is also committed to supporting the development of Neighbourhood Plans when it comes to addressing transport challenges faced by communities.

Part 4

Strategy Delivery

Introduction

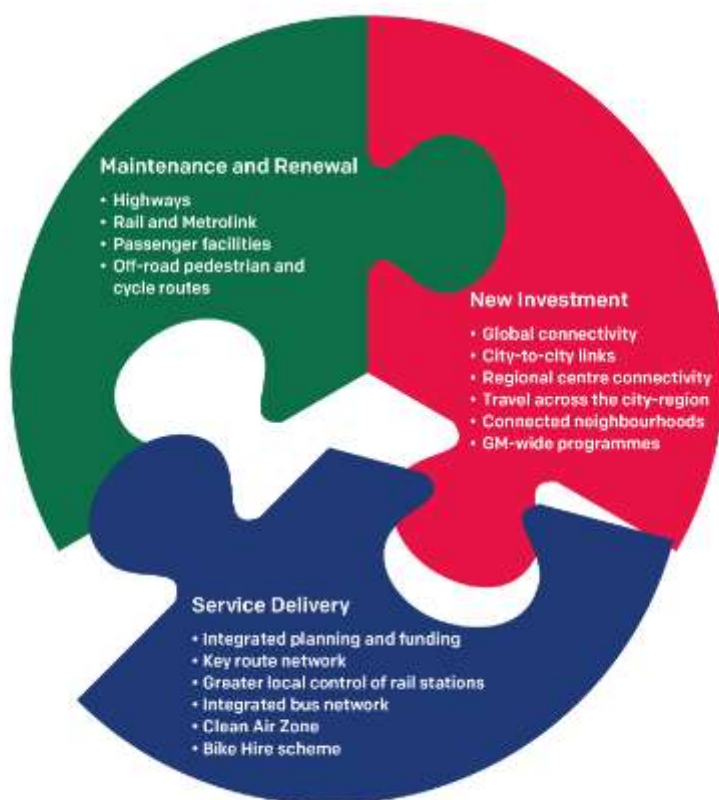
Realising our ambitions for 2040 will involve a range of partners. TfGM, the ten Greater Manchester local authorities and the GM LEP will continue to work together with the Department for Transport, Highways England, Network Rail, train and bus operators, as well as private developers, to deliver the interventions needed. This will be particularly important in ensuring that the transport network can support the growth identified through Greater Manchester's other strategic plans.

We recognise that the information and policies contained in this document are at a high level. In some cases, more detailed sub-strategies will be published to provide more detailed guidance. Ongoing strategy development of this kind will be reflected in the Delivery Plans that support this Strategy.

An effective transport system for Greater Manchester will require:

- the delivery of a strong pipeline of transport schemes, rigorously prioritised to support our local strategic objectives and delivered to the highest standard, building on our excellent capital programme track record;
- the establishment of best-in-class maintenance and renewal standards that ensure maintenance failings- from potholes to public transport breakdowns- are managed down and eradicated in the interests of a reliable network and productive economy; and
- world-class customer service standards across our entire transport system, offering effective and attractive travel choices that support modern lifestyles and businesses throughout the week.

These three aspects will be equally critical to our success and all require long term funding:



Prioritisation

Greater Manchester has a strong track record in prioritising investment in those transport initiatives that can most directly support the city-region's wider strategic objectives. Through our experience in co-designing transport and economic strategies, we have a clear understanding of the role of effective and reliable transport networks in connecting businesses with their supply chains, their customers, and their labour markets; and in controlling costs, promoting competition and spreading opportunity.

This well-developed approach ensures that investment is prioritised in a manner that supports the economic performance of the city-region first and foremost, while also ensuring that at a programme level, we are able to address the city-region's wider environmental and well-being issues.

As the discussion of policy drivers, set out earlier in this document, demonstrates it will be critical for this clear and consistent approach to prioritisation to be maintained. This will enable Greater Manchester to achieve its objectives of raising prosperity for all, while establishing a sustainable growth path for the city-region.

The Greater Manchester Infrastructure Programme (GMIP) enables infrastructure to be developed in a comprehensive, place-based manner, looking both at local schemes and the strategic programmes that support them at a city-region level. The aim is for full integration of the process that links planning, prioritisation and then funding and delivery. GMIP is based on the following key themes:

- A place-based approach: integration of transport, housing and regeneration to give place-based investment packages/interventions;
- GM-wide strategic investment packages: delivering at scale, supported by integrated procurement, and strong integration with national agencies, infrastructure providers and utilities; and
- Strong governance: over ten years' experience of robust governance and delivery, and an ability to manage and deliver investment with flexibility and hence more quickly.

GMIP is accountable to an official-led Delivery Executive chaired by the GMCA Chief Executive and attended by external partners such as United Utilities and the Infrastructure and Projects Authority. This regularly reports to the Combined Authority, chaired by the Mayor.

New Investment

Significant new investment is either underway or planned. Current programmes are outlined in Our Five Year Transport Delivery Plan (2021-2026). Our focus is on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. This will deliver the Our Network plan to create a world-class, modern, integrated and reliable transport system.



Notwithstanding the levels of committed investment, this strategy document has demonstrated that further interventions will be needed over the period to 2040 if we are to achieve our vision of 'world class connections that support long-term, sustainable economic growth and access to

opportunity for all'. We will continue to work with partners to maximise the funding available to Greater Manchester and bring forward specific schemes in our five-year Delivery Plans accordingly.

Maintenance and Renewal

Maintenance and renewal are vital to the safe and efficient functioning of our highways and we recognise that the significant ongoing investment in new infrastructure also increases the requirement for spending on maintenance. We need to:

- address a substantial maintenance backlog on the highway network;
- renew key structures such as bridges, retaining walls and culverts; and
- make all our networks more resilient to the effects of climate change.

To achieve this, it is even more essential that we both increase the level of funding for maintenance and increase the efficiency of maintenance operations.

This will require new funding arrangements, combining local and national funding sources to establish a consistent, long-term spending platform. In addition, it will require Greater Manchester to ensure that we manage the costs of maintenance and achieve economies of scale through collaborative working between the ten local authorities, TfGM and Highways England, at a city-region level. The highways reform measures in the Greater Manchester Devolution Agreement support this approach. We will also continue to develop our delivery systems to ensure that Greater Manchester is established as a national centre of best practice for highways network maintenance and resilience.

Equally critical is a robust and resilient public transport network. We will establish a whole lifecycle planning and delivery process for the tram, train and bus networks that:

- ensures that timely and funded track/infrastructure renewal plans are built into our investment plans; and
- establishes a robust funding and delivery plan for vehicle renewal and fleet expansion across public transport to ensure that life-expired vehicles are replaced before they become a threat to the performance or attractiveness of our transport system.



Service Delivery

We are committed to transforming customer quality across the transport system. The transport governance and delivery reforms within this strategy and the Greater Manchester Devolution Agreement, alongside our investment programmes, will better enable us to target that investment towards our policy priorities and achieve greater efficiency in the use of resources. GMCA is continuing to increase the integration of planning and funding across economic development, public health, health provision, land use planning and transport.

The Greater Manchester Agreement in 2014 announced the first phase of significant devolution to Greater Manchester, including in-principle agreement on three areas of transport: highways, rail and bus. Collectively, supported by the long-term funding settlements, these reforms allow GMCA to oversee the delivery of the integrated transport network at the heart of this strategy.

On the highway network, the creation of GMCA meant that TfGM was granted initial co-ordination functions to enable an efficient and co-ordinated approach in several areas, such as urban traffic control, cycling and road safety. Agreement was also reached for TfGM to co-ordinate management of a Key Route Network of the strategically important local roads, which carry the critical mass of daily commuting and logistics movements. The aim of this is to: develop and promote one consistent highways investment pipeline; increase the reliability and consistency of service delivery and improve communication with, and information for, all road users. Building on this co-ordinated approach, a Memorandum of Understanding between TfGM and Highways England aims to ensure co-operation in terms of operational and tactical planning across the two networks as well as the development of future strategy. This reflects not only the importance of the SRN to our economy, but the need to integrate the planning and management of the whole

road network, given that conditions on the SRN affect the local network and vice versa. We will continue to work closely with both Highways England and Transport for the North to identify future investment needs across the SRN and ensure that the opportunities for shared investment in infrastructure, to improve access to the SRN and between and across the northern city-regions, are fully realised.

On the rail network, we believe that the existing stations in Greater Manchester represent a significant opportunity for customers, communities and the taxpayer. The lack of a guiding mind for stations and absence of evidence-based decision making has led to poor investment choices and stalled the potential to create meaningful step change in the quality of the experience at stations. The relatively short-term nature of rail franchises means that operators tend to focus on investments which provide a commercial return within these timescales rather than taking a longer-term view of the needs of customers and community served by that station. Work is now underway - with rail partners - to test working in partnership with operators and other industry stakeholders at many Greater Manchester rail stations. We are also exerting greater influence over the rail network by working with neighbouring regions through Transport for the North and Rail North.



Funding Mechanisms and New Ways of Working

Our Five Year Transport Delivery Plan (2021-2026) sets out how Greater Manchester is developing its future transport programmes in terms of funding, delivery and ways of working.

The main source of funding for transport is from central government. As part of the Greater Manchester Devolution Deal, Government committed to establishing a multi-year transport settlement for the medium-term to reflect the growth potential of the conurbation and enable us to plan ahead and use resources more effectively than is possible with short-term funding streams.

The Greater Manchester Infrastructure Programme (GMIP) has been developed to enable the development of infrastructure in a comprehensive, placed-based manner, looking both at local schemes and the strategic programmes that support them at a city-region level. The aim is for full integration of the process that links planning, prioritisation and then funding and delivery.

Further devolution of transport functions from central Government is required, to equip Greater Manchester with the ability to create and efficiently manage a cleaner, more efficient and integrated transport network.

More information about GMIP and our transport devolution asks can be found in Our Five Year Transport Delivery Plan.

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Measuring Performance

We need to know whether our policies and measures are having the desired effect and helping to deliver this 2040 Transport Strategy, including by making meaningful progress towards our “Right Mix” ambitions, with more trips being made by active travel and public transport.

In Part 1 we identified several challenges that we face as we try to achieve our vision. These include challenges to supporting sustainable economic growth, improving quality of life, protecting our environment and developing an innovative city region.

There are particular outcomes we would like to see as we address challenges in each of these areas. We are therefore measuring performance through a series of key performance indicators (KPIs). These represent progress towards ‘desired outcomes’ and our adherence to the seven network principles outlined earlier in this Strategy.

In the tables, overleaf, are two types of indicators:

- **Customer Responses or ‘demand-side’ indicators** that tell us what’s happening in the travel market, including in relation to satisfaction and propensity to use particular transport modes. In the tables, we have grouped some of these by the most relevant network principle, and some by spatial theme.
- **Operational or ‘supply-side’ indicators** that are about how much we (as TfGM and partners) do (and how well we do it) to affect customer choices and perceptions.

Both types of indicator need to be considered together, because although customer data shows ‘what works’, the results lag behind our actions. We need to know that those actions are happening according to plan in real time.

The information we gain from these indicators allows adjustments to be made to this Strategy, if it is not working as well as we hoped. Our progress in relation to each of these indicators, and more details about them, can be found in each annual review of our Delivery Plan.

Network Principle KPIs – Customer Responses

Network principle	Indicator	Question	Response	Source
Integrated	Ease of making multi-mode trips	How easy or difficult is it for you to use different forms of transport in one journey in Greater Manchester?	Easy + Very Easy	MMNP
	Multi-modal fares	The way fares are set up allows travel by ANY public transport and ANY operator in Greater Manchester	Agree + Strongly Agree	Fares survey
	Real choice	How often do you feel you have a choice of transport?	Always + Often	MMNP
	Ease of interchange Bus Tram Train	How you would rate the following aspects when travelling by [mode]?: Ease of connecting to onward bus/ train/tram	Satisfied + Very Satisfied	MMNP
	Being well-informed	Overall, I am satisfied with the travel information available in Greater Manchester	Agree + Strongly Agree	CTI
Reliable	Journey time predictability	How predictable are your journey times in Greater Manchester?	Always + Often Predictable	MMNP
	Stress	How often are your journeys within Greater Manchester stressful?	Always and Often Stressful	MMNP
	Punctuality at the stop/station Bus Tram Train	How you would rate the following aspects when travelling by bus/tram/train?: Punctuality of arrival time at the stop/station	Satisfied + Very Satisfied	MMNP
	Punctuality arriving at destination Bus Tram Train	How you would rate the following aspects when travelling by bus/tram/train? 'The bus arrives at the destination at the time you expect it to arrive'	Satisfied + Very Satisfied	MMNP
	Car punctuality	How you would rate the following aspect when travelling by car?: 'Arriving at the time you want to arrive'	Satisfied + Very Satisfied	MMNP

	Car congestion	How you would rate the following aspect when travelling by car?: Traffic congestion	Satisfied + Very Satisfied	MMNP
Healthy	Healthy	Do you agree or disagree that Greater Manchester's transport network encourages you to walk or cycle as part of your trips?	Agree + Strongly Agree	MMNP
Inclusive	Ease of access All Disability No car	How easy or difficult do you find travelling to [selection of destinations] (by any form of transport)?	Very easy + easy (weighted average)	NHT KBI 03, KBI 04, KBI 05
	PT affordability	I can afford to travel by public transport as much as I like	Agree + Strongly Agree	Fares survey
	Fair fares	I get a fair deal for the fares I pay	Agree + Strongly Agree	Fares survey
Environmentally responsible	Environmentally responsible travel	Do you agree or disagree that Greater Manchester's transport network encourages people to travel in an environmentally responsible way?	Agree + Strongly Agree	MMNP
	Quality of local environment	Composite of: • Noise levels from traffic: 74% • Pollution from traffic: 60% My neighbourhood has a clean environment: 70%	Good + Very Good/ Agree + Strongly Agree	Neighbourhoods survey
Safe	Feeling safe from traffic Walk Bike	How you would rate the following aspects when walking/travelling by bike?: Feeling safe from traffic during the day	Satisfied + Very Satisfied	MMNP
	KSI number (all) Pedestrians Cyclists Children	Aged 14 and under		Safer Roads GM
	KSI rate per million km Pedestrians			Safer Roads GM + TRADS

	Cyclists			
Secure	Personal security whilst waiting for PT (daytime) Bus Tram Train	How you would rate the following aspects when travelling by bus/train/tram?: Personal security waiting at the stop/station during the day	Satisfied + Very Satisfied	MMNP
	Personal security whilst waiting for public transport (night, relative to day)	Average % point reduction across PT modes for above question when asked about "at night"	Satisfied + Very Satisfied	MMNP
	Personal security on public transport (daytime) Bus Tram Train	How would you rate the following aspects when travelling by bus/train/tram?: Personal security while travelling on a bus/train/tram during the day	Satisfied + Very Satisfied	MMNP
	Personal security on PT (night, relative to day)	Average % point reduction across PT modes for above question when asked about "at night"	Satisfied + Very Satisfied	MMNP
	Personal security walking Day Night	How would you rate the following aspects when walking?: Personal security during the day/at night * NB women's perception of personal security is significantly lower than men's	Satisfied + Very Satisfied	MMNP
	Personal security cycling Day Night	How would you rate the following aspects when travelling by bike?: during the day/at night	Satisfied + Very Satisfied	MMNP
	Personal security car	How would you rate the following aspects when	Satisfied + Very Satisfied	MMNP

	Parking (day) Parking (night) In vehicle	travelling by car?: Personal security at parking areas during the day/at parking areas at night/in your vehicle		
Resilient	Resilience – PT	Do you agree or disagree that Greater Manchester’s public transport network is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
	Resilience – road network	Thinking about Greater Manchester’s road network now, do you agree or disagree that it is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
Well-maintained	Highway condition	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following...? KBI 23	Satisfied + Very satisfied	NHT
	The condition of pavements	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following...? WCBI 02	Satisfied + Very Satisfied	NHT
	Condition of cycle routes	How satisfied or dissatisfied are you with each of these locally...?	Satisfied + Very Satisfied	NHT
	Waiting environment (shelter, litter etc.)	How you would rate the following aspects when travelling by bus/tram/train?	Satisfied + Very Satisfied	MMNP
	Bus Tram Train			

Network Principle KPIs – Operational View

Network Principle	Indicator	Measurement	Source
Integrated	PT Network coverage	Proportion of GM population at GMAL Level 4 or better.	
Inclusive	Travel cost by mode, relative to RPI. Bus Tram Train Car	Index of cost of travel, average peak fare, from 2001 base.	
Environmentally Responsible	NOx & PM emissions	Full details are available from the Clean Air Greater Manchester Annual Status Reports: https://cleanairgm.com/data-hub/monitoring-reports	
	Transport CO ₂ emissions in GM	Annual CO ₂ emissions, all transport excl. aviation, shipping & military. Excludes CO ₂ embedded in construction.	BEIS
Secure	Crime & ASB on transport networks	Annual all reported crime and ASB incidents on the public transport network	Travelsafe
Reliable	PT punctuality Bus Northern Rail*	Proportion of bus services departing: Between 1 min early and 6 mins late. Proportion of train services departing: between 1 min early and 1 min late. * Refers to whole TOC network rather than GM geographical area	Rail: ORR Bus: TfGM surveys
	Tram Highway journey time reliability	Average excess waiting time (seconds) Proportion of journeys within +/- 25% of median journey time	TfGM Bluetooth Network
Well-maintained and resilient	KRN where maintenance should be considered	% of KRN with carriageway condition classified as red or amber.	GM Districts

Spatial Theme KPIs – Customer Responses

	Indicator	Question	Response	Source
Global	Non-car mode share for GM-originating passenger journeys to airport			TRADS
Regional Centre	Non-car mode share	Proportion of trips arriving in AM peak		Cordon counts
	Easy to get to (GM residents)	How easy or difficult is it to travel to the Regional Centre ⁷ in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant place to walk around and spend time in Residents Visitors	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good + Very Good	Town Centres
	Feeling safe after dark Residents Visitors	How do you rate [centre] for the following?	Good/very good	Town Centres
	'Liveability'	I would not consider living in the Regional Centre	Disagree + Strongly Disagree	Town Centres
	Regional centre road traffic levels	Number of motor vehicles arriving in the AM peak		Cordon counts
	Theme share of trips as per Right Mix			TRADS
	Active Travel + Public Transport mode share of this Theme			TRADS
Across wider city-region	Easy to access town centres (8-centre average)	How easy or difficult is it to travel to the [centre] in the daytime (before 6pm)	Easy/very easy	Town Centres

	Pleasant to visit town centres	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good/very good	Town Centres
	Ease of interchange. Bus Tram Train	How you would rate the following aspects when travelling by [mode]? Ease of connecting to onward bus/ train/ tram	Good/very good	MMNP
	Theme share of trips as per Right Mix			TRADS
	Active Travel + Public Transport mode share of this Theme			TRADS
Neighbourhoods	Perception of safety Daytime After dark	How do you rate your neighbourhood for the following when travelling around?	Good + Very Good	Neighbourhoods survey
	Active travel as natural choice for many short journeys	Which type of transport do you use most frequently to get to places you visit within your neighbourhood?	Active travel %	Neighbourhoods survey
	Proportion of neighbourhood journeys made by Walking Cycling	Proportion of trips < 2km for which the main mode is walking/cycling		TRADS
	Perception of ease of travelling around neighbourhoods: walking cycling	How do you rate your neighbourhood for the following when travelling around? Ease of walking around the neighbourhood	Good/very good	Neighbourhoods survey

		Ease of cycling on roads in the neighbourhood		
	Perceived impact of traffic on local roads	Composite of “How do you rate your neighbourhood for the following when travelling around?”: Noise levels from traffic (74%) Pollution from traffic (60%) How close vehicles are to pedestrians (61%)	Good/ very good	Neighbour- hoods survey
	Theme share of trips as per Right Mix	% of all trips that are 2km or shorter excluding trips with an end in the Regional Centre		TRADS
	Active Travel + Public Transport mode share of this Theme			TRADS
	Use of local shops/ facilities	Visit the following locations at least monthly: large supermarket, small supermarket, local newsagents or corner shop, retail park, shop for non-food and market(s)		Neighbour- hoods survey

Final Conclusions and Next Steps

This strategy document sets out how investment in new transport infrastructure, delivery of services and maintenance of existing assets will be focussed to support growth in the widest sense, recognising that improving access to jobs and training and improving the health of the population are essential aspects of improving productivity, while improving the quality of many of our urban areas will be a pre-requisite for attracting investment. The innovative focus of the strategy on the requirements of different types of journey, rather than the needs of different modes, means that we have been able to take an holistic view of the investment needed: to improve connectivity to global markets; transform journey times to other major cities; capitalise on the potential of a rapidly growing Regional Centre, create better linkage between jobs and homes across the wider city-region and provide 'first and last mile' connections within neighbourhoods that will make sustainable travel an attractive option.

Our Five-Year Transport Delivery Plan, which sits alongside this document, provides the detail of the schemes to be delivered to support progress towards our longer-term ambitions and targets. As additional funding is secured in the future, subsequent updates of the Delivery Plan will identify the schemes that provide the detail for the broad interventions identified in this 2040 Transport Strategy document.

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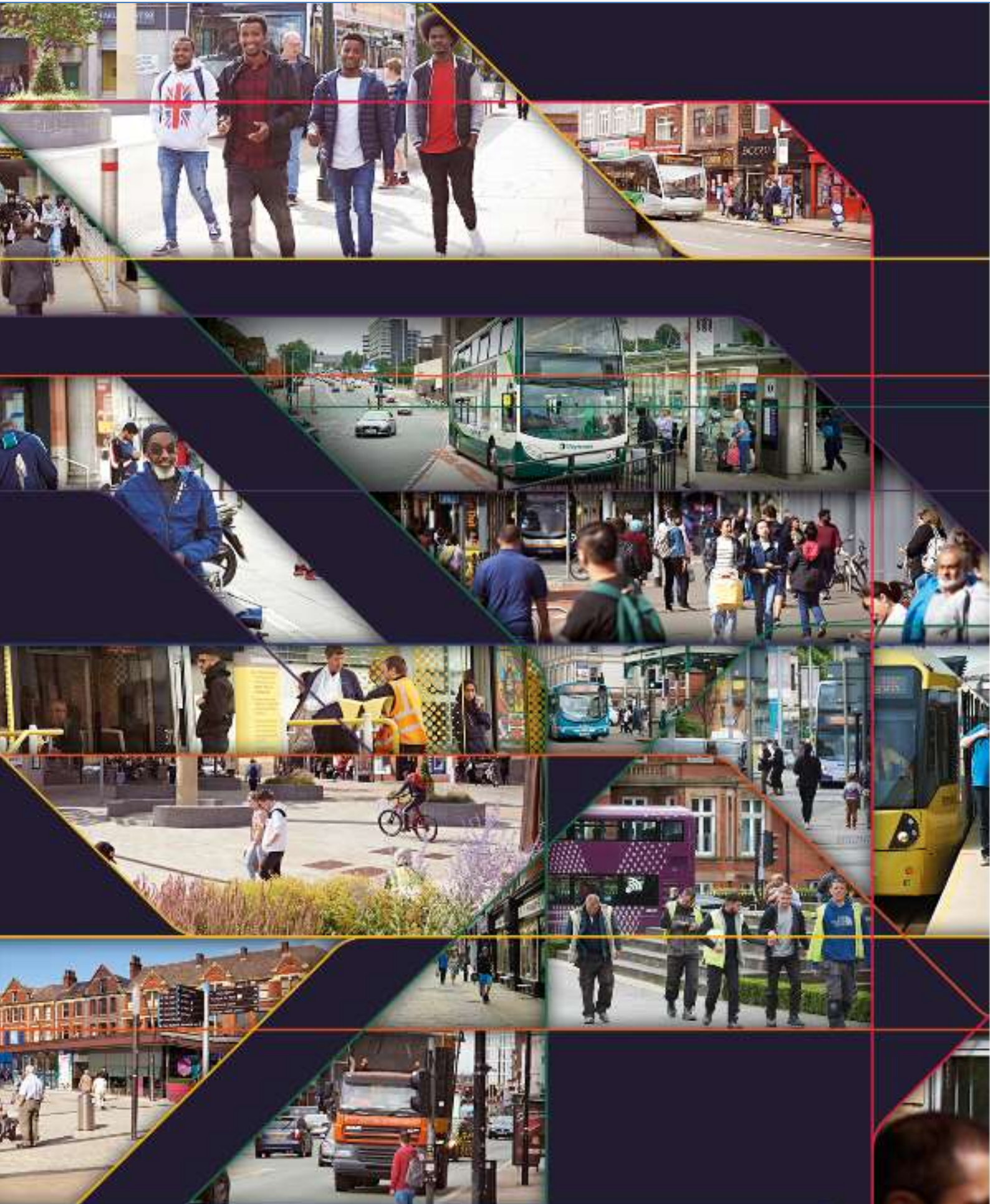
Policies

Our policies are set out in Part 2 and summarised below.

<p>Policy 1: We will work with partners to ensure that modes of transport such as taxis, private hire vehicles and other demand responsive services - as well as shared mobility solutions, including car clubs, cycle hire and other forms of shared transport - are available, and fully integrated into the Greater Manchester transport network.</p>
<p>Policy 2: Working with partners, we will deliver integrated pricing and payment systems across the transport network, including smart ticketing for public transport, to support the delivery of 'Mobility as a Service'.</p>
<p>Policy 3: We will maintain a programme of interventions designed to encourage people to make sustainable journeys. We will support this through journey planning tools and information to encourage travel behaviour change and mode shift, and in order to make the most efficient use of available capacity (particularly during peak periods).</p>
<p>Policy 4: We will work with developers to ensure that new developments are accessible by sustainable modes, and to reduce transport emissions and impacts on the highway network.</p>
<p>Policy 5: We will work with public transport operators, Network Rail and other partners to ensure that all transport infrastructure, vehicles and information are as accessible as possible for all our customers, regardless of their age and mobility.</p>
<p>Policy 6: We will work with partners to better integrate accessible travel services across Greater Manchester, to increase availability and convenience for customers.</p>
<p>Policy 7: As we plan our transport network, we will support the creation of a more inclusive economy for Greater Manchester by considering how best to improve the prospects of people living in deprived communities - including by ensuring that more people can access jobs, education, skills training and childcare.</p>
<p>Policy 8: We will work with partners to deliver transport interventions that improve the health of Greater Manchester residents, including: reducing pollution from motor vehicles; increasing levels of physical activity; improving access to healthcare; and reducing social isolation.</p>
<p>Policy 9: We will work with partners and key stakeholders to bring nitrogen dioxide (NO₂) levels on local roads within legal limits, and to reduce levels of particulate matter, CO₂ and noise emissions from vehicles.</p>
<p>Policy 10: We will work with partners to reduce carbon emissions from transport, to support Greater Manchester's ambition to be net zero carbon by 2038; and to implement measures to ensure our transport system is resilient to the impacts of climate change.</p>

<p>Policy 11: We will work with partners, including the Canals and Rivers Trust, to enhance green and blue infrastructure to provide a safe and attractive environment for walking and cycling.</p>
<p>Policy 12: We will aim to minimise the impact of transport on the built and natural environment - including townscape, the historic environment, cultural heritage, landscape, habitats and biodiversity, geodiversity, water quality, pollution, flood risk and use of resource - and will deliver environmental enhancements and biodiversity net gain where possible.</p>
<p>Policy 13: We will continue to deliver measures, and put in place appropriate management systems, to improve the reliability of the transport network.</p>
<p>Policy 14: We will work with operators and other partners to improve safety and to tackle crime and anti-social behaviour on the transport network.</p>
<p>Policy 15: Working with partners, including through the Safer Roads Partnership, we will deliver initiatives aimed at improving safety on the highway network, with a particular focus on supporting those who are walking and cycling.</p>
<p>Policy 16: We will work with partners to support a rapid transition towards low emissions vehicles in Greater Manchester, including developing a clear strategy on the Electric Vehicle Charging Infrastructure network required to provide greater confidence to residents and businesses to invest in electric vehicles.</p>
<p>Policy 17: We will trial transport innovations to understand their relevance and potential applications for Greater Manchester, and to ensure we have robust policies in place.</p>
<p>Policy 18: We will provide a unified, Greater Manchester approach to managing the Key Route Network (KRN) of roads, in line with our Streets for All Strategy principles, and work with Highways England to co-ordinate this with the management of the Strategic Route Network (SRN).</p>
<p>Policy 19: We will work, including through the GM logistics forums, to improve journey times and reliability for deliveries, and to reduce the environmental impact of logistics.</p>
<p>Policy 20: We will ensure our streets are welcoming and safe spaces for all people, enabling more travel on foot, bike and public transport while creating better places that support local communities and businesses.</p>
<p>Policy 21: We will introduce appropriate bus priority measures on the highway network to improve bus reliability and will keep existing measures under review to ensure effectiveness. This will include developing proposals for “Quality Bus Transit” corridors on key routes.</p>
<p>Policy 22: We will work to improve and maintain the condition and resilience of our road network, drawing on best practice.</p>
<p>Policy 23: We will work with partners to improve walking and cycling facilities across Greater Manchester, including through the development of a strategic walking and</p>

<p>cycling network (the ‘Bee Network’), wayfinding and cycle parking, and supporting ‘Streets for All’ design guidance to ensure consistently high quality standards across the network.</p>
<p>Policy 24: Working with partners, we will work to establish and promote one integrated Greater Manchester public transport network (‘Our Network’), making it easy for customers to plan, make and pay for their journeys using different modes and services.</p>
<p>Policy 25: We will seek to ensure a consistent standard of facilities at transport hubs, appropriate for their size and function, and will work with partners to improve access to them by all modes.</p>
<p>Policy 26: We will make best use of powers included in the Bus Services Act, as well as our existing powers, to give effect to our Vision for Bus.</p>
<p>Policy 27: We will ensure that accessible coach parking and set down/pick-up points are available at key locations.</p>
<p>Policy 28: We will work with the taxi and private hire industry to develop minimum standards for policy/regulation and operation across Greater Manchester, and work with Government to strengthen national legislation.</p>
<p>Policy 29: We will expand the coverage and capacity of our rapid transit network (Metrolink, Rail and Bus Rapid Transit), to deliver improved connectivity to employment and other opportunities within the city-region.</p>
<p>Policy 30: Working with partners, we will develop a rail network with the capacity, reliability, speed, resilience and quality to support growth in the Northern economy and extend the benefits of HS2 and Northern Powerhouse Rail throughout Greater Manchester.</p>
<p>Policy 31: We will continue to work with DfT, Network Rail and Transport for the North to secure greater local control of rail stations, and to deliver greater local accountability for all rail-based services, within Greater Manchester.</p>



Appendix 1: GM Transport Strategy 2040 - Right Mix Technical Note

Greater Manchester Transport Strategy 2040 – ‘Right Mix’ Technical Note

Introduction

1. Greater Manchester’s ten local authorities are currently preparing strategic planning documents that will provide a spatial interpretation of the Greater Manchester Strategy. These documents which will set out how Greater Manchester should develop over the next two decades, will:
 - identify the amount of new development that will come forward across the ten Local Authorities, in terms of housing, offices, and industry and warehousing, and the main areas in which this will be focused;
 - ensure we have an appropriate supply of land to meet this need;
 - protect the important environmental assets across the conurbation;
 - allocate sites for employment and housing outside of the urban area;
 - support the delivery of key infrastructure, such as transport and utilities;
 - define a new Green Belt boundary for Greater Manchester.
2. The plans will focus on making the most of Greater Manchester’s brownfield sites, prioritising redevelopment of town centres and other sustainable locations. The plans are required to demonstrate that Greater Manchester has enough land to deliver the homes and jobs people require in the future, and whilst there is an expectation that the focus of development will be on brownfield sites in the early years, it is recognised that some land will need to be released from the green belt to fully meet Greater Manchester’s combined housing and employment requirements.
3. The consultation process of draft plans to-date have highlighted respondents’ concerns about the ability of the transport network to accommodate growth in Greater Manchester. This note explains Greater Manchester’s current pathway to achieving the ‘Right Mix’ transport vision to reduce car’s share of trips to no more than 50%, with the remaining 50% made by public transport, walking and cycling. This will mean approximately one million more trips each day using sustainable transport modes in Greater Manchester by 2040.

Background

4. We recognise that the world around us is likely to change significantly over the next twenty years, in ways that we cannot always predict. For example, the spread of COVID-19 throughout 2020 has had a profound impact on people's lives and wellbeing in a way that would have been difficult to imagine previously. While it is rare for an external event to have such a huge impact on people's everyday lives - and travel behaviours (people stopped travelling or changed the way they get around) - there is always the potential for our plans to be knocked off course by external events.
5. That is one of the reasons why Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our 'Right Mix' transport vision will be continually monitored, and adjusted if needed, to achieve our goals. The 'Right Mix' transport vision involves creating a better transport system for Greater Manchester, so that we can reduce car's share of trips to no more than 50%, with the remaining 50% made by public transport, walking and cycling.
6. Although it is intended that this overall Right Mix vision will remain the same, changes in the way we achieve the Right Mix - necessitated by external events such as COVID-19, but also factors such as population growth – will lead to changes to the type of interventions set out in Greater Manchester's transport plans. This is one of the reasons we update our Greater Manchester Transport Strategy 2040 suite of documents on a regular basis.
7. This Right Mix Technical Note sets out adjustable steps – a 'pathway' – to achieving the Right Mix transport vision, in a way that supports existing worldwide trends that are being seen in Greater Manchester, including: the increased preference for high-density urban living, the growth of major city centres and the increased popularity of travelling by bike, rapid transit and inter-urban rail.

Relationship to Other Strategic Planning and Land Use Evidence

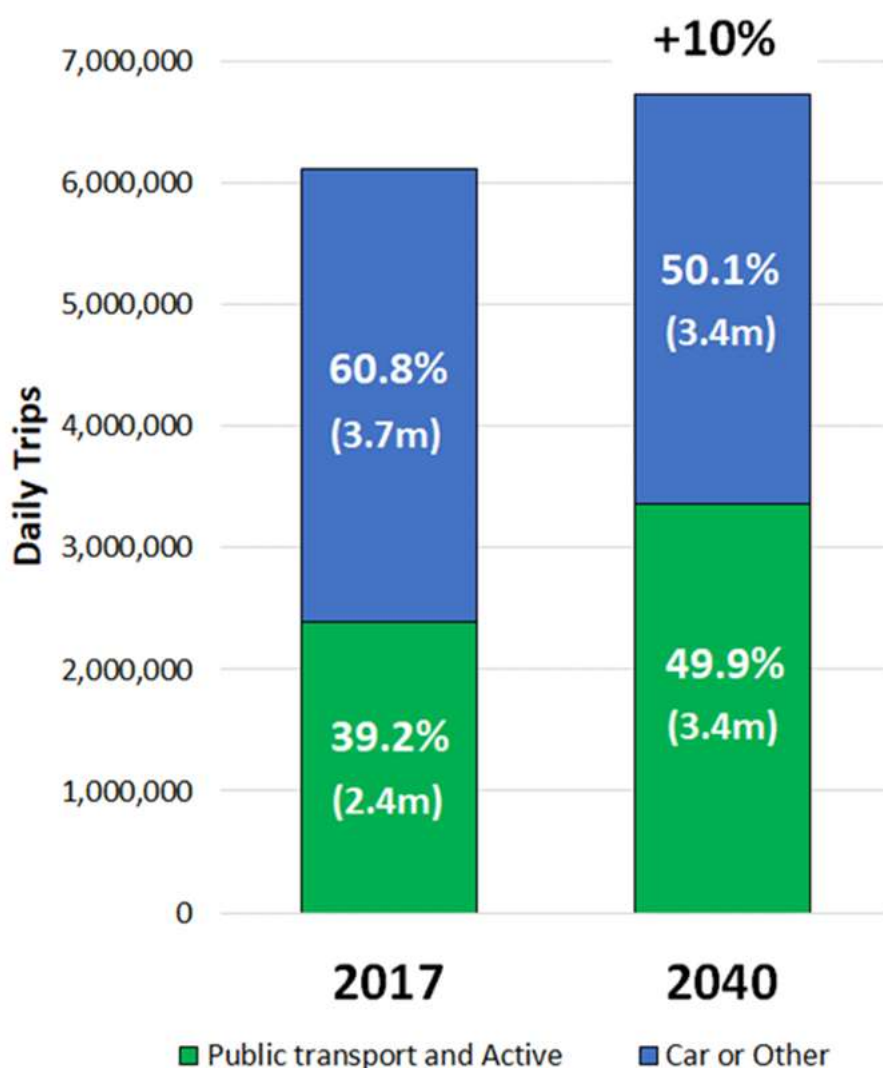
8. This document will be a supporting document for both the Greater Manchester Transport Strategy 2040 and any future strategic land use planning documents prepared. It is part of a suite of documents that examine the implications of the land use strategies on transport in GM. The other documents include:
 - GM Transport Strategy 2040 and supporting 5 Year Delivery Plan. These documents together set out our strategic aspirations for transport in GM and articulate our plan for delivery.

- An Existing Land Supply and Transport Technical Note: This note examines the spatial distribution of the Existing Land Supply and the transport interventions highlighted in the 5-Year Delivery Plan that will support key clusters of growth.
 - A series of potential development site Locality Assessments. These assessments examine the likely local impact of potential development on the transport network and identifies where mitigation may be needed.
 - A Strategic Modelling Technical Note. This provides analysis of the potential strategic impact of growth on our transport network in a “policy-off” scenario.
9. Together these documents examine the local and strategic implications of growth. This Right Mix technical note underpins the GM Transport Strategy 2040 by outlining our adaptive vision-led approach to transport planning.
 10. The Locality Assessments focus on identifying the local and strategic interventions necessary to deliver each individual potential development site, while the Existing Land Supply note highlights the transport interventions needed to support the delivery of the Existing Land Supply.
 11. Finally, we test a worse-case “policy-off” forecast in the Strategic Modelling Technical Note so that we can understand the degree to which potential growth affects the network if we were to take no further steps to achieving the ‘Right Mix’. The strategic modelling forecast assumes that only committed / funded schemes and those schemes directly associated with potential development sites proceed – but policy changes such as bus reform, integrated ticketing or behavioural change initiatives, and longer-term interventions such as Quality Bus Transit, Tram-train, or Metrolink extensions are omitted.
 12. For the avoidance of doubt, the Right Mix vision is not in any sense a ‘rival’ to that forecast. The Right Mix is a transport vision for achieving policy objectives, not a forecast. Unlike the “policy-off” forecast for the Strategic Modelling, there is no prediction that a specific set of interventions will lead to a specific set of outcomes in the future. Instead, there is a pathway comprising a set of targets for changes in travel behaviour that will be modified in the light of monitoring of progress to achieving the vision for 2040.

Our transport vision for 2040

13. Our 'Right Mix' vision for 2040 was first set out in January 2019 in the draft Greater Manchester Transport Strategy 2040: Delivery Plan (2020-2025). The proposed pathway to the Right Mix was published at the same time in the Evidence-Base Update of the 2040 Transport Strategy.
14. It was noted at the time that the steps in the pathway will be reviewed in the light of monitoring progress towards achieving the Right Mix. It is too soon to get any results from monitoring, but some changes to the pathway have already been made. These result from:
 - Changes to population projections for Greater Manchester
 - Improvements and adjustments to baseline data which forms our understanding of the present situation
 - Changes and additions to some of the steps to better reflect the potential for achieving changes in mode share.
15. The Right Mix vision itself is unchanged - to improve our transport system so that we can reduce car use to no more than 50% of daily trips, with the remaining 50% made by public transport, walking and cycling. This will mean approximately one million more trips each day using sustainable transport modes in Greater Manchester by 2040 – see Figure V1, which contains some changes to the numbers that underlie the vision compared with the 2019 version.
16. Our analysis suggests that achieving this vision will enable us to deliver our economic growth ambitions without increasing overall motor-vehicle traffic in Greater Manchester.
17. The vision of no net increase in motor-vehicle traffic includes trips by Greater Manchester residents, as well as trips by non-residents and goods vehicle movements, which will also be influenced by our transport and land-use interventions - but less so. We expect no net increase in motor-vehicle traffic to be achieved by a net reduction in residents' traffic (the great majority of motor vehicle-km in Greater Manchester); an increase in light goods vehicle movements; and – potentially, but not necessarily – some net increase in car-travel by non-residents.
18. The analysis is based on "TRADS" data which is Greater Manchester's household travel diary survey, in which a representative sample of Greater Manchester residents are interviewed about their recent trips. It is the Greater Manchester equivalent to the DfT's National Travel Survey, although there are some differences in survey methodology.

Figure V1: The Right Mix vision for 2040:



A pathway for achieving the “Right Mix”

- 19. In this section of the report, a proposed pathway is set out for achieving the Right Mix. The pathway is set out as a series of steps, which would, in reality, be made at the same time, but which are described as separate steps to assist explanation. It incorporates the changes referred to above.

20. The steps in the pathway will be reviewed in the light of monitoring progress towards achieving the Right Mix. It is expected that the pathway will change in response to the results of monitoring. The changes could comprise changes in the interventions needed to achieve particular steps within the pathway, or changes to the steps themselves. To take one example of how this “adaptive planning” approach will work, there is presently little understanding of how “Future Mobility” – which can be broadly defined as disruptive technological and social change facilitating new and improved transport services – will affect travel behaviour. There is also much uncertainty about any longer-term effects on travel behaviour of the Covid-19 pandemic of 2020. As those effects become apparent, changes will be made to the proposed pathway to the Right Mix.

Spatial themes

21. The steps in the pathway to the Right Mix are defined using the framework of the spatial themes in the Greater Manchester Transport Strategy 2040. Trips by Greater Manchester residents have been categorised into the spatial themes.
22. The spatial themes have been represented within the Greater Manchester TRADS Years 3-5 (2014-2016) person-trip dataset through the application of the following criteria (Table V1).

Note: The spatial theme, ‘A Globally Connected City’ (i.e. non-work trips to Manchester Airport) has been excluded from the analysis. TRADS surveys cannot accurately pick up these trips since residents making trips to Manchester Airport will likely be outside Greater Manchester (e.g. on holiday abroad) at the time at which surveys would be carried out. The number of ‘A Globally Connected City’ trips is likely to be very small compared to the other spatial themes, so this is not considered to have a material impact on the results.

- 23.

25. **Figure V2** and V3 show the change in volume of trips by mode for ‘Now’ and ‘2040’ within each spatial theme in the Right Mix vision.

Table V1: Allocation of trips to the spatial themes defined in the 2040 Transport Strategy

Spatial Theme	Includes	Except
Neighbourhood	Trips less than 2km (straight line) with at least one end within Greater Manchester	<ul style="list-style-type: none"> • Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre
Wider City Region	Trips with at least one end in Greater Manchester, and both ends no more than 10km outside the Greater Manchester boundary	<ul style="list-style-type: none"> • Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre • Trips under 2km
Regional Centre	Trips with an end in the Regional Centre	<ul style="list-style-type: none"> • Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end more than 10km outside the Greater Manchester boundary
City to City	Trips with one end in Greater Manchester, and the other more than 10km outside the Greater Manchester boundary	<ul style="list-style-type: none"> • Trips with a non-work attraction end at Manchester Airport and surrounding developments

26. Note: The spatial theme, ‘A Globally Connected City’ (i.e. non-work trips to Manchester Airport) has been excluded from the analysis. TRADS surveys cannot accurately pick up these trips since residents making trips to Manchester Airport will likely be outside Greater Manchester (e.g. on holiday abroad) at the time at which surveys would be carried out. The number of ‘A Globally Connected City’ trips is likely to be very small compared to the other spatial themes, so this is not considered to have a material impact on the results.

Figure V2: “Right Mix Vision” change in volume of trips by mode for ‘Now’ and ‘2040’, by spatial theme

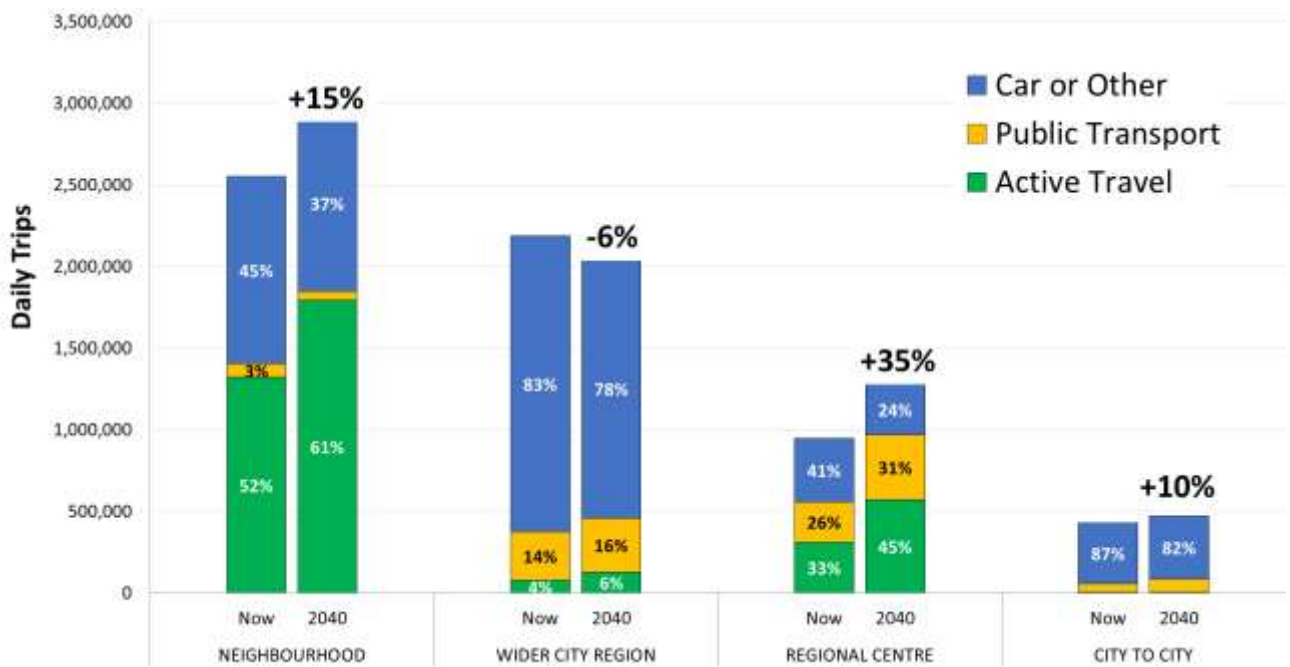
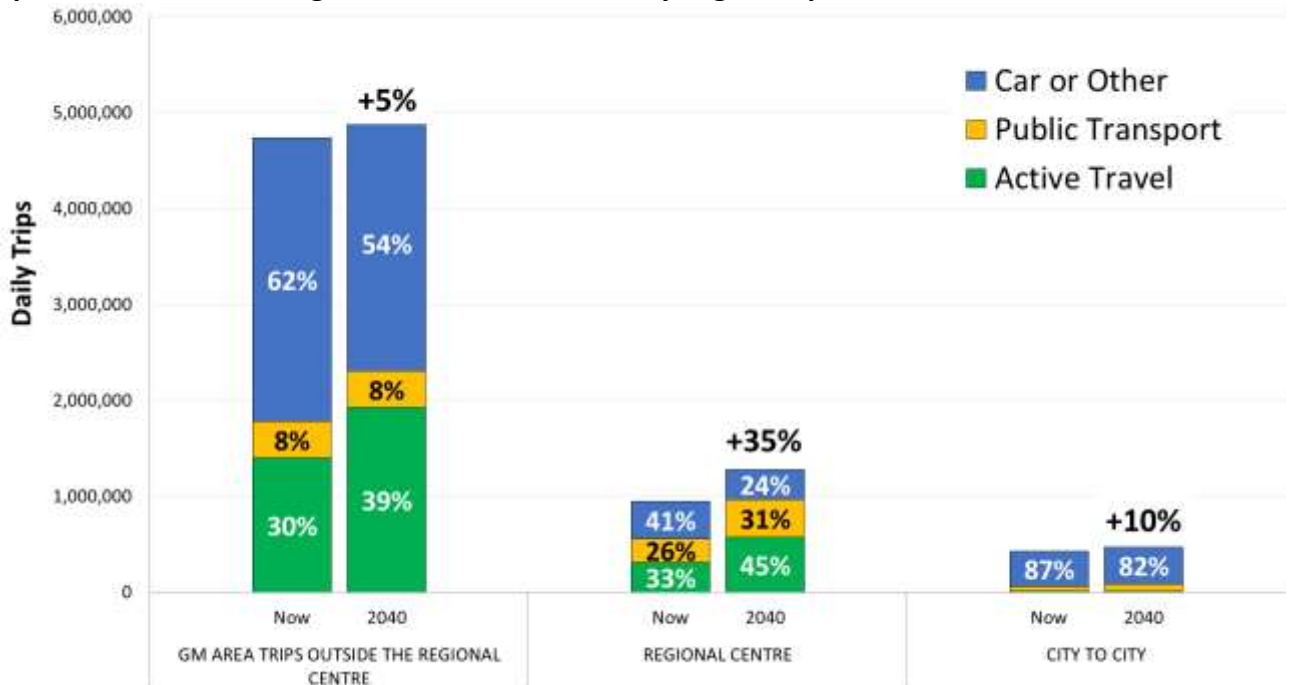


Figure V3: “Right Mix Vision” change in volume of trips by mode for ‘Now’ and ‘2040’, by spatial theme, with Neighbourhood and Wider city-region trips combined



28. Comparing Table V2 with Table V3, it can be seen that, outside the Regional Centre, a reduction in Wider city-region trips is expected to be outweighed by an increase in Neighbourhood trips.

The steps to achieve the “Right Mix”

29. The steps in the pathway to achieve the Right Mix are as follows. Steps that have changed – or been added - since January 2019 are preceded by a ‘*’.

- *Step 1: 10% population growth leads to 10% growth in trips (and trip-kilometrage) by all modes.
- Step 2: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 5% of trips from Wider City Region to Neighbourhood.
- Step 3: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 10% of Wider City Region trips to Regional Centre.
- Step 4: Land use change and transport interventions lead to a higher mode share for walking for Regional Centre and Neighbourhood trips.
- Step 5: Transformational cycling policies lead to a switch to cycle from other modes – reaching a 10% mode share for Regional Centre and Neighbourhood trips and a 5% mode share for Wider City Region trips by 2040.
- *Step 6: Improved metro, suburban rail, and bus rapid transit services, plus complementary policies, cause these rapid transit modes to increase their mode-share, taking 8% of Wider City Region trips.
- Step 7: Transport policies (including travel demand management) lead to a 5% reduction in trip-length of Wider City Region car-trips.
- *Step 8: Improved inter-urban public transport leads to a 5% reduction in car mode-share for city-to-city trips.

30. Each of the steps in the pathway to the Right Mix is described below, together with the evidence behind them. The changes in travel behaviour that they represent comprise a set of adjustable targets which will be reviewed and modified within the adaptive planning approach outlined in paragraph 6 above.

Step 1: 10% population growth leads to 10% growth in trips (and trip-kilometrage) by all modes

31. Step 1 assumes that the expected 10% growth in Greater Manchester population between 2017 and 2040 leads to a 10% increase in the number of trips – i.e. that trip-rate per person remains constant. In the early years of this century, trip-rates per person – both across England (see Figure V3) and in Greater Manchester (see Figure V4) - declined sharply, possibly as a result of the growth of the digital economy. There are some signs that the decline has levelled-off in recent years.
32. It is not expected that Greater Manchester’s transport and land-use interventions will have much effect on trip-rates per person, and that factors outside Greater Manchester’s influence will be the main driver of any changes in trip-rates.
33. Note that in the January 2019 version of the Right Mix, population growth to 2040 was expected to be 15%: the change reflects revised population projections.

Figure V3: Trend in trip rates, miles travelled per person and hours per person spent travelling: England 1972/73-2017, National Travel Survey (NTS0101)

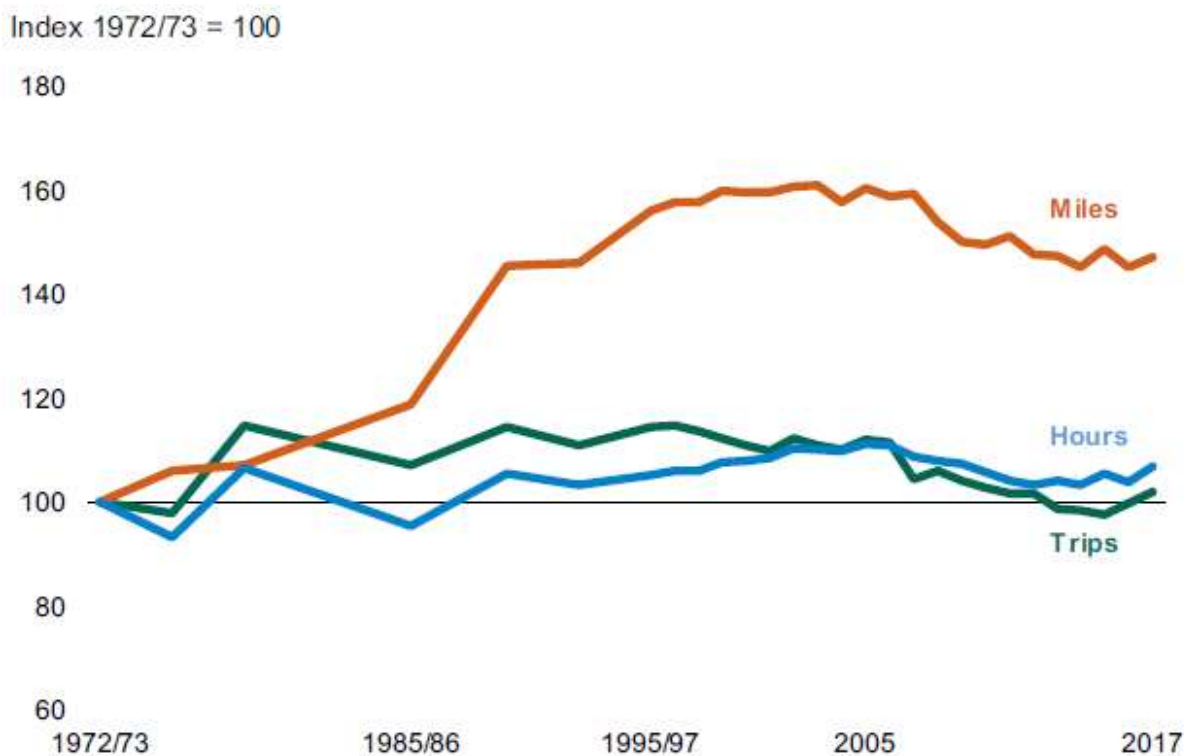
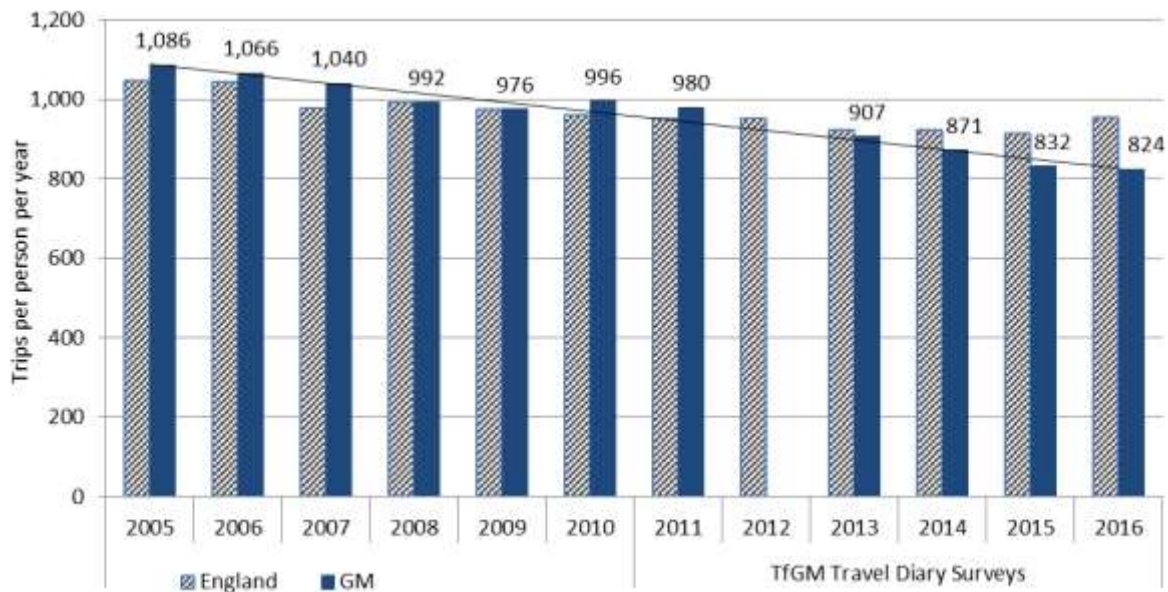


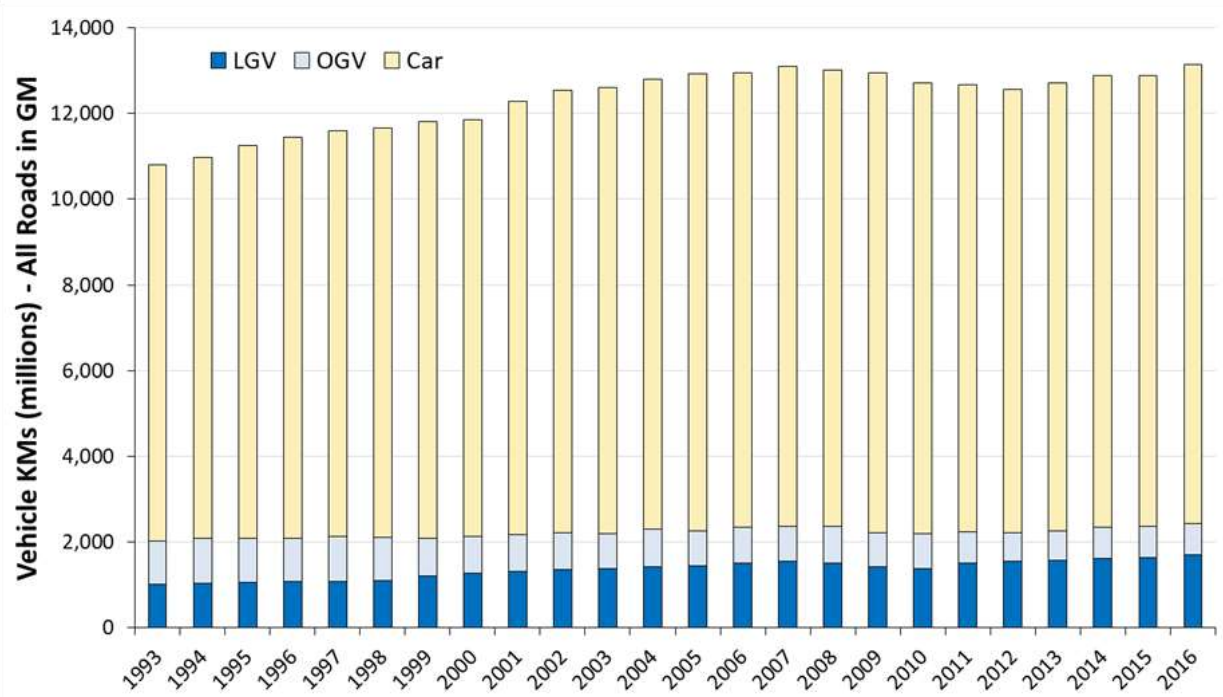
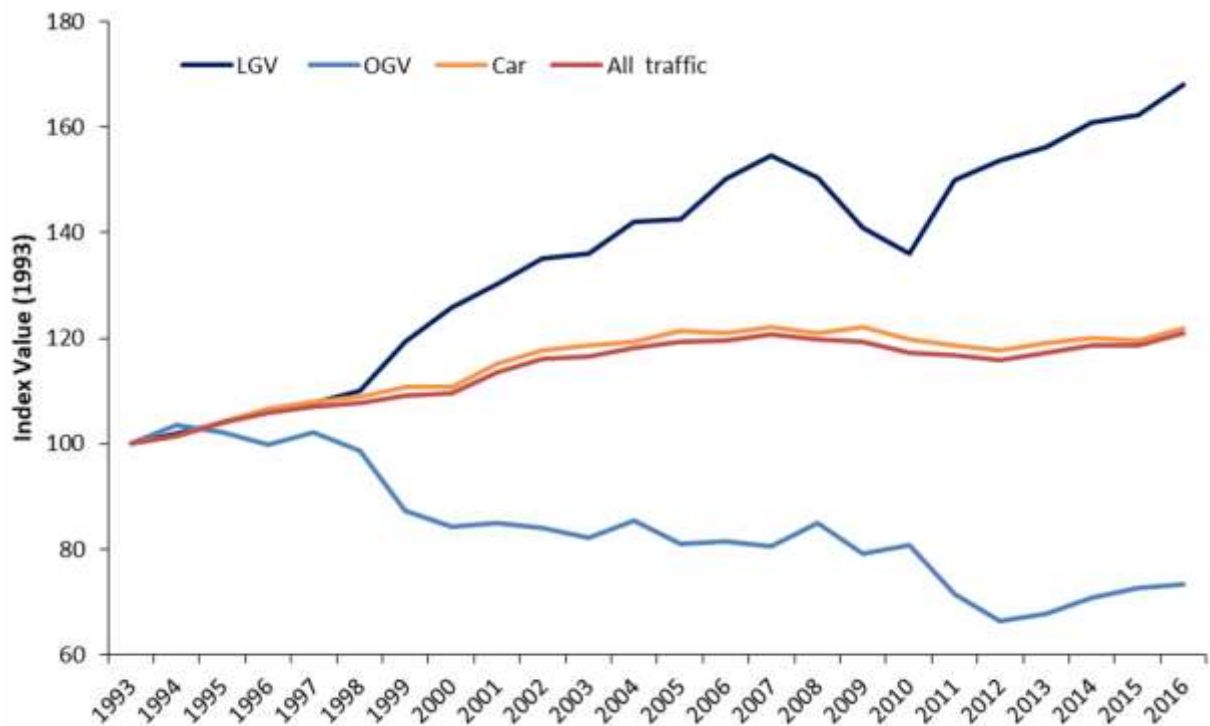
Figure V4: Trips per person per year 2005 – 2016 Greater Manchester



34. The table above is based on TfGM analysis of the Department for Transport National Travel Survey (2005 – 2016) and TfGM Travel Diary Surveys (2011 – 2016). N.B. DfT have recently changed the method for recording short walks – amended values for the trend for trips in England excluding short walks are reported in the Greater Manchester Transport Strategy 2040 Evidence Base - Travel in Greater Manchester section.
35. In recent years, the effect of falling trip-rates on motor-vehicle traffic has been at least partly offset by an increase in light-van movements, with an important cause being the growth of the digital economy leading to replacement of shopping-trips by movements of delivery vehicles. The growth of light-van movements has not been explicitly allowed for in this analysis, and the assumption that trip-rates will not continue their recent decline provides a balancing element of caution in estimating how externally-driven factors will affect volumes of motor-vehicle traffic in 2040.
36. Figure V5 shows that between 1993 and 2016 traffic in Greater Manchester increased by around 21% whereas LGV kilometrage on Greater Manchester roads increased by around 68% in the same period. LGVs now account for c. 1.7 billion kilometres on Greater Manchester roads, representing 13% of all traffic (up from 9% in 1993).
37. It is important to note that the majority of this growth in LGV traffic has taken place on motorways, where the total distance travelled by LGVs has more than doubled between 1993 and 2016. In comparison, A roads have seen a 27% increase, and B roads a 21% increase over the same period. In 2016, motorways accounted for 56% of total Greater Manchester LGV kilometres travelled, up from 41% in 1993.

Figure V5: Growth in Light Goods Vehicle traffic on Greater Manchester roads

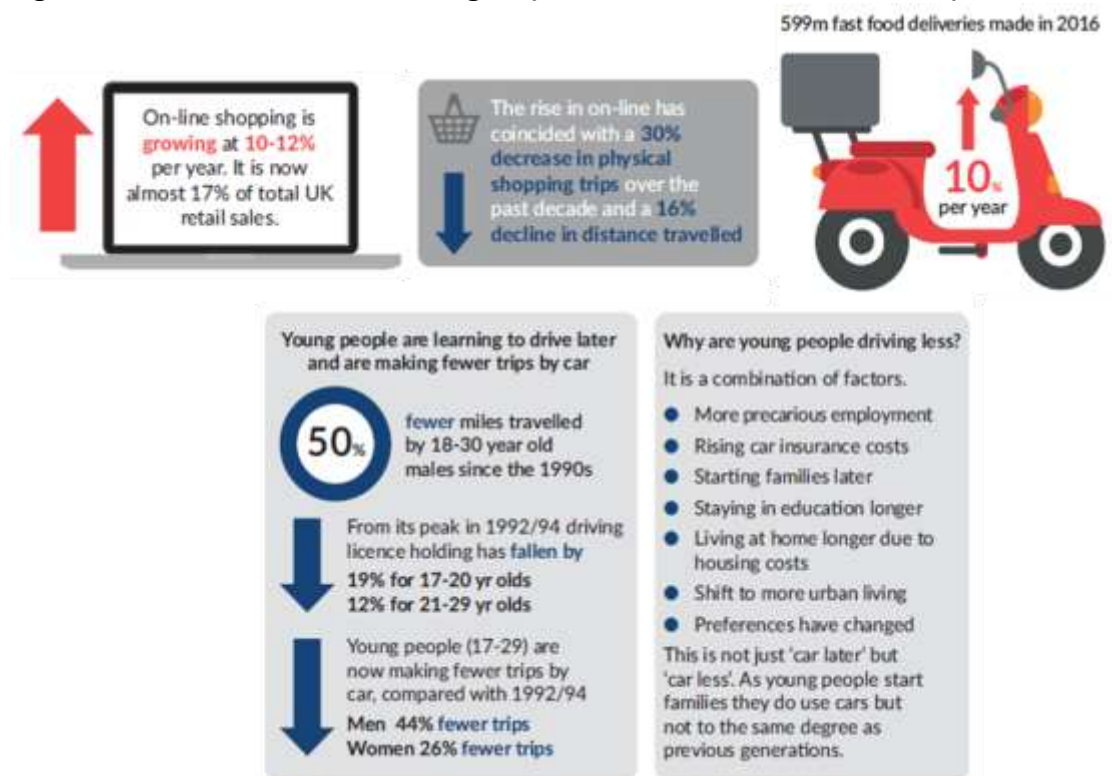
Source: TfGM Highways Forecasting and Analytical Services: Report 1912 Transport Statistics 2016 Road Traffic Section.



Step 2: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 5% of trips from Wider City Region to Neighbourhood

38. There is a growing body of evidence that highly skilled young professionals want to live in attractive walkable urban environments. For example, in a recent survey of millennials aged 18-34 in ten major US cities, three in four said it is likely they will live in a place where they do not need a car to get around (Source: Transportation for America (2014), Survey: To recruit and keep millennials, give them walkable places with good transit and other options. Available from: <http://t4america.org/2014/04/22/survey-to-recruit-and-keep-millennials-give-them-walkable-places-with-good-transit-and-other-options/>)
39. We anticipate that these preferences will translate into more Neighbourhood trips. Processes by which that might occur include (as reflected further by Figure V6):
 - Trips to the supermarket being replaced by online delivery plus trips to the local convenience stores for top-up shopping.
 - More walk-friendly neighbourhoods causing travel to local restaurants to replace travel to more distant eating venues.
 - Reduced car-ownership among younger age-cohorts leading to a switch to neighbourhood trips that are more suitable for other modes of transport.

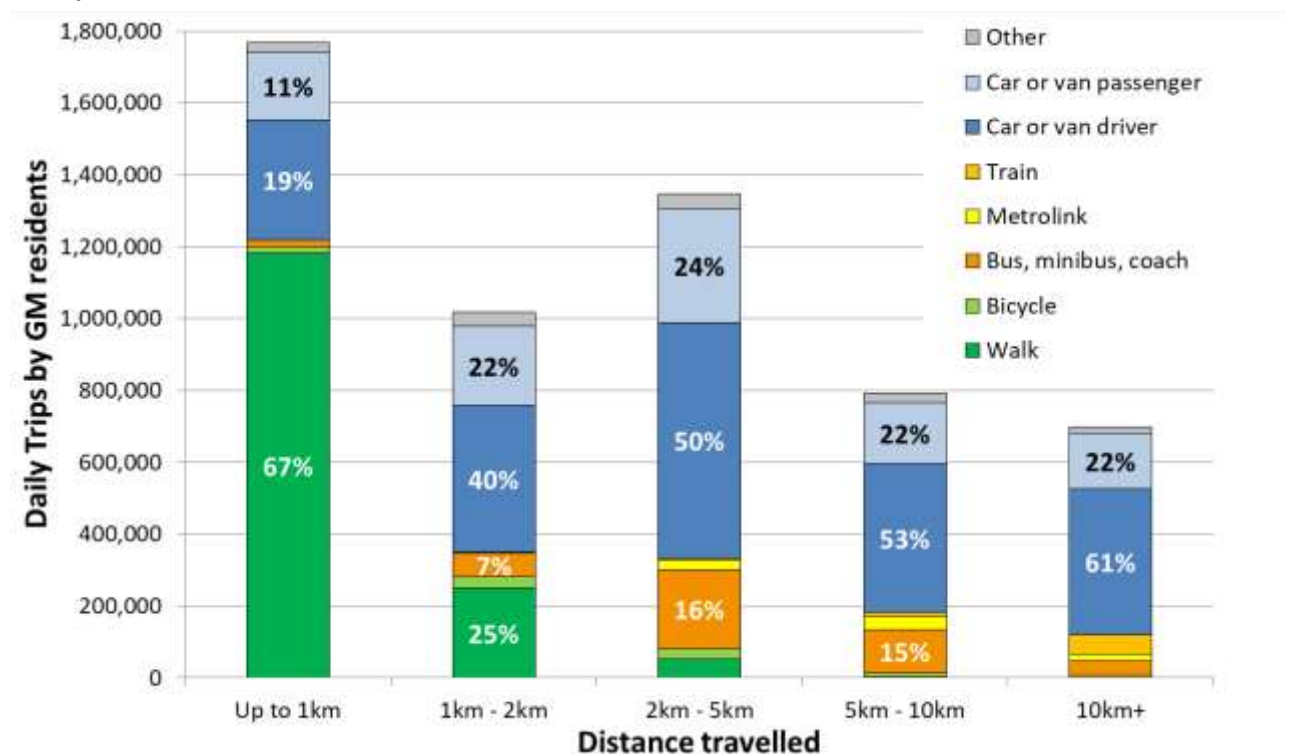
Figure V6: Evidence from ‘All Change?’ (Commission on Travel Demand)



Source: Commission on Travel Demand (2018), All Change? The future of travel demand and the implications for policy and planning. Available from: <http://www.demand.ac.uk/commission-on-travel-demand/>

- 40. The targeted regeneration of town centres (including - but not confined to - the eight largest town centres in Greater Manchester – Altrincham, Stockport, Ashton-under-Lyne, Oldham, Rochdale, Bury, Bolton and Wigan.) will reinforce this preference and increase the potential for Neighbourhood trips. More residents in town centres will lead to more demand for local services, which will result in more people being employed to provide those services.
- 41. Many of these local trips will be made by walking. Figure V7 shows that the vast majority of walking trips made by Greater Manchester residents are under 2km in length.

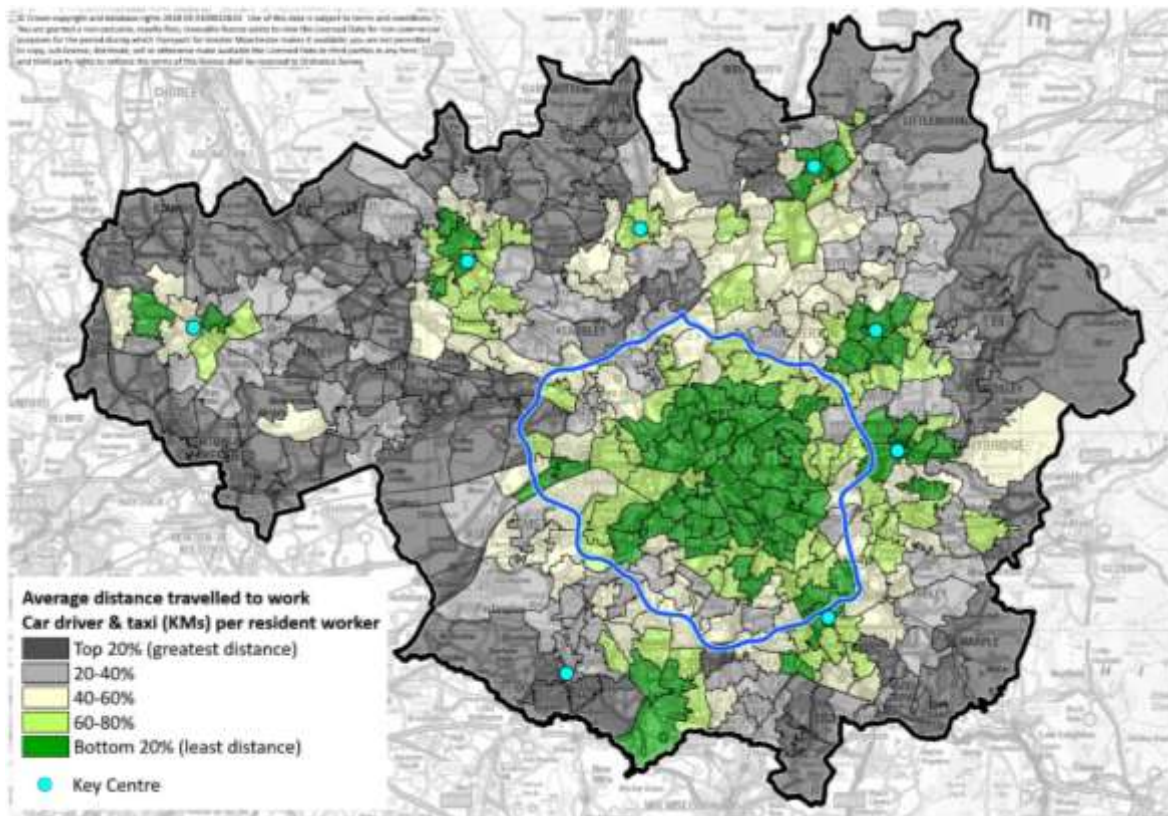
Figure V7: Main mode and distance travelled, Greater Manchester TRADS Years 3-5 (2014-2016)



- 42. The Mayor’s Town Centre Challenge will provide a new and concerted effort to support Greater Manchester’s local authorities to realise the potential in town centres, with a particular emphasis on achieving sustainable communities featuring thriving housing markets. These sustainable communities will provide their residents with greater scope to adopt non-car lifestyles by increasing the likelihood of being able to access the majority of what they need (across the full spectrum of journey purposes) without needing to travel further than 2km.

43. Figure V8 highlights the existing potential of the eight largest town centres and the urban area within the M60 for delivering beneficial travel outcomes by showing that residents within these areas tend to travel less distance (measured by car-driver-km per head) to travel to work (when compared to areas on the periphery of Greater Manchester).

Figure V8: Average distance travelled to work (km) as car-driver per resident worker, Census 2011



44. Note that this map shows average car-driver-km to work across all workers in each zone, including those who don't travel by car.
45. To support the 2040 Transport Strategy, Greater Manchester is planning to implement "Streets for All". Streets for All is Greater Manchester's new way of thinking about the role of streets in creating sustainable, healthy and resilient places. It focuses on balancing the movement of people and goods alongside the creation of more people-friendly and less polluted streets and places. Specific Streets for All investments will depend on the specific needs of each locality, but they are likely to reflect a greater emphasis on "place" in densely populated residential areas, thereby encouraging the development of walkable communities which generate Neighbourhood trips.

46. Figure V9 shows the tendency within Greater Manchester for densely-populated areas to hold above-average (in comparison to Greater Manchester as a whole) concentrations of no-car households. This is complemented by Figure V10 which shows how these densely-populated areas are also generally characterised as having above-average (in comparison to Greater Manchester as a whole) levels of public transport accessibility.
47. In Figure V10, public transport accessibility is measured by GMAL (Greater Manchester Accessibility Levels), which is a detailed and accurate measure of the accessibility of a point to both the conventional public transport network (i.e. bus, Metrolink and rail) and Greater Manchester's Local Link (flexible transport service), taking into account walk access time and service availability. GMAL gives particular emphasis to bus accessibility and are not affected by the higher speeds offered by National Rail or Metrolink services.

Figure V9: Total Cars & Vans per head and Resident Population Density, Census 2011

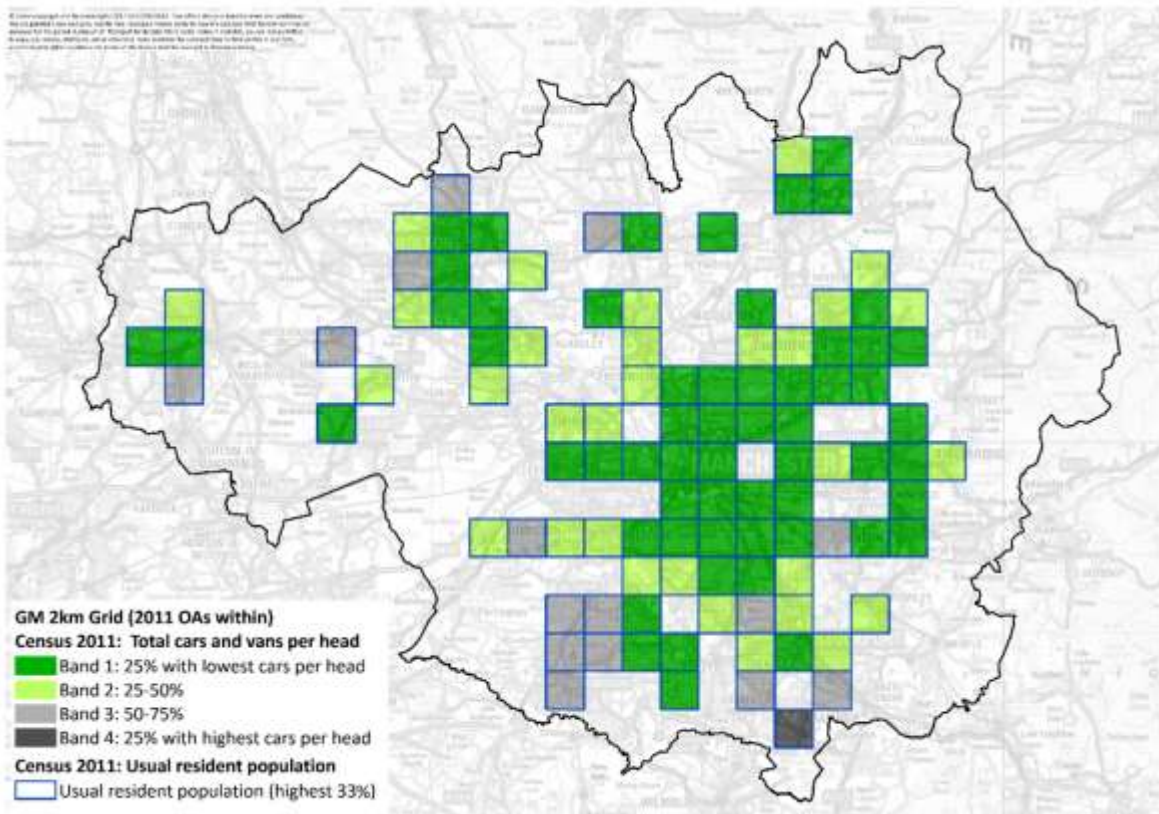
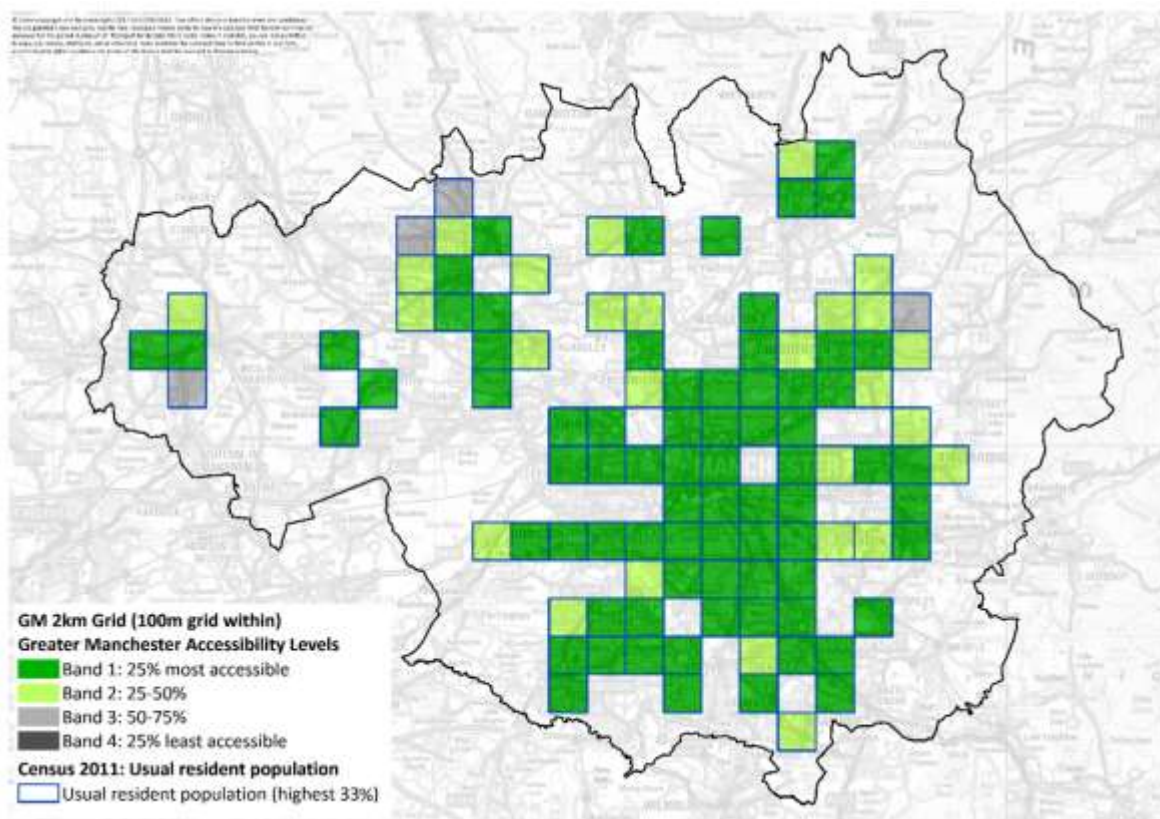
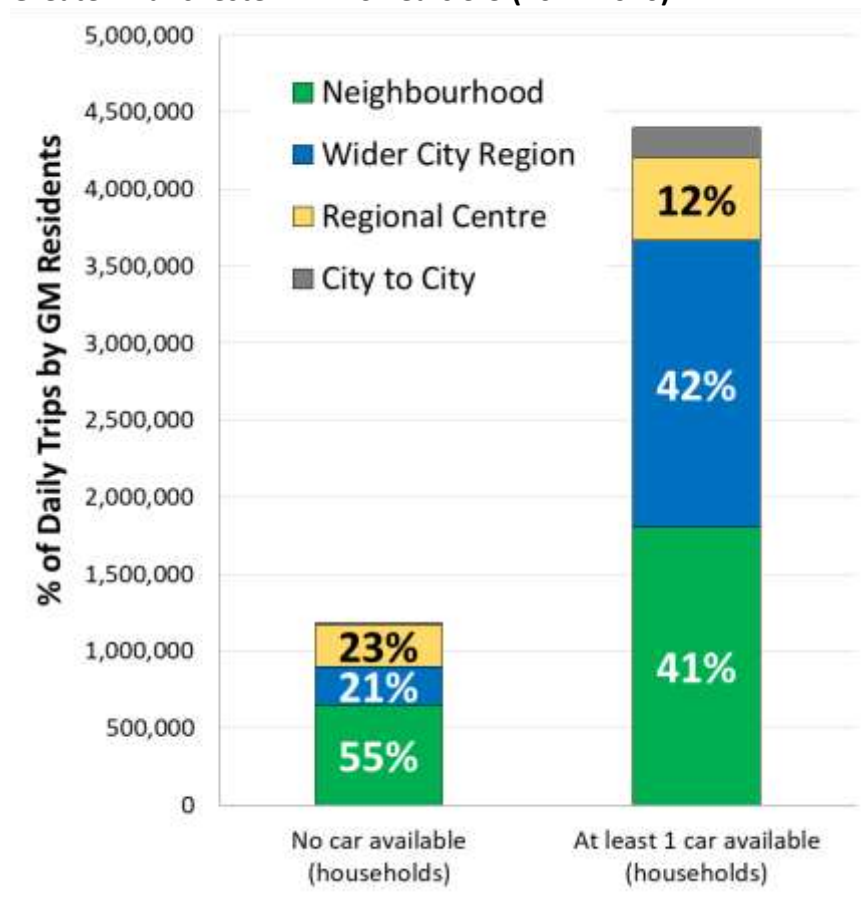


Figure V10: GMAL (October 2017) and Resident Population Density, Census 2011



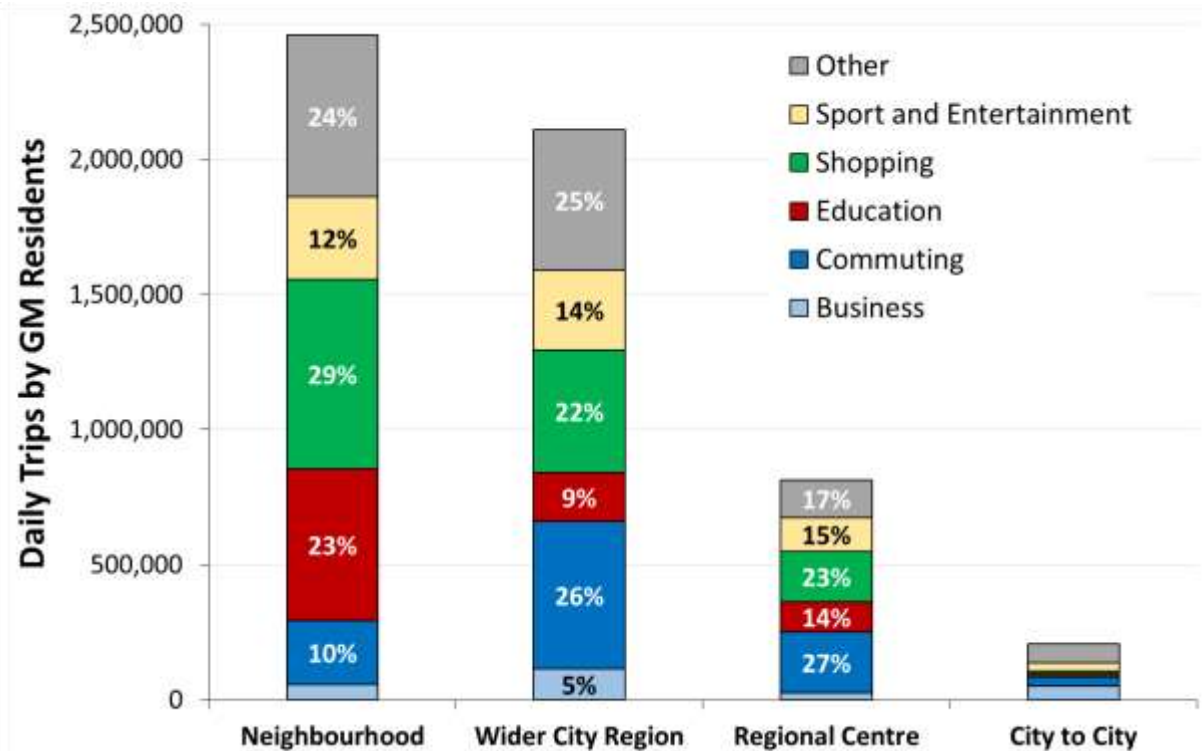
48. Together, Figure V9 and Figure V10 highlight the importance of attractive and frequent bus services in facilitating non-car-dependent lifestyles. Investment in bus priority will be important in facilitating those attractive and frequent bus services. Figure V11 shows that people who don't own cars are likely to make more Neighbourhood trips.

Figure V11: Daily Trips by Spatial Theme: No car households vs. Car available households, Greater Manchester TRADS Years 3-5 (2014-2016)



49. Figure V12 shows journey purpose by spatial theme. This analysis highlights the dominant role of education and shopping within the Neighbourhood spatial theme, when compared to the Wider City Region and Regional Centre spatial themes where there is a much greater emphasis on commuting.

Figure V12: Journey Purpose by Spatial Theme (Daily Trips by GM residents, GM TRADS 2014-16)



50. There are some counteracting forces against a move to more Neighbourhood trips: for example, increased choice for both primary and secondary education and increased centralisation of healthcare facilities. There are also potential major employment growth areas in locations such as Manchester Airport and North-East Corridor, which will attract most of their workers from outside the immediate neighbourhood. Interventions to minimise any growth in motor-vehicle traffic resulting from developments such as these are detailed in Our Five Year Transport Delivery Plan and in associated Locality Assessments.
51. In sum, with land-use and transport policies which reinforce strong changes in individual preferences, we consider a net redistribution of 5% of Wider City-Region trips to Neighbourhood trips by 2040 to be a realistic target.

Step 3: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 10% of Wider City Region trips to Regional Centre

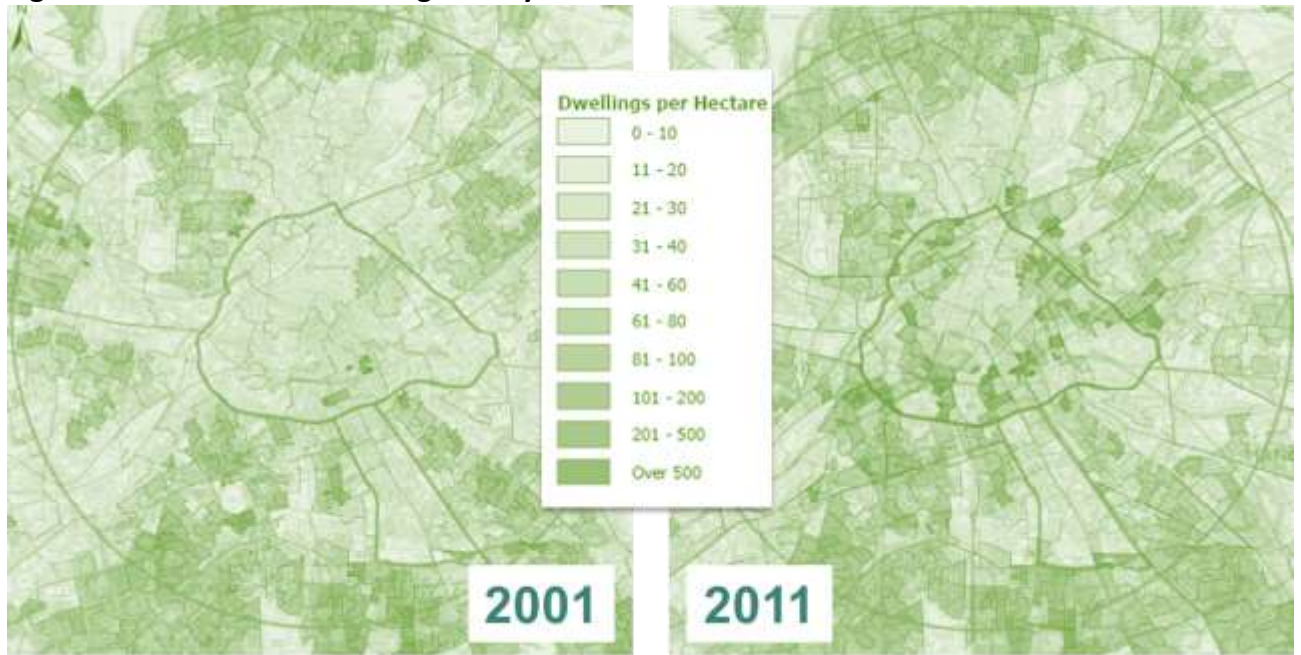
52. Step 2 represented how land-use and transport policies will combine to promote sustainable travel outcomes that will be focused upon the regeneration of existing urban areas outside of the Regional Centre. Step 3 accounts for the opportunities provided by the intensification of both the residential and employment markets within the Regional Centre.

53. Major growth in jobs in the Regional Centre is anticipated continuing a trend seen in the past two decades. A growing Regional Centre – with its high mode-share for non-car travel – is strongly supportive of the 2040 Right Mix vision.
54. It is expected that more jobs in the Regional Centre will lead to more Regional Centre trips, not just for work, but for other purposes, for reasons that include:
 - Regional Centre workers will take trip-chaining opportunities to visit Regional Centre shopping and leisure attractions (i.e. combining several activities through linked trips – e.g. city-centre shopping on the way home from work).
 - More jobs in the Regional Centre will cause an increase in population density in locations well-located for travel to the Regional Centre, which will have a relatively high propensity to travel to the Regional Centre for other purposes. This will be an additional effect to the increase in Regional Centre walk-trips resulting from more residents within the Regional Centre considered in Section 4 below.
 - The developments that create the additional jobs in the Regional Centre will themselves attract trips for other purposes.
55. As will be seen from Figure V3, the net result of the Right Mix trip targets is that Greater Manchester area trips wholly outside the Regional Centre are expected to increase, but by less than Regional Centre trips.
56. The growth of Regional Centre trips is expected to take place without any net growth in car trips, reflecting the constraints on the highway network and an increased focus on “place” in allocating highway space. Annual counts of movements crossing the MSIRR inbound show that car volumes crossing the MSIRR cordon inbound have fallen substantially over the past fifteen years, both in the AM peak (see Figure V14) and inter-peak periods.
57. The growth of Regional Centre trips will place substantial demands on the public transport network. More details of public transport capacity requirements are given under Step 6 below.

Step 4: Land use change and transport interventions lead to a higher mode share for walking for Regional Centre and Neighbourhood trips

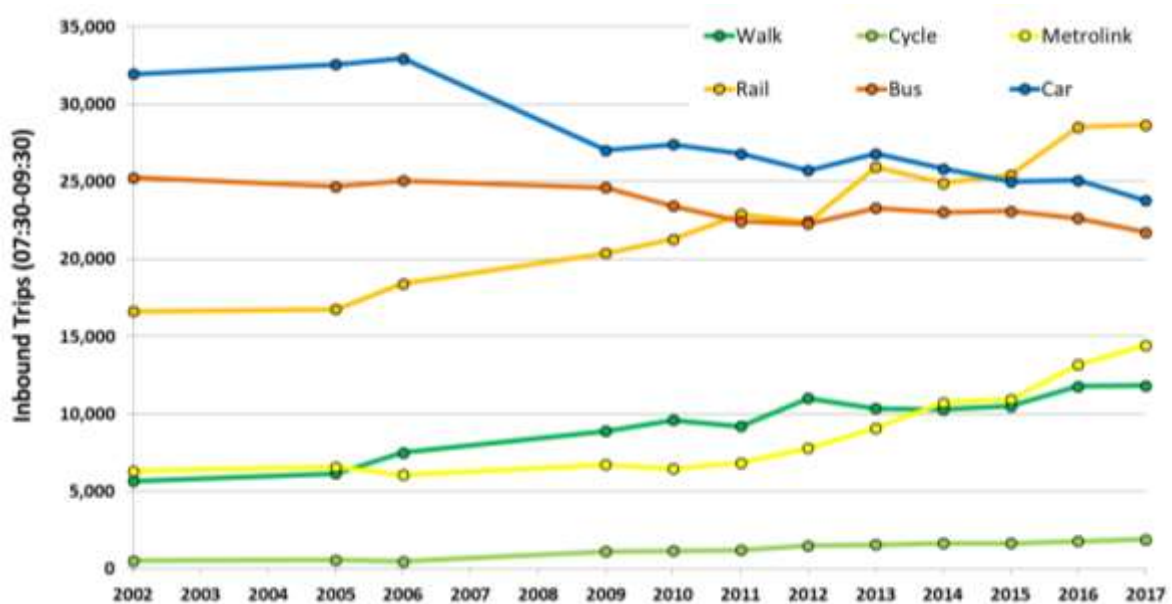
58. The population of the Regional Centre is expected to roughly double by 2040, which is expected to lead to an increase in the proportion of Regional Centre trips made by walking. A cautious allowance has been made for this by increasing the walk mode share of Regional Centre trips from 30% in 2017 to 38% in 2040 (an increase of approximately 25%) and reducing the mode share of other Regional Centre trips by the same proportion. Note that in the January 2019 pathway to the Right Mix, the share of walking for Regional Centre trips in 2017 was only 24%. That has now been revised upwards after adjusting for under-recording of trips by residents of Regional Centre apartments.
59. Greater Manchester's Streets for All approach will reflect a greater emphasis on "place" at the local street level, thereby encouraging the development of walkable communities. This is estimated, at a high level, to support an increase in walk mode-share for Neighbourhood trips from 50% to 55% (the effect of interventions to improve cycling is allowed for under Step 5, "Transformational Cycling Policies" below). As noted under Step 2, attractive bus services – and hence investment in bus priority – will be important in increasing walk-trips.
60. Figure V13 and Figure V14 indicate how the increase in dwelling density in the vicinity of the MSIRR (located in close proximity to the extensive range of facilities offered within the city centre) between 2001 and 2011, coincided with a rapid increase in the volume of inbound walk movements across the city centre cordon during the AM Peak. In interpreting Figure V14, it is important to note that the walk movements across the MSIRR include walk-egress legs of car trips, by which motorists park outside the MSIRR and walk across it to their city-centre destinations. It is believed that the number of such walk-egress legs of car trips has reduced over time, and so the increase in walk trips across the MSIRR by local residents is probably greater than the overall observed increase in walk movements.

Figure V13: Residential dwelling density around the MSIRR



Source: TfGM analysis of Census 2001 and 2011 data

Figure V14: Inbound Trips by Mode across the City Centre cordon (AM Peak)



Source: TfGM Highways Forecasting and Analytical Services

Step 5: Transformational cycling policies lead to a switch to cycle from other modes – reaching a 10% mode share for Regional Centre and Neighbourhood trips and a 5% mode share for Wider City Region trips by 2040

61. The adjustable targets for cycle mode shares for Greater Manchester in 2040 are set out below.
- Neighbourhood: 10%
 - Wider City Region: 5%
 - Regional Centre: 10%.
62. These cycle mode shares targeted in Step 5 represent Greater Manchester’s ambitious aims for growing levels of cycling, in line with current policies.

Greater Manchester’s current ambitions for cycling

63. Greater Manchester’s ambitious vision for cycling is set out in the ‘Made to Move’ report, by Greater Manchester Cycling and Walking Commissioner Chris Boardman. Among other actions, it calls for a ring-fenced, 10 year, £1.5 billion infrastructure fund, starting with a short-term Mayor’s Challenge Fund to kick-start delivery for walking and cycling (now committed through the Transforming Cities Fund, totalling £160m). The goal of the Made to Move report is described as follows:
- “To double and then double again cycling in Greater Manchester and make walking the natural choice for as many short trips as possible.”
64. If this goal is aligned with the suggested 10-year fund, that would mean a 300% increase in cycling levels by 2028. Based on the current Greater Manchester cycling mode share (from TRADS) of 1.7%, a 300% increase (equivalent to doubling and then doubling again) would equal a 6.8% mode share across all spatial themes. This suggests that the adjustable targets for mode shares above should be achievable by 2040, if current policies are fully delivered.
65. Interventions needed to achieve these adjustable targets for cycle mode share in Greater Manchester will include:
- Reallocation of road space towards cycling in appropriate locations as part of Greater Manchester’s Streets for All approach.
 - Implementation of the Cycling and Walking Commissioner’s proposed Bee Network.
 - Increases in capacity of the cycle network, especially in and around the Regional Centre and areas of high cycle demand elsewhere in Greater Manchester.

- Provision of cycle parking.

Evidence from other city regions

66. Benchmark evidence from other city regions also suggests that rapid growth in cycling levels is possible. For example:
- The central aim of the Mayor of London’s Transport Strategy is to achieve an 80% mode share for sustainable (non-car) modes by 2041. Cycle mode share in London was approximately 3% in 2018. Current projections prepared by TfL to support the Strategy range from a 6% mode share for cycling in the 2041 ‘Core reference case’, through to a 15% mode share by 2041 in the most aspirational scenario. The Greater London Authority (2018), Mayor’s Transport Strategy 2018 is available from: <https://www.london.gov.uk/what-we-do/transport/our-vision-transport/mayors-transport-strategy-2018>
 - In Seville, cycle mode shares were negligible in 2006 but rose to 5.6% by 2011 following the implementation of a cycle investment programme. Research by Marques, R., Hernandez-Herrador, V. and Calvo-Salazar, M. (2014) entitled “Seville: a successful experience of bicycle promotion in a Mediterranean context” within The Sustainable City, Volume 1, pages 769-781. Available at: <https://www.witpress.com/Secure/elibrary/papers/SC14/SC14065FU1.pdf?smnck=1>
 - In Dublin, less than 2.3% of people travelled into the city centre by bike, in 2006, but by 2015 this figure had more than doubled to 5.4%. Research from Dublin City Council. (2016). Dublin City Council Transport Study. Available at: <https://consultation.dublincity.ie/traffic...transport/traffic.../Dublin%20City%20Centre>

Abstraction of trips from other modes

67. DfT’s meta-analysis of studies of abstraction, which has informed DfT’s Active Mode Appraisal toolkit (Department for Transport (2018), TAG data book table A.5.4.7. Available from: <https://www.gov.uk/government/publications/tag-data-book>) – has been used as the basis for estimating how cycle trips are abstracted from other modes. It has however been necessary to substantially modify the source-mode shares reported in that analysis in order to allow for variations in baseline mode shares by spatial theme.

68. The abstraction from rail-based modes is very high in the DfT meta-analysis, which suggests that it is based on metropolitan areas with higher shares for rail-based modes than Greater Manchester. Since (developed-world) cities with high rail-based mode shares typically have relatively low car mode-shares, there is reason to believe that the use of the DfT's values without adjustment would understate the reduction in car trips resulting from transformational cycling policies.

Table V2: Estimated breakdown of additional cycle trips by mode

Mode	Wider City-Region: % breakdown of cycle trips abstracted	Neighbourhood: % breakdown of cycle trips abstracted	Regional Centre: % breakdown of cycle trips abstracted
Bus	25	5	23
Car/taxi	56	41	23
Rail	7	0	17
Metro	8	3	14
Walk	4	51	24
Total	100	100	100

69. The values in Table V2 – which represent a change from the January 2019 pathway to the Right Mix – assume that improved cycling facilities do not affect the overall trip-rate. The changes in mode of travel resulting from improved cycling facilities will partly take place through redistribution of trips towards those more suited to cycling. That will lead to a reduction in total person-kilometrage because cycle trips within most of the spatial themes (although not Neighbourhood) are shorter than average.

Step 6: Improved metro, suburban rail, and bus rapid transit services, plus complementary policies, cause these rapid transit modes to increase their mode-share, with their share of Wider City Region trips increasing to 8%

70. At present in Greater Manchester, approximately 60% of metro and suburban rail trips have an end in the Regional Centre. Although the Regional Centre will always be a very important trip attractor for rapid transit, Greater Manchester aims that rail-based rapid transit (meaning metro and suburban rail) should in the future serve a wider range of trip-origins and destinations, thus greatly extending the benefits of these rapid transit modes. For example, there is a need to provide better rapid transit connections for residents of the north of Greater Manchester to reach job opportunities in the southern half of the city-region, in locations that include Manchester Airport and Trafford Park. Traffic congestion on the highway network and slow public transport links mean that many of these trips are at present difficult, especially at peak times.

71. The present limited focus of metro and suburban rail on the Regional Centre reflects:
- Limited peak capacity has in the past prevented offering attractive metro fares to cross-city trips serving a wider range of trip-origins and destinations. These trips will be more fare-sensitive because alternative modes to metro are typically more attractive than for travel to Manchester city centre – e.g. car-parking is much cheaper outside Manchester city centre.
 - Journey-times through the city centre are slow on the street-running section of Metrolink, and cross-city connections for suburban rail are often difficult.
 - Fares for mixed-mode trips are high: many non-Regional-Centre trips require travel on more than one mode if made by public transport.
72. At present, Greater Manchester TRADS data shows that about 2% of Wider City Region trips use metro or National Rail services, a majority of which will comprise short trips within corridors. To attract as many as 8% of Wider City Region trips to rapid transit modes, it would be necessary to attract demand from a much wider base than just intra-corridor trips served by metro, bus rapid transit, or National Rail lines. Instead it would need to attract the middle-distance trips – especially longer middle-distance trips – for which rapid transit can compete with car. These are mostly trips that would route via the M60 if using car, and would route via the Regional Centre if using rapid transit.
73. Therefore Step 6, together with Step 3 above (redistribution of 10% of Wider City Region trips to Regional Centre without any increase in Regional Centre car trips) will have substantial implications for public transport capacity and service-levels on rapid transit services to and through Manchester city centre. Several considerations indicate that only a major increase in metro capacity in the city centre - probably through a Regional Centre metro tunnel - would create a sufficient step-change to achieve these adjustable targets. This was the rationale in the January 2019 pathway to the Right Mix of focusing the target specifically on metro services. However, reflecting the potential to increase usage of National Rail and bus rapid transit services, Step 6 now applies also to these forms of rapid transit.
74. A step-change in metro capacity in Manchester city centre would enable shorter-distance-focused suburban rail services to be converted to metro, releasing capacity on the National Rail network to accommodate demand growth on remaining National Rail services, which would remain a very important part of the overall rapid transit service-offer.

75. Besides providing a step-change in metro capacity, a Regional Centre metro tunnel would also reduce the journey-times of cross-city trips by avoiding the city-centre street-running of the existing Metrolink system, whilst retaining its high service-frequencies. That will be very important in achieving the target of 8% of Wider City-Region trips using metro or National Rail.
76. To achieve 8% Wider City-Region trips using metro or National Rail, these networks would need to be supported by better access to stops and stations, since many Wider City-Region trips have at least one end located outside easy walking-distance to a rapid transit service. Future Mobility has great potential to improve access to the “first and last mile” of rapid transit journeys. Finally, integrated fares between public transport modes will be important in increasing the use of rapid transit, and especially for Wider City-Region trips.
77. The greatest capacity requirements in achieving the targets in Step 3 and Step 6 will be placed on metro. Initial analysis by TfGM suggests that a Regional Centre metro tunnel accommodating 24 trains per hour in each direction using trains of 150m length would be sufficient to meet the adjustable targets in Step 3 and Step 6. That would mean using trains that are more than twice as long as a present Metrolink double unit (two vehicles coupled together).
78. National Rail services would also need to accommodate substantial demand growth. As noted above, a step-change in metro capacity in Manchester city centre would release capacity on the National Rail network to accommodate demand growth. There is also considerable scope for increasing National Rail network capacity in Greater Manchester by running longer trains.
79. Buses are expected to make a substantial contribution to accommodating the growth of travel demand to the Regional Centre. However, the growth in the metro network – as discussed above – would abstract demand from bus. Integrated fares between bus and metro would also reduce bus travel into the city centre by increasing use of buses as feeders to metro, rather than as a mode for travelling all the way into the city centre.
80. Despite the above negative factors, a net increase in bus travel to the city centre is nonetheless expected to be necessary to achieve the targets in the Right Mix.
81. Bus capacity constraints are more flexible than for rail-based transport, in that they can be overcome by allocating more roadspace to bus, and there is potential to introduce such measures in response to demand growth. Bus terminus capacity in Manchester city centre is another constraint which will need to be resolved: plans for accommodating buses in the city centre are contained within the City Centre Transport Strategy.

Step 7: Transport policies (including travel demand management) lead to a 5% reduction in trip-length of Wider City Region car-trips

82. Trip redistribution – leading to either longer or shorter trips – is the main driver of long-term change in travel behaviour. For example, the roughly ten-fold increase in car travel in the UK since 1950 is almost entirely due to trip redistribution, with short trips by walk and bus being replaced by much longer car trips. Trip redistribution also caused average car trip-length to increase during the second half of the twentieth century.
83. Trip redistribution effects are allowed for in Steps 2 to 5 above, represented by Wider City Region trips redistributing to Neighbourhood (Step 2) and Regional Centre (Step 3). Steps 4 and 5 allow for a shortening of Neighbourhood and Regional Centre trips due to greater use of active modes.
84. Step 7 allows for a shortening of average car trip-length in the Wider City-Region category, due to roadspace reallocation to improve “place” and prioritisation of modes that make most efficient use of limited roadspace through Greater Manchester’s Streets for All approach.

Step 8: Improved inter-urban public transport leads to a 5% reduction in car mode-share for city-to-city trips

85. City-to-city trips (see Figure V2) show a very high car mode-share, which reflects the fact that most of these trips are not between city centres, for which the public transport mode share is much higher than the average for this spatial theme (see the definition of “City to City” under “Spatial Themes” at the start of this chapter).
86. Major rail projects – notably HS2 and Northern Powerhouse Rail – can be expected to increase already-high rail mode share for travel between city centres. They can also be expected to redistribute trips, leading to an increase in the proportion of city-centre-to-city-centre trips within city-to-city trips. The land-use changes and other policies and interventions referred to in Step 3 can also be expected to increase rail mode-share to the Regional Centre for longer-distance commuting trips – from locations such as Blackpool and Chester, which are included within the city-to-city spatial theme.

87. A reduction in car mode-share by five percentage points has therefore been targeted: this spatial theme is expected to remain dominated by long car trips dispersed across a very wide range of trip origin-destination combinations. The targeted public transport mode-share represents an increase of approximately 50% in trip-volumes from the present.

Conclusion: the achievability of the 2040 Right Mix

88. Greater Manchester has many possible pathways available to achieving its Right Mix vision for 2040. Following an adaptive approach facilitates changes in policies and interventions to respond to the many uncertainties that lie ahead, avoiding the risks inherent in an inflexible plan. The pathway set out in this report aims to enhance existing trends that support the achievement of the Right Mix, including the increased preference for high-density urban living (Steps 2 and 4, facilitated by interventions that will support Step 7); the growth of major city centres (Step 3); and the increased popularity of travelling by cycle, rapid transit, and inter-urban rail (Steps 5, 6, and 8).

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

OUR FIVE YEAR TRANSPORT DELIVERY PLAN 2021-2026

Part of the Greater Manchester
Transport Strategy 2040

Published January 2021



***FINAL DRAFT –
subject to final
adoption by GMCA***

January 2021 – Version 4.1



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Introduction by the Greater Manchester Mayor



The Covid-19 pandemic has had a profound impact on the journeys we make and the way that we travel. It is unclear how long it will be before travel returns to previous levels, and the long-term impacts of Covid-19 on the economy, on the environment and on the way that we all live remain to be seen. However, **now is not a time to pause. If Greater Manchester is to recover then we must press on and work harder than ever to realise the ambitious plans we have for our city region.**

Transport is absolutely essential to that recovery and that is why it remains one of my top priorities. In 2019 I launched **Our Network**, a vision to create a world-class, modern, integrated and reliable transport system. The Our Network vision has now been updated in light of the impact of Covid which presents new challenges, but also opportunities to change how we travel and the way in which our transport network operates.

Many of the challenges that we faced before Covid remain – poor air quality, congestion, radically improving our buses, greater local say on our rail services and stations and boosting cycling and walking, and **Our Five Year Transport Delivery Plan** sets out the shorter-term measures, schemes and development work needed to achieve the Our Network vision.

Importantly, I want this plan to deliver real and tangible improvements to people's everyday journeys.



As is the Greater Manchester way, this plan has been developed in close co-operation with TfGM, GMCA and the local authorities to ensure our transport investments support and are supported by new housing and commercial development sites that could be brought forward in future spatial plans.

The plan also has at its heart Greater Manchester's commitments to **tackle poor air quality and to be a carbon neutral city-region by 2038**. There are key measures, therefore, to reduce the dangerous transport emissions that are a blight on communities and people's health. There are also measures to reduce transport's carbon footprint, but tackling climate change is a national problem and we will need Government action and funding to support this.

In addition to publishing **Our Five Year Transport Delivery Plan** we have also refreshed the **GM Transport Strategy 2040**, GM's Local Transport Plan. This too has been updated to reflect our renewed focus on tackling climate change and clean air commitments along with key aspects of **Our Network**.

To deliver the ambitions set out in **Our Five Year Transport Delivery Plan** we will need further investment and reform. The case is now irrefutable that greater investment and devolution in the North, including in Greater Manchester, should be a national priority if the Government is serious about levelling up and rebalancing the UK economy. I was pleased, therefore, with the **Spending Review** announcement that city regions are set to benefit from devolved intra-city funding settlements.

Capital investment alone will not deliver the system change that is needed and I looked forward to Government plans for further reform in the forthcoming Devolution White Paper. Devolution is already starting to see Greater Manchester gaining some of the powers, if not all the resources, it needs. No city-region is in a better position to take advantage of any new powers available to improve and better integrate our transport. We continue to lead the way in this area, including exploration of the powers made available by the Bus Service Act, but there are further powers I want to see devolved to Greater Manchester and to local authorities, so we are genuinely able to provide the efficient transport network that businesses and residents need.

This plan builds on the unprecedented levels of local investment seen over the past decade including the expansion of the Metrolink network and contactless ticketing, the ground-breaking Leigh-Salford-Manchester guided busway, the development of new interchanges, major new highways schemes and the launch of the Bee Network - the UK's most ambitious cycling and walking investment programme.

All of this investment has delivered real benefits, now we must look to the future and what needs to be done in the years ahead to ensure Greater Manchester has the transport network it so sorely requires to recover, to grow and to prosper.

That is why **Our Five Year Transport Delivery Plan** is critical - it is by no means the last word on our transport ambitions, and I will continue to push for greater investment and reform - but it does represent a significant step on the way to 'building back better' to a better connected, cleaner and greener Greater Manchester.

Andy Burnham
Mayor of Greater Manchester

Purpose of this Delivery Plan

1. Our Five Year Transport Delivery Plan (2021–2026) details what Greater Manchester wants to achieve in the next five years as the first steps towards delivering our vision for transport. It sets out the practical actions planned to deliver the Greater Manchester Transport Strategy 2040 and achieve the ambitions of the Greater Manchester Combined Authority (GMCA) and the Mayor, providing a coordinated approach to transport investment. It is also intended to inform the development of the Greater Manchester Infrastructure Programme (GMIP) and outline Greater Manchester’s future transport investment pipeline, highlighting our readiness to draw on funding announced in the 2020 Spending Review.
2. Covid-19 has had a massive health and economic impact on our city-region, affecting every person and business. The impact from the pandemic has not been equal or fair, highlighting inequalities across Greater Manchester. Travel demand remains well below levels prior to the pandemic and although they are increasing, we know our plans for transport and other policy areas will need to be adapt as we continue with the recovery.
3. Even though Covid-19 has been harmful to both our health and our economy, it has brought some benefits. Neighbourhoods, communities and towns across Greater Manchester has experienced lower traffic and cleaner air, and some workers have been able to embrace flexible working and accessing high-quality digital services. We want a future where walking and cycling are the obvious choice for shorter journeys and where the past dependency on the car is superseded by reliable and responsive public transport, a transport system befitting a leading city region. Our Delivery Plan sets out those first steps from a transport and placemaking perspective so that we can support the recovery and create a stronger, sustainable and resilient Greater Manchester.
4. Our Five Year Transport Delivery Plan sits alongside the Greater Manchester Transport Strategy 2040 (hereafter referred to as the 2040 Transport Strategy). The two documents form the Greater Manchester Local Transport Plan. It is recommended that this Five Year Transport Delivery Plan is read alongside the full 2040 Transport Strategy, which provides the long-term policy framework for transport in Greater Manchester. Further details on the 2040 Transport Strategy is provided in the section below and at www.tfgm.com/strategy.
5. A significant amount of ongoing work is required to develop, appraise and prioritise the interventions in Our Five Year Transport Delivery Plan – in other words to make tough choices about where limited funds can make the biggest difference. This work will be overseen by those responsible for transport in the region, including the GMCA and the GM Transport Committee.
6. Our Five Year Transport Delivery Plan supports the implementation of Our Network, a ten-year plan to create a world-class, modern, integrated and reliable transport system for Greater Manchester. It brings together different modes of public transport – bus, tram, rail, tram-train and cycling and walking - in an integrated, easy-to-use system with seamless connections, and simplified ticketing and fares.



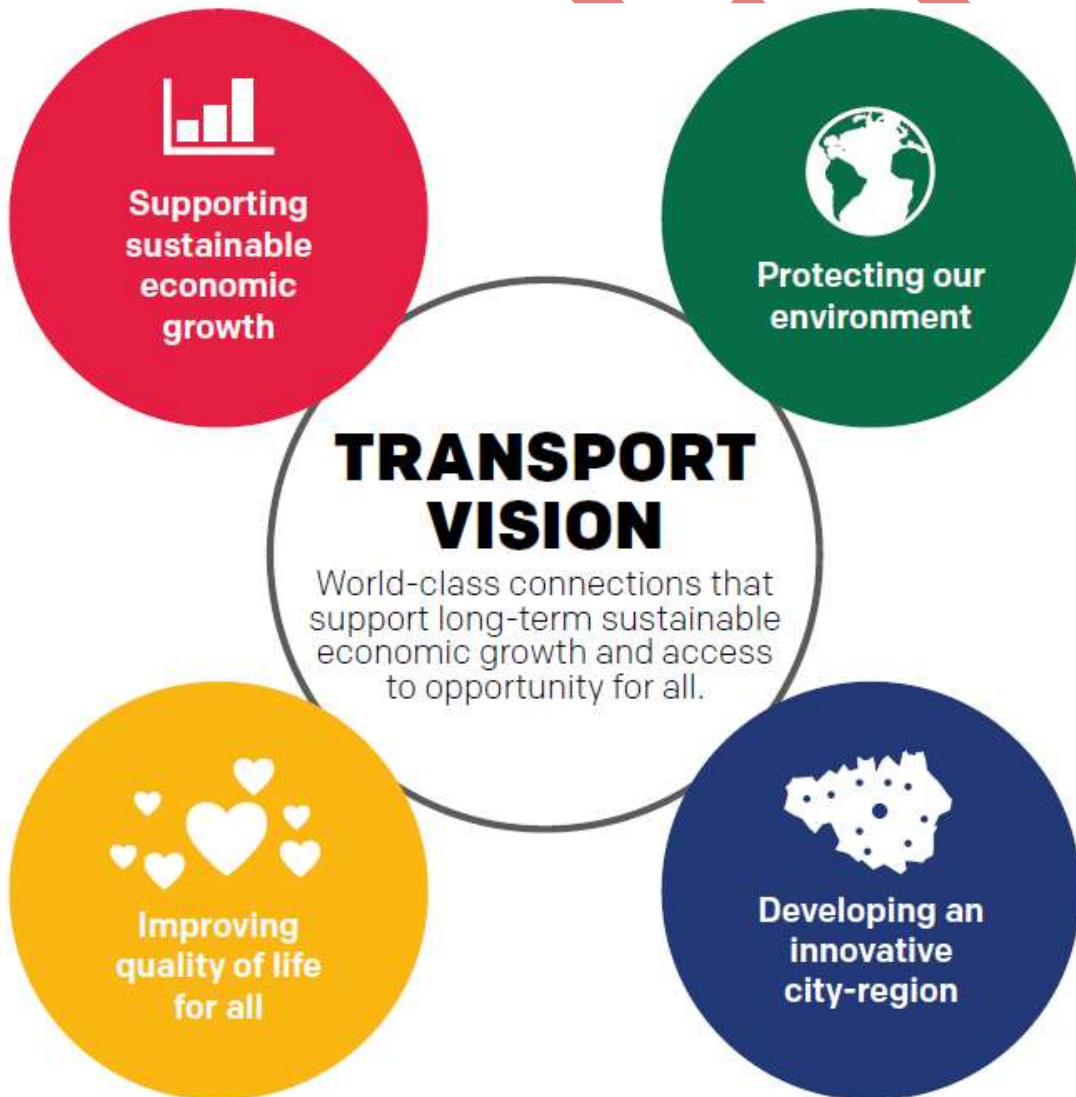
7. Transport for Greater Manchester (TfGM), on behalf of GMCA, has coordinated the preparation of Our Five Year Transport Delivery Plan. It has been developed in conjunction with, and reflects the priorities of, our key partners, each of whom have their own part to play in delivering the commitments set out in this document. They include:
- The elected Mayor of Greater Manchester – responsible for the transport budget our city-region receives from Government and for setting priorities for transport;
 - The Greater Manchester Combined Authority – the GMCA is made up of the ten Leaders of the Greater Manchester Local Authorities and is chaired by the Mayor. It is responsible for delivery of a range of devolved functions including Fire, Waste, Police and Crime, Planning, Transport, Health and Economic Growth;
 - The ten Greater Manchester Local Authorities – as the highways and planning authorities, the local authorities are responsible for ensuring that roads are safe and usable, for producing Local Plans and considering all planning applications. They are also responsible for neighbourhood planning, licensing taxis and private hire vehicles and for leading on the delivery of services in their area; and
 - Wider Stakeholders – including Highways England, Network Rail, Transport for the North, neighbouring authorities, transport operators, emergency services, Manchester Airport and High Speed Two (HS2) Limited.
8. In the document when we refer to “we” it includes the aforementioned organisations.
9. Our Five Year Transport Delivery Plan has been prepared to respond to the transport opportunities and challenges facing Greater Manchester, in parallel with the spatial

- planning processes. The aim is to provide an integrated approach to transport and land use planning by identifying the strategic transport interventions required to deliver the scale of growth envisaged across Greater Manchester. It also supports the priorities of the Greater Manchester Strategy (2018).
10. The 2020 Spending Review set out a number of positive actions that should help support many of the policies and funding priorities in the 2040 Transport Strategy and in this Delivery Plan. We will continue to work with key Government departments to identify the benefits of investment in the interventions identified in Our Transport Delivery Plan.
 11. Our Five Year Transport Delivery Plan is supported by Local Implementation Plans (LIPs) for 2021 to 2026 for each of the 10 GM Local Authorities. These Local Implementation Plans will:
 - Complement the 2040 Transport Strategy and Our Five Year Transport Delivery Plan, providing detail on how the local outcomes will be achieved in each local authority;
 - Support wider GM and local authority strategy and policy documents (e.g. Local Plans, town centre masterplans, GM Clean Air Plan, Spatial Plans);
 - Summarise key local transport issues and opportunities in each local authority, providing an added layer of local detail that is not provided in the 2040 Transport Strategy;
 - Focus on neighbourhood and town centre spatial themes, to complement the strategic focus of the 2040 Transport Strategy;
 - Set out a programme of priority local transport / minor works interventions for the next five years (including infrastructure, services and behaviour change work);
 - Provide the basis against which future local transport / minor works funding can be allocated to local authorities for local delivery.
 12. The LIPs are included in Appendix B. It is intended that each Local Implementation Plan is kept as a 'live' document for a period of time and will be updated as local authorities develop and publish transport plans and strategy (for example, Local Plan documents), or as new schemes are developed or delivered.
 13. Further information on TfGM's business priorities can be found in its Business Plan, which highlights how TfGM works with and supports the local authorities to deliver on improving and integrating transport operations.
 14. We are committed to reviewing and reporting progress on a regular basis to ensure we deliver our 2040 vision and will publish regular progress reports to update on the development and delivery of our transport policies and interventions, and to track progress against the key performance indicators.
 15. A glossary of the key terms in Our Five Year Transport Delivery Plan is included on page 70.

2040 Strategy Overview and Our Right Mix Vision

16. The Mayor's and GMCA's priorities are set out in the refreshed Greater Manchester Strategy (launched in autumn 2017) with a vision 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old'¹. Key priorities include tackling climate change, creating a thriving economy, and supporting 'world-class connectivity that keeps Greater Manchester moving'.
17. The Greater Manchester Strategy is supported by the 2040 Transport Strategy and accompanying Five Year Delivery Plans. The 2040 Transport Strategy was first published in February 2017, is our city-region's statutory local transport plan. Over three years after the Strategy was first published, its 2040 Vision - for Greater Manchester to have 'World class connections that support long-term, sustainable economic growth and access to opportunity for all' – remains highly relevant.

Figure 1: Greater Manchester transport vision, 2040 Transport Strategy



¹ <https://www.greatermanchester-ca.gov.uk/ourpeopleourplace>

18. The initial version of the 2040 Strategy made clear that we would ‘review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities’. The Strategy has therefore undergone a ‘light touch’ policy refresh to reflect work undertaken, and the changed context, since 2017.
19. In particular, the refreshed 2040 Transport Strategy includes the Right-Mix ambition for at least 50% of all journeys to be made by active travel and public transport by 2040; details of the GM Mayor’s Our Network plan to create a world-class, modern, integrated and reliable transport system; an increased emphasis on the importance of cycling and walking; the climate emergency declared by GMCA and all ten councils; and the development of the GM Clean Air Plan.
20. The document has also been updated to reflect the contemporary devolution agenda, including publication of the Bus Reform business case and GM Rail Prospectus; ongoing work to develop our 2040 sub-strategies including: Streets for All, City Centre Transport Strategy, Local Bus Strategy, Rapid Transit Strategy, Freight Strategy; and further development of spatial plans across Greater Manchester, including the growing emphasis placed on regenerating town centres. The refreshed 2040 Transport Strategy has been published alongside this Five Year Delivery Plan.
21. In the 2040 Transport Strategy and Our Five Year Transport Delivery Plan we set out a strong commitment to provide a transport system which: supports sustainable economic growth and tackles congestion; improves the quality of life for all by being integrated, affordable and reliable; protects our environment and improves air quality; and capitalises on new technology and innovation.

Our Customer Focus

22. Our customers are at the heart of our 2040 Transport Strategy, whether they are residents, businesses or visitors to Greater Manchester. We have identified some key principles that will be applied consistently across our networks over the period to 2040 to ensure that our entire transport system is more customer-focused and able to respond effectively to the challenges that lie ahead.
23. These network principles will be applied to all transport interventions to ensure that the transport system meets the needs of our residents, businesses and visitors. They are set out in the diagram below.

Figure 2: 2040 Transport Strategy Network Principles



Our Spatial Themes

24. Our 2040 Transport Strategy was developed around spatial themes so that we can implement the most appropriate interventions for different parts of the city-region and for different journeys. These interventions could range from transport improvements which improve global connectivity to support overseas trade, right down to local neighbourhood improvements to support trips that people make on a daily basis.

Figure 3: Our Spatial Themes

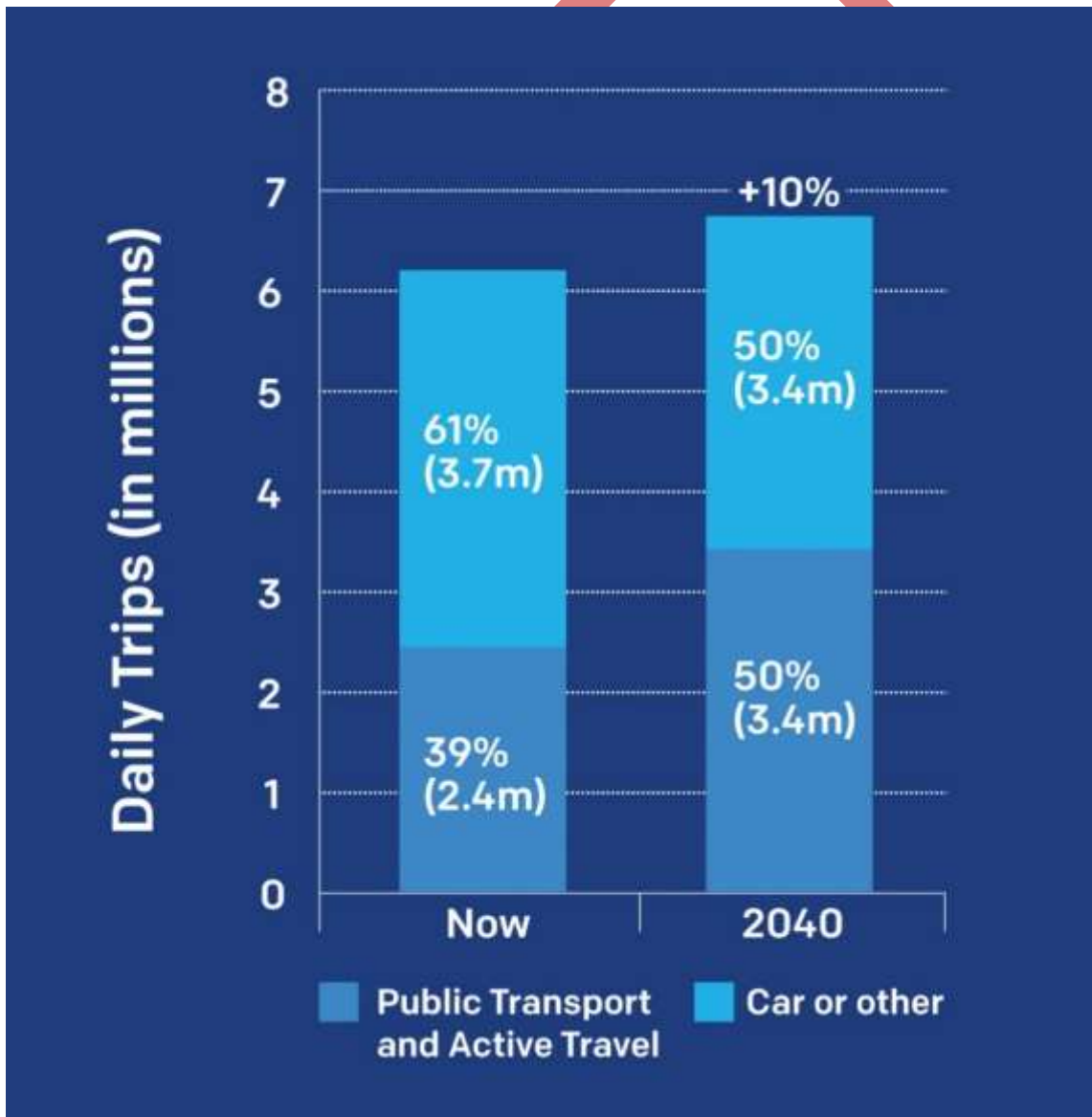


Spatial Theme	Includes	Except
Neighbourhood	Trips less than 2km (straight line) with at least one end within Greater Manchester	<ul style="list-style-type: none"> Trips with a non-work attraction end at Manchester Airport and surrounding developments Trips with an end within the Regional Centre
Wider City Region	Trips with at least one end in Greater Manchester, and both ends no more than 10km outside the Greater Manchester boundary	<ul style="list-style-type: none"> Trips with a non-work attraction end at Manchester Airport and surrounding developments Trips with an end within the Regional Centre Trips under 2km
Regional Centre	Trips with an end in the Regional Centre	<ul style="list-style-type: none"> Trips with a non-work attraction end at Manchester Airport and surrounding developments Trips with an end more than 10km outside the GM boundary
City to City	Trips with one end in Greater Manchester, and the other more than 10km outside the Greater Manchester boundary	<ul style="list-style-type: none"> Trips with a non-work attraction end at Manchester Airport and surrounding developments

Our Right Mix vision for 2040

25. In the Draft Delivery Plan published in 2019 we set out our ambition to improve our transport system so that by 2040 50% of all journeys in Greater Manchester are made by public transport or active travel. This would mean a corresponding reduction in car use to no more than 50% of daily trips. This target would create one million more sustainable journeys every day in Greater Manchester by 2040, enabling us to deliver a healthier, greener and more productive city-region. We call this the Right Mix. Achieving the Right Mix is expected to lead to zero net growth in motor vehicle traffic in Greater Manchester between 2017 and 2040.
26. Through the Right Mix, Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our vision will be continually monitored and adjusted if needed to achieve our goal. This is important, given the potential for our plans to be affected by external events, such as Covid-19.

Figure 4: The Right Mix vision for travel in 2040



Climate Emergency and Meeting our Carbon Targets

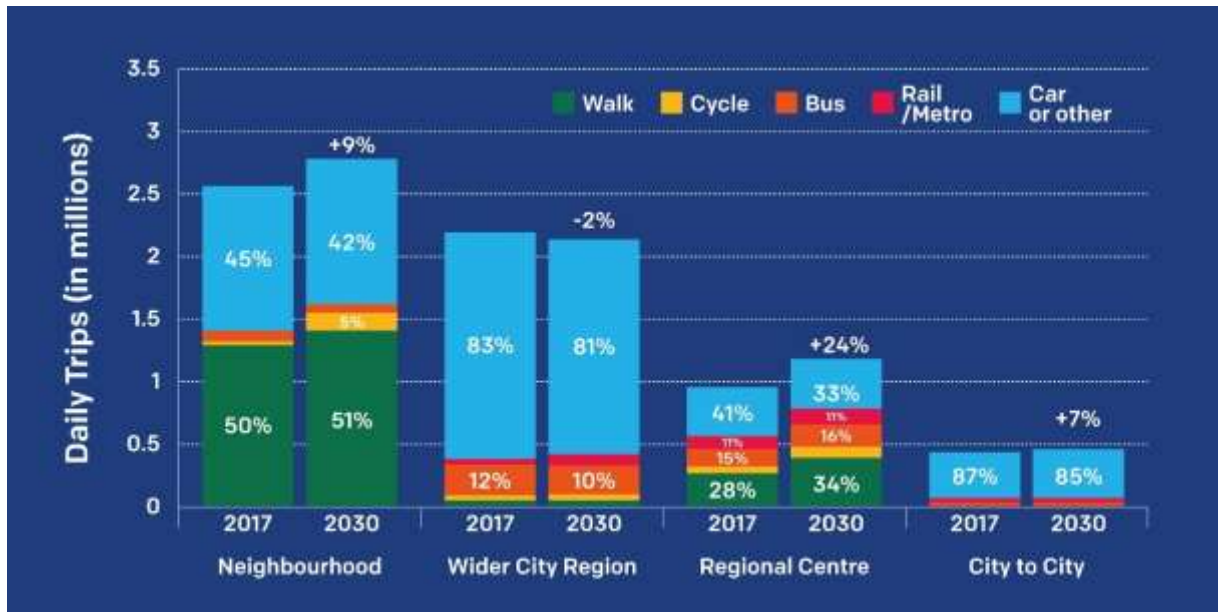
27. Since the Right Mix vision was agreed by the Greater Manchester Combined Authority in 2019, we have been reviewing the pathway to achieve it, particularly in the context of the climate emergency and Greater Manchester's aim to be a carbon neutral city region by 2038. We are currently undertaking additional work to identify how the Right Mix contributes towards achieving Greater Manchester's carbon target and, importantly, our carbon budgets, alongside other measures to decarbonise the transport network, such as electric vehicles. Decisive action will be needed in the next five years to make meaningful progress towards meeting our carbon targets.
28. Recent evidence suggests that, to meet our carbon targets, we will need to significantly reduce motor vehicle traffic in GM, as well as decarbonising a large part of our transport system. This will be a huge challenge and will need co-ordinated action at both a national and a local level to invest in and incentivise sustainable travel, and to reduce incentives to travel by car. Land use planning will also play an important role, as key facilities, such as shops, offices and services, will need to be built in accessible locations close to where people live, thereby reducing the need to travel by car. Further detail on this will be published soon.

The outcomes we will aim for by 2025

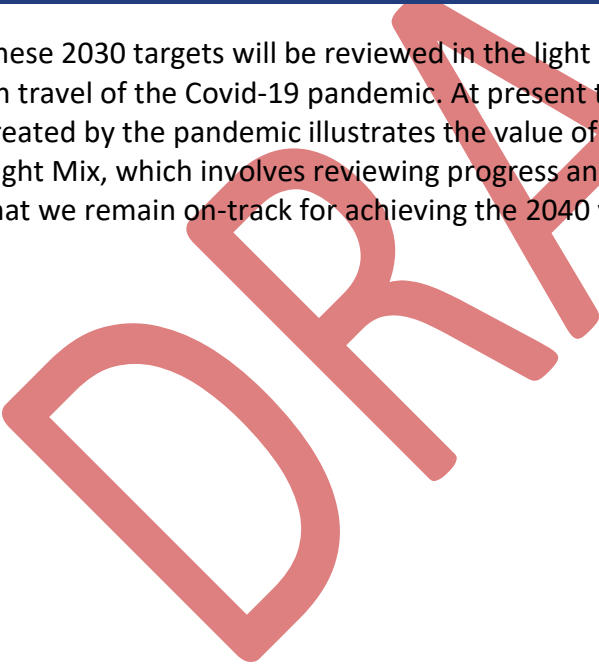
29. As noted above, our Right Mix vision wants to achieve an increase in the mode share for non-car travel from 39% to 50%. We estimate that accomplishing this will enable us to deliver Greater Manchester's planned growth without an overall increase in motor vehicle traffic, despite an overall 10% increase in trips driven by a growing population. Achieving this target will be influenced by:
 - The quality of the transport offer, including the integration between modes;
 - Trends in travel behaviour, such as fewer young people choosing to get driving licences or more people travelling outside peak hours;
 - The spatial distribution of economic activity, with more concentrated development being easier to serve by sustainable modes; and
 - Trends in society such as increased remote working and online shopping.
30. The interventions within Our Five Year Transport Delivery Plan will influence the first two of these factors: developing the quality of the transport offer and influencing travel behaviour. Public policy such as spatial planning and where we locate public services, such as health facilities, will have some effect on the third factor by 2025, but we are unlikely to be able to influence or predict wider changes in society.
31. Figure 5 sets out the targets for the Right Mix vision for the year 2030 for the main spatial themes, based on following the pathway to the 2040. It shows we are aiming for increases in Neighbourhood and Regional Centre trips. At the Neighbourhood level we want to see an increase in walking and cycling. For the Regional Centre, both public transport and active travel mode share needs to increase.

- 32. Our targeted pathway position for 2030 is presented as a mid-way point to 2040. It is also a point where we expect that many of the interventions set out in Our Five Year Transport Delivery Plan will have been implemented and influenced travel behaviour.

Figure 5: The Right Mix vision for travel in 2030



- 33. These 2030 targets will be reviewed in the light of evidence on the longer-term effects on travel of the Covid-19 pandemic. At present these are uncertain. The uncertainty created by the pandemic illustrates the value of our adaptive approach to achieving the Right Mix, which involves reviewing progress and modifying our actions accordingly so that we remain on-track for achieving the 2040 vision.



Transport and Spatial Planning

34. Greater Manchester is already growing rapidly, and this growth is set to continue over the next twenty years. Greater Manchester's ambition is to deliver that growth in a sustainable and inclusive way so that everyone benefits, and the quality of our environment is improved.
35. Our Five Year Transport Delivery Plan has been prepared in an integrated way with spatial planning in Greater Manchester, and has used feedback from consultations on both the Draft Greater Manchester Spatial Framework and Draft 2040 Five Year Transport Delivery Plan in 2019. Further details on the planning processes underway in Greater Manchester can be found on the GMCA website.
36. Analysis of the existing land supply available for development across Greater Manchester suggests that the majority of housing and employment growth will be within the core of the conurbation (Manchester, Salford and Trafford core areas), while there are likely to be new sites coming forward, over time, across Greater Manchester to meet housing and employment need. Indications are that there will be continued development around Manchester Airport, as the global gateway to Greater Manchester and within a number of key new development sites that come forward through the planning process.
37. Connectivity to public transport and active travel are key factors in the selection process that underpins the allocation of land for housing and employment in the planning process; and alongside other criteria, sites aim to be selected to maximise the potential for public transport access.
38. To support the scale of housing and employment growth envisaged in Greater Manchester, the Greater Manchester local authorities and TfGM are working together to understand the potential implications of growth on the wider transport network. The work to-date has been used to identify the portfolio of strategic transport interventions that may be required to bring forward or support housing and employment growth at potential locations across Greater Manchester – such interventions will only be triggered for introduction if associated development sites come forward.
39. In addition, there will also be the need for more local interventions that will enable access to, or will mitigate the impact of, any new development sites. These are not included in Our Five Year Transport Delivery Plan unless they have strategic significance. Local authorities and developers will work together through the planning applications process to deliver appropriate local interventions for specific sites and when appropriate these will be incorporated into the Local Implementation Plans (see Appendix B).
40. There will also be continuing work with neighbouring authorities outside the Greater Manchester boundary to understand and mitigate the implications of their local plans on Greater Manchester's transport network.

Delivery

Our focus for the next five years

41. Over the next five years we need to focus on tackling climate change, improving air quality, supporting recovery from the Covid-19 pandemic, tackling social exclusion and helping to deliver expected housing and employment growth. Our focus will therefore be on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. This will deliver the Our Network plan to create a world-class, modern, integrated and reliable transport system. In summary, our main programme includes:

Programme Area
<p>Our Bus</p> <ul style="list-style-type: none"> Bus priority measures Bus Rapid Transit Introduction of Quality Bus Transit corridors Town centre interchange development in Bury Upgrades / renewals
<p>Our Metrolink</p> <ul style="list-style-type: none"> Enhanced passenger facilities and access to stops New stops to support spatial growth priorities Network capacity and resilience Major schemes Tram train early development Upgrades / renewals
<p>Our Rail</p> <ul style="list-style-type: none"> Completing up to 4 Access for All rail station upgrades Delivery of up to 2 new rail stations Enhanced passenger facilities and access to stations Port Salford Rail Link
<p>Our Streets</p> <ul style="list-style-type: none"> Next tranche of £1.5bn Bee Network beyond the £160m TCF allocation Town Centre & Streets schemes Pinchpoint schemes Schemes that unlock delivery of the Existing Land Supply and new sites Major schemes, e.g. Wigan-Bolton HIF and Stockport A34 Upgrades / Renewals
<p>Our Integrated Network</p> <ul style="list-style-type: none"> Electric bus fleet and associated depot investment Electric Vehicle Charging Infrastructure ITS applications for Covid-19 recovery Future Mobility Zone

Developing future transport interventions

42. If our vision for Greater Manchester is to be realised, a long-term investment plan is needed to support sustainable growth across the city-region. A range of large transport investments in Greater Manchester are already underway or are in advanced stages of development. There is still much to do, however, and we have identified studies and early concepts that need to be developed further in order to achieve our vision for transport.
43. Our delivery programme, set out in the next sections, includes transport interventions that are at various stages of development. Transport schemes take time to develop and deliver, so it is crucial that we start work on our long-term delivery programme now.
44. Generally, transport interventions will emerge from one of our transport studies, before work is undertaken to develop a detailed business case (or 'investment case') for them. A business case sets out the strategic, economic, financial, commercial, and management justification for the intervention – in short, whether the intervention is the right thing to do and delivers good value for money. In most circumstances, a successful business case will be a condition for the award of funding. In all cases, there needs to be a strong rationale and justification for each intervention before it can proceed.
45. There will also be a process of prioritisation that we need to follow to align the available funding with the highest priority interventions. Future versions of the Delivery Plan will refine the programme of interventions – some may become priorities for delivery while others may prove to be unfeasible and won't be progressed. This is discussed in more detail in the Funding section of this Delivery Plan.

Structure of the Delivery sections

46. The following sections of this document present the delivery programme for achieving our long-term ambitions and Right Mix vision, with a focus on what is required in the next five years.
47. Our activities are grouped under the thematic headings set out in Figure 7. Delivery across these themes will need to be highly integrated and carefully co-ordinated to maximise the effectiveness and impact of future investment.

Figure 7: Structure of the Delivery sections

Our Bus	Our Metrolink	Our Rail	Our Streets	Our Integrated Network
<ul style="list-style-type: none"> • Local Bus • Quality Bus Transit • Bus Rapid Transit 	<ul style="list-style-type: none"> • Metrolink • New Stops and Upgrades • Tram-Train 	<ul style="list-style-type: none"> • Rail • High Speed Rail • Stations 	<ul style="list-style-type: none"> • Walking and Cycling • Local Highways • Strategic Roads and Motorways • Freight and Logistics • Maintenance • Town Centres 	<ul style="list-style-type: none"> • Clean Air and Carbon • Future Mobility and Innovation • Interchnages • Travel Hubs / Park & Ride • Fares and Ticketing • Behaviour change • Safety and security

48. Each section includes some explanatory text on the theme and provides a summary of the interventions and their stage in the development and delivery process. These include committed, unfunded priorities for the next five years and our longer-term development priorities:

- The interventions that are committed for delivery in the next five years – see Map 1 and Appendix A

These interventions have significant funding allocated and the case for change has already been demonstrated, although final funding arrangements and approval of the business case may still be needed. They also include some interventions with a degree of commitment in Network Rail or Highways England industry processes.

- The interventions for which we aim to complete the business case in the next five years, in most cases to secure funding – see Map 2 and Appendix A

These interventions are those with potential to be delivered by 2025 subject to scheme development funding, prioritisation, capital and revenue funding for construction or implementation and approval of a business case which demonstrates value for money.

- Our longer term priorities that we will develop options for in the next five years – see Map 3 and Appendix A

These are the interventions which need further investigation or development in order to identify future options and determine feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most are longer term projects that could be delivered in later years.

Future versions of this Delivery Plan will explain the evolution of these interventions – some may become priorities for delivery while others may be unfeasible and won't be progressed.

- And the interventions due to be investigated beyond this Five Year Delivery Plan – see Appendix A

49. We recognise that there are proposals that we would like to investigate, but which are unlikely to start in this Delivery Plan period. These may ultimately be needed to achieve our long-term vision for transport, but there are currently no plans to start investigation work before 2025.
50. The three maps on the following pages illustrate our delivery programme.

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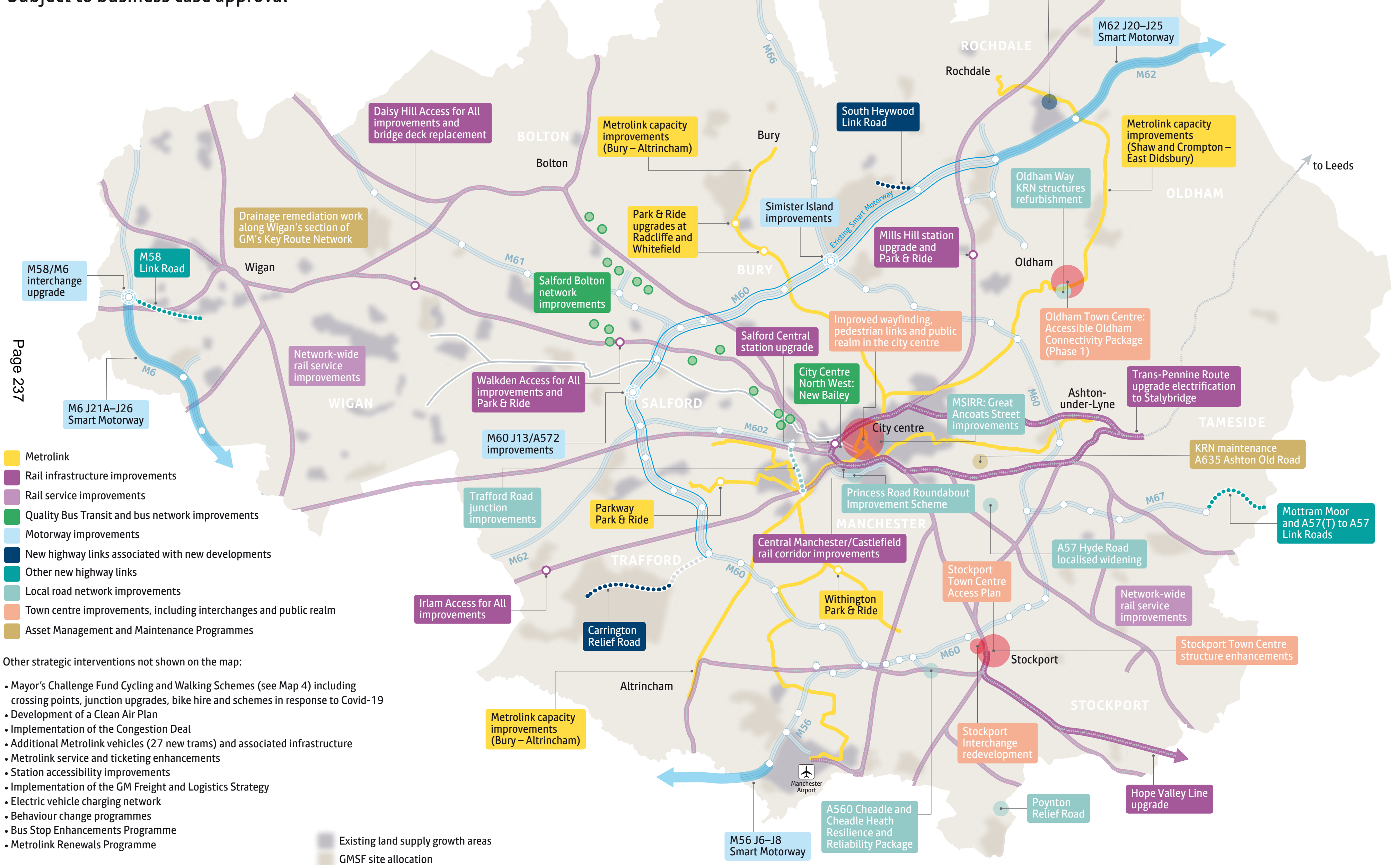
MAP 1

In the next five years, we are committed to delivering...

These interventions have significant funding allocated and the case for change has been demonstrated, although final business case approval may still be needed.

Subject to business case approval

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Other strategic interventions not shown on the map:

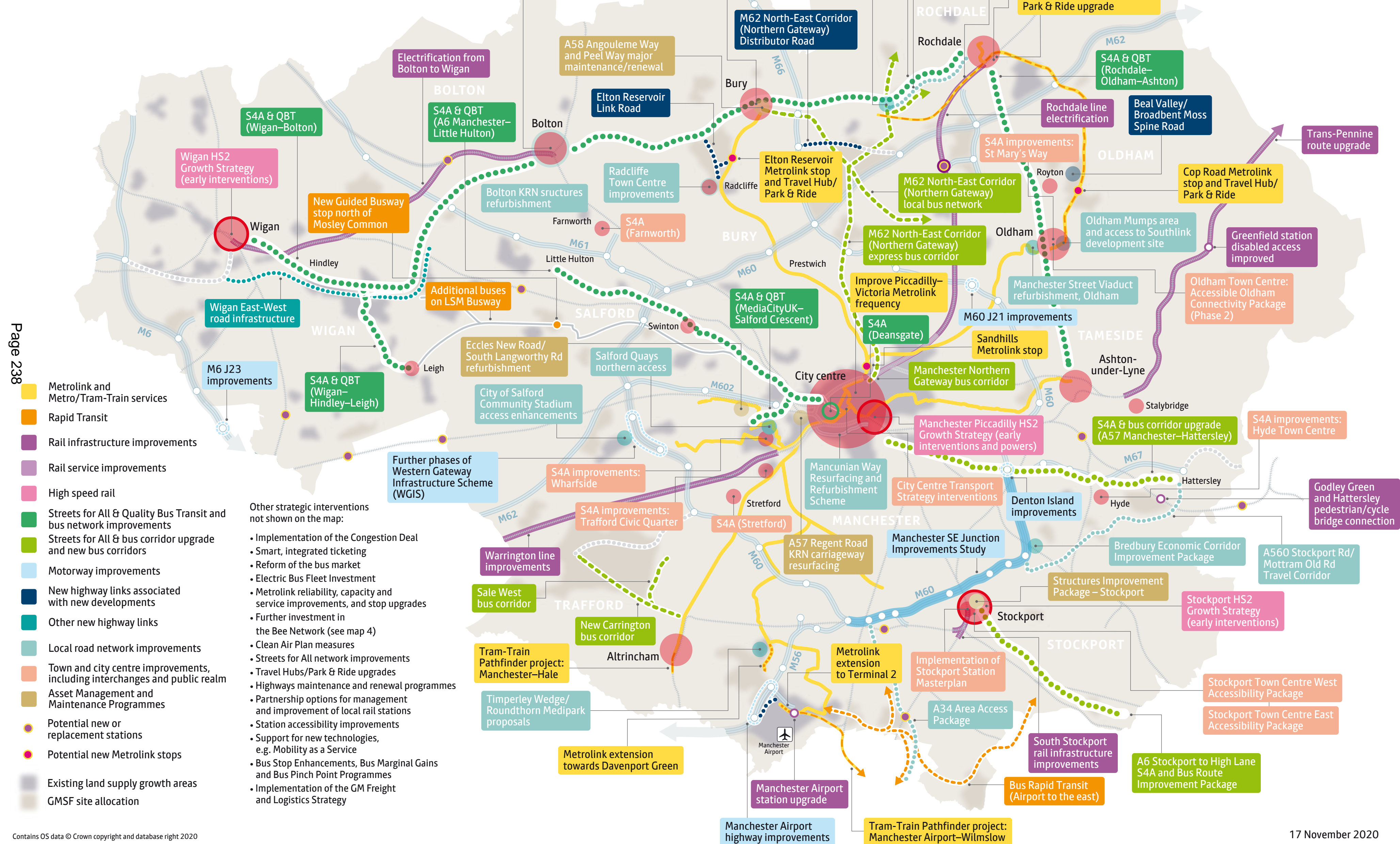
- Mayor's Challenge Fund Cycling and Walking Schemes (see Map 4) including crossing points, junction upgrades, bike hire and schemes in response to Covid-19
- Development of a Clean Air Plan
- Implementation of the Congestion Deal
- Additional Metrolink vehicles (27 new trams) and associated infrastructure
- Metrolink service and ticketing enhancements
- Station accessibility improvements
- Implementation of the GM Freight and Logistics Strategy
- Electric vehicle charging network
- Behaviour change programmes
- Bus Stop Enhancements Programme
- Metrolink Renewals Programme

MAP 2

In the next five years, we aim to complete business cases for early delivery of...

These interventions are those with potential to be delivered by 2025.

Subject to funding and business case approval



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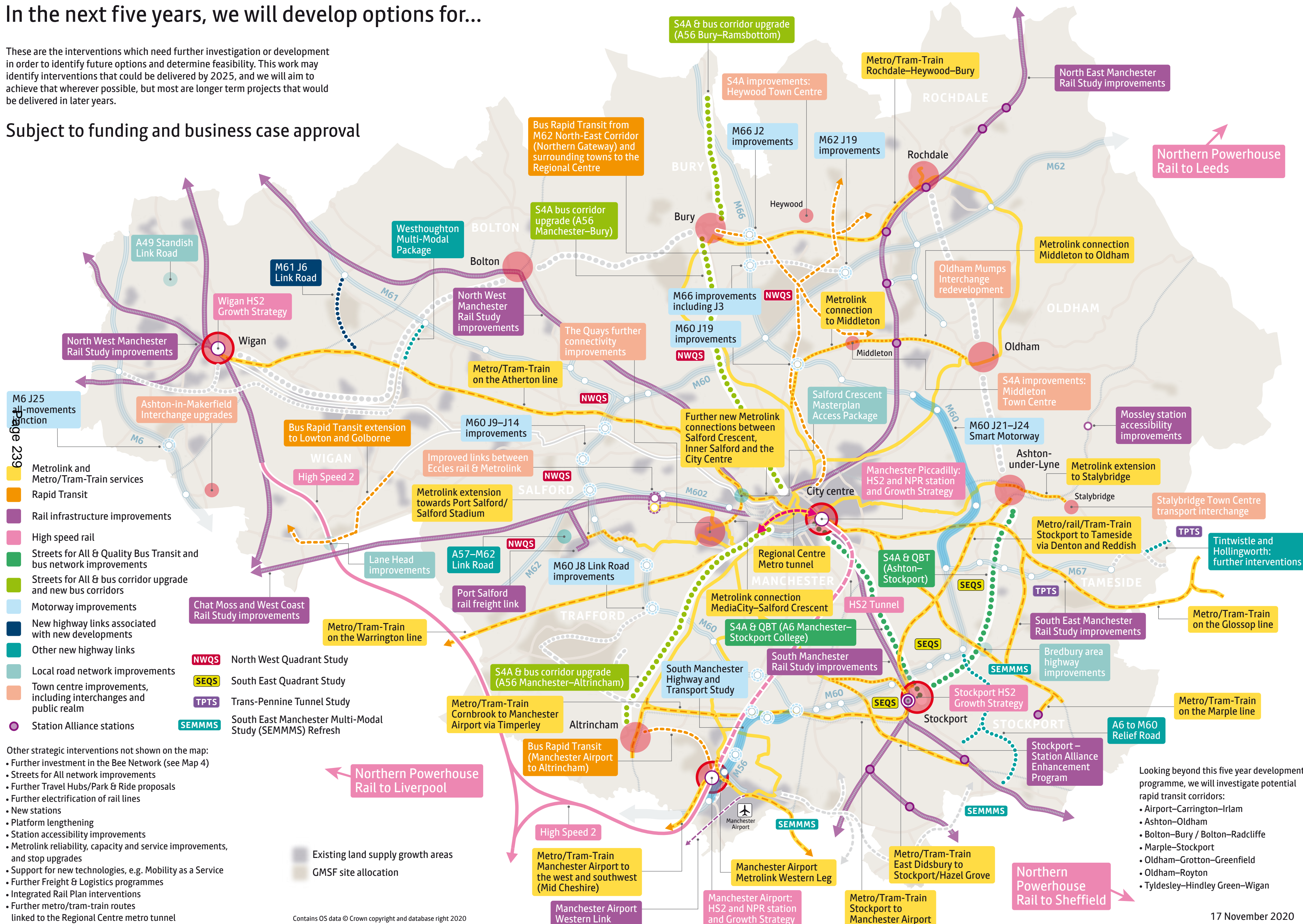
- Other strategic interventions not shown on the map:
- Implementation of the Congestion Deal
 - Smart, integrated ticketing
 - Reform of the bus market
 - Electric Bus Fleet Investment
 - Metro/Tram reliability, capacity and service improvements, and stop upgrades
 - Further investment in the Bee Network (see map 4)
 - Clean Air Plan measures
 - Streets for All network improvements
 - Travel Hubs/Park & Ride upgrades
 - Highways maintenance and renewal programmes
 - Partnership options for management and improvement of local rail stations
 - Station accessibility improvements
 - Support for new technologies, e.g. Mobility as a Service
 - Bus Stop Enhancements, Bus Marginal Gains and Bus Pinch Point Programmes
 - Implementation of the GM Freight and Logistics Strategy

MAP 3

In the next five years, we will develop options for...

These are the interventions which need further investigation or development in order to identify future options and determine feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most are longer term projects that would be delivered in later years.

Subject to funding and business case approval



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- Metrolink and Metro/Tram-Train services
- Rapid Transit
- Rail infrastructure improvements
- High speed rail
- Streets for All & Quality Bus Transit and bus network improvements
- Streets for All & bus corridor upgrade and new bus corridors
- Motorway improvements
- New highway links associated with new developments
- Other new highway links
- Local road network improvements
- Town centre improvements, including interchanges and public realm
- Station Alliance stations

- NWQS North West Quadrant Study
- SEQs South East Quadrant Study
- TPTS Trans-Pennine Tunnel Study
- SEMMMS South East Manchester Multi-Modal Study (SEMMMS) Refresh

- Other strategic interventions not shown on the map:
- Further investment in the Bee Network (see Map 4)
 - Streets for All network improvements
 - Further Travel Hubs/Park & Ride proposals
 - Further electrification of rail lines
 - New stations
 - Platform lengthening
 - Station accessibility improvements
 - Metrolink reliability, capacity and service improvements, and stop upgrades
 - Support for new technologies, e.g. Mobility as a Service
 - Further Freight & Logistics programmes
 - Integrated Rail Plan interventions
 - Further metro/tram-train routes linked to the Regional Centre metro tunnel

- Looking beyond this five year development programme, we will investigate potential rapid transit corridors:
- Airport–Carrington–Irlam
 - Ashton–Oldham
 - Bolton–Bury / Bolton–Radcliffe
 - Marple–Stockport
 - Oldham–Grotton–Greenfield
 - Oldham–Royton
 - Tyldesley–Hindley Green–Wigan

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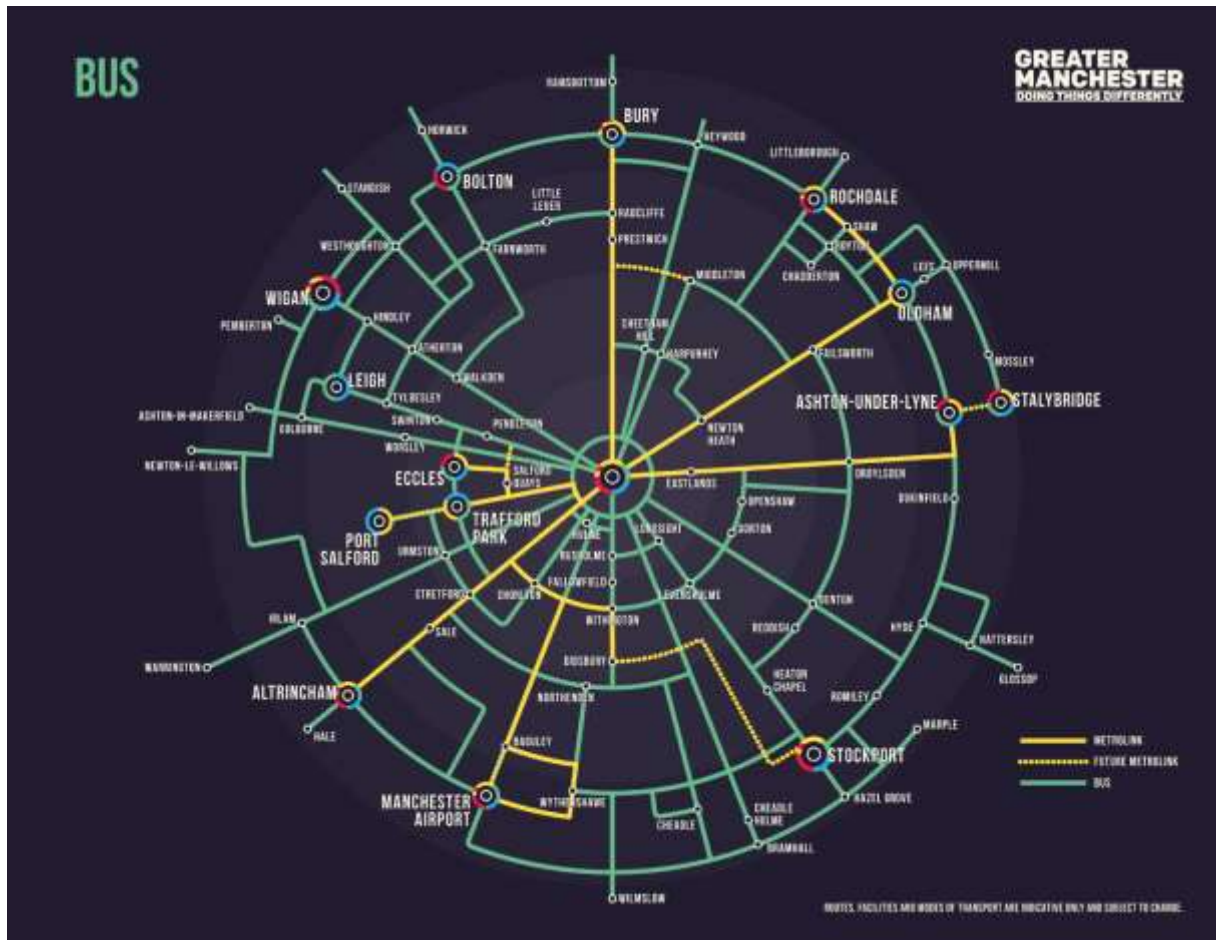
Our Bus

Summary

51. Local bus, Quality Bus Transit and bus rapid transit are integral to the delivery of the Our Network concept set out by the Mayor of Greater Manchester in June 2019 and in our 2040 Transport Strategy.
52. Over the next five years we aim to develop an ambitious investment programme to ensure that buses play their full role in delivering a more integrated and sustainable transport system. This will include:
 - **Developing detailed proposals for a 95-mile network of Quality Bus Transit corridors across Greater Manchester which will improve the whole-journey experience for local bus trips;**
 - **Developing detailed proposals for bus rapid transit services that build on the success of the Guided Busway service on the Leigh - Salford - Manchester bus route; and**
 - **Measures to tackle bus pinch points on the highway network to improve the reliability of bus journeys.**
53. Alongside physical improvements to the highway network, bus waiting facilities and interchanges, we will aim to deliver a range of complementary measures to increase the number of sustainable journeys made in Greater Manchester. In the next five years these will include:
 - **Delivery of measures that support Our Network for bus by making services integrated, accessible and affordable, including continued consideration of Bus Reform and trial of Our Pass, allowing free bus travel for the city-region's 16-to-18-year olds;**
 - **Development of cleaner and improved bus services to serve new housing and employment sites.**
54. Committed schemes, unfunded priorities (for the next five years) and longer-term development priorities for bus are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Bus

55. This section summarises the local bus, Quality Bus Transit and bus rapid transit delivery programme. Buses plays a vital role in tackling congestion and providing access to work, leisure and other destinations. Increasing bus patronage through improved services and infrastructure is key to achieving our Right Mix 2040 vision of zero net growth in motor vehicle traffic.



Local Bus

56. Bus is by far our most dominant public transport mode, accounting for four in every five public transport journeys in Greater Manchester, and it plays a vital role in reducing congestion and improving accessibility for people who have no access to a car. However, there is the potential for bus to contribute even more effectively to our overall public transport strategy, with 58% of our residents either using the bus occasionally, or would consider using the bus if a good service was provided.
57. A number of barriers prevent the bus reaching its potential in Greater Manchester. These include a fragmented bus market with multiple operators, a complex and ever-changing ticketing offer, lack of confidence that buses will turn up or arrive at destinations on time, and the perception that the bus is slow compared to other modes. Commercial and subsidised bus mileage also continues to decline (reducing by 21% and 33% respectively between 2010 and 2018), impacting residents who rely on buses to access work, school, essential services and leisure. Combined with changes such as the introduction of Metrolink, these challenges have contributed to a reduction in bus use, with patronage declining by 17% between 2008-09 and 2017-18.

58. Overcoming these barriers is essential to enabling bus to play its part in realising our aim for a fully integrated transport system that encourages people out of their cars. To achieve this, over the next five years we will need to invest in our bus network to better integrate services with other modes, such as rail, Metrolink, walking and cycling, deliver a simple and integrated fares system, improve the customer experience on the bus, and continue to grow our network. As with other public transport modes Covid-19 has resulted in a reduction in bus patronage. We will continue to review patronage levels following recovery from the pandemic and any potential medium to longer term influences on bus travel that may affect Greater Manchester's investment decisions. The following outlines key steps in our bus investment plans to achieve this up to 2025.
59. **Bus Reform:** Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a bus franchising scheme. After its completion and the conclusion of an independent audit the GMCA decided to proceed to consultation on a proposed franchising scheme which ran from 14 October 2019 to 8 January 2020. The Covid-19 pandemic has had a significant impact on Greater Manchester's bus market, including timetables, revenues, passenger numbers and the public's attitudes to public transport. Due to this, a further consultation is being undertaken to assess the impact of coronavirus on the bus reform process.
60. **Concessionary support:** TfGM, on behalf of the GMCA, will continue to provide access to government funded concessionary fares for elderly and disabled people. It also funds concessionary fares for children and for some women affected by changes in the state pension age. In September 2019, Our Pass was launched as a 2-year pilot providing young people aged 16-18 free travel on local bus services. Please see the Fares and Ticketing section (page 57) for more information.
61. **Supported services:** The majority of Greater Manchester bus services are run by operators on a commercial basis. TfGM, on behalf of the GMCA, will continue to provide funding for parts of the bus network that operators consider not commercially viable but which are essential to connect people with work and local services such as education, healthcare, shopping and leisure. With a continuing reduction in commercial mileage there remains pressure on the supported network to maintain service provision with no additional funding available. In order to maximise the benefit to passengers obtained from limited funds, there will be a continued process of refining the criteria used to decide which services to support. Challenges include how to develop a sustainable network that supports the night-time economy and meets the needs of night-time workers as well as other passengers. TfGM will work with bus operators and major employers such as the Airport to achieve this.
62. **Accessible Transport:** TfGM, on behalf of the GMCA, funds and manages the delivery of the Ring and Ride service, which provides door-to-door, demand responsive transport to Greater Manchester residents who find it difficult to use conventional public transport due to disability or limited mobility. TfGM will ensure key service performance standards are maintained in order to meet the service's social inclusion objectives. Commitment to this service is highlighted by the support of the Combined Authority to procure twenty new vehicles for the fleet.
63. TfGM also funds flexible transport services under the Local Link brand for local journeys in areas where fixed-route public transport services are limited. TfGM is currently

reviewing Accessible Transport across the region to ensure that it is delivered in the most cost-effective manner: that includes exploring the introduction of new flexible bus services serving rail stations and Metrolink stops. Mobility as a Service is also an important concept in how Demand Responsive Transport evolves (see the Future Mobility section for more detail).

64. **School Travel:** As of November 2020, TfGM, on behalf of the GMCA, provides dedicated school bus services to 119 education establishments: one primary school, 114 secondary schools and four further education colleges. The provision of these services is undertaken through around 300 contracts which provide nearly 700 daily school journeys and carry approximately 30,000 passengers per day. TfGM also owns a fleet of 78 Yellow School Buses. These services promote modal shift and help to reduce congestion by providing dedicated transport to schools. TfGM is currently reviewing school services across the city-region to maximise their potential to reduce congestion and to ensure they deliver benefits to students and schools as cost-effectively as possible.
65. **New Development Sites:** It is likely that over the course of time a number of large new allocations of land to accommodate economic and population growth will come forward in Greater Manchester. These may have the potential to support new or improved bus services – for example, New Carrington and the North-East Corridor proposals that were in the consultation version of the Greater Manchester Spatial Framework in 2019. The planning process associated with such sites will need to ensure good public transport accessibility. Further studies will be required to test the detailed feasibility, potential routing, operating costs and funding mechanisms for new or improved bus services to such locations.

Quality Bus Transit

66. **Quality Bus Transit Corridors and Bus Corridor Upgrades:** TfGM is undertaking a study of potential Quality Bus Transit Corridors that create a step-change in the experience of taking the bus for local journeys, and for access to the rapid transit network and town centres. These corridors will be delivered through whole-route upgrades of key bus routes, transforming orbital and radial connections between local centres across Greater Manchester. There will be a strong focus on journey quality, reliability and integration of bus into an attractive urban realm.
67. Quality Bus Transit will include bus priority measures, attractive and comfortable waiting areas, and creation of a more attractive urban realm that will encourage the high-density land-uses that bus travel facilitates. Attention will also be paid to improving access to bus stops from homes and destinations, through enhancements to the surrounding walking and cycling networks. Quality Bus Transit will be particularly important to support the regeneration of our town centres and for travel across the wider city-region.
68. Quality Bus Transit is initially being investigated for the Rochdale-Oldham-Ashton corridor, with additional corridors being developed over the next five years:
 - Wigan-Bolton
 - Bolton-Bury-Rochdale

- MediaCityUK-Salford Crescent
 - A6 Manchester City Centre-Little Hulton
 - Wigan-Hindley – Leigh
69. Alongside **Quality Bus Transit**, a number of bus corridor upgrade routes have been identified for development in Greater Manchester. Typically corridors that have less interaction with town centres and residential neighbourhoods, these routes will focus on delivering improvements to bus journey time and reliability, through bus priority measures. Figure 8 below shows the proposed network of Quality Bus Transit and bus corridor upgrades to be developed over the next five years.

Bus Rapid Transit:

70. Following the success of the guided busway service on the Leigh-Salford-Manchester corridor we are exploring options for new bus rapid transit links for longer and middle-distance journeys. Potential services include a network of routes from the Airport to the east (towards southern areas of the borough of Stockport) and a service to the west (from the Airport HS2 station towards Altrincham and Carrington) and also new links to the potential North-East Growth Corridor development area. There could also be potential to extend the Leigh-Salford-Manchester Guided Busway service further west, for example towards Wigan.
71. Further studies will be required to test the detailed feasibility, potential routing, and operating costs of new bus rapid transit links to these locations. Increasing the reach, reliability and capacity of our bus rapid transit network will also help us to reduce congestion, air pollution and greenhouse gas emissions by providing a fast and reliable alternative to the car. This will include exploring options to better connect bus rapid transit stops through travel hubs that support journeys by cycling, walking and emerging options, such as e-scooters or hire bikes, alongside park and ride facilities.

Figure 8: Greater Manchester's Future Quality Bus Transit and Bus Corridor Upgrade Routes



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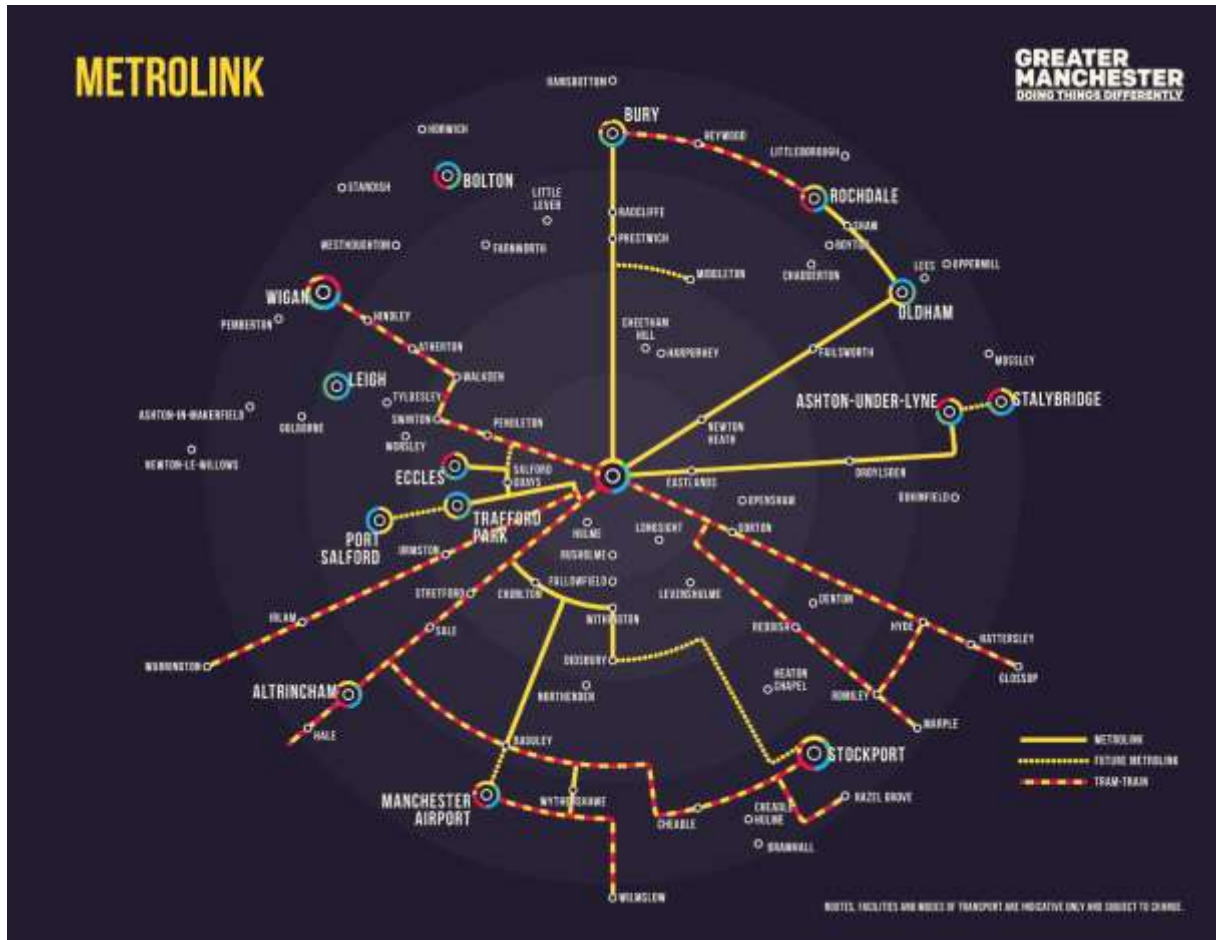
Our Metrolink

Summary

72. Metrolink, and its evolution through the use of tram-train technology, is a key element in the delivery of Our Network.
73. Our Prospectus for Rail (published in 2019) sets out what is needed for a transformational change in Metrolink light rail services – alongside National Rail services – so that all rail-based travel can play a full part in the future prosperity of Greater Manchester. Greater Manchester’s record of success with Metrolink shows that you can deliver high quality rail-based services when those who design and deliver them understand and are accountable to the local customers they serve.
74. Over the next five years we plan to improve reliability, capacity, and customer experience on Metrolink. We aim to achieve this through:
- **Investing and renewing our Metrolink fleet assets through 27 new trams and associated infrastructure;**
 - **Improving the Metrolink communications network and providing turnback facility enhancements to increase capacity and resilience across the network;**
 - **Developing and introducing new stops to support potential new developments, enhancing passenger facilities at existing stops and providing better access to stops; and**
 - **Exploring opportunities for new Metrolink connections, including testing the feasibility of tram-train on existing rail lines.**
75. These activities represent a significant investment in the quality, capacity and reach of public transport in Greater Manchester, providing an attractive alternative to the private car and supporting our 2040 Transport Strategy vision.
76. Our Metrolink committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.
77. Some of Our Metrolink interventions are associated with potential development sites that will be subject to appropriate planning approvals and developer contributions before they could proceed.

Introduction to Our Metrolink

78. Our public transport network plays a vital role in tackling congestion and providing access to work, leisure and other destinations. Increasing the use of public transport is key to achieving our Right Mix objectives of a non-car mode share of at least 50% of trips in Greater Manchester by 2040, and zero net growth in motor vehicle traffic in Greater Manchester.



Metrolink

79. Fixed-track rail (including Metrolink and tram-train) and bus rapid transit (which in this Delivery Plan means using bus technology to create services with some of the same characteristics as rail-based rapid transit) services are popular alternatives to car for longer journeys. They form an important element of our integrated and comprehensive network. Greater Manchester has invested heavily in its rapid transit network in recent years, as demonstrated by the recent opening of the Metrolink Trafford Park line and the Leigh-Salford-Manchester guided busway service.
80. **Our Network Phase 1:** Metrolink introduced contactless payment in July 2019, enabling a daily fare-cap for journeys on the network; the Trafford Park Line opened in early 2020; an additional 27 new trams have been ordered, adding 15% more capacity to the network; further Metrolink extensions are being explored, including an extension of the Airport line to Terminal 2 and Airport City, completion of the 'Western Leg' of the Airport line, and longer-term proposals to consider new connections to Port Salford, Middleton, Stalybridge and Stockport; the travel hub concept – including expanded park and ride

provision – is being developed; and three tram-train Pathfinder development projects are underway (see below). A draft feasibility study of tram-train services on the Atherton line has also been completed.

81. **Building on Metrolink’s success:** Following a decade of expansion and associated patronage growth, the Metrolink operation is now focused on improving reliability, capacity and the customer experience of the existing network in order to further grow ridership and revenue. The renewals programme will invest in timely asset renewal. Particularly high standards will be applied to the maintenance and renewal of ‘golden assets’ - those that are critical to the operation of the system, such as signals or overhead lines. The Tram Management System project will be completed: this provides capacity improvements and real time passenger information. Other interventions will be implemented to improve customer experience at existing Metrolink stops.
82. **More trams:** Service frequency has increased on services to Ashton-under-Lyne, and the network will also benefit from the 27 additional trams and associated infrastructure to be delivered through the Transforming Cities Fund during 2020 and 2021. These will be used to increase the number of double units on the busiest services.
83. **New Metrolink connections:** The Metrolink network has recently successfully opened a further expansion, through the completion of the new £350m Trafford Park Line in early 2020. A bid was submitted to Government in December 2017 to extend Metrolink to an expanded Terminal 2 and the Airport City development at Manchester Airport, as the first phase of completing the Western Leg of the Airport Line. When complete, the Western Leg could serve Wythenshawe Hospital, the MediPark development, existing and proposed housing at Newall Green and Timperley Wedge, the proposed HS2/NPR Airport Station and surrounding development, Terminal 2, Airport City and the existing Interchange at Manchester Airport. The Western Leg is envisaged as a core component of unlocking a network of future services to the Airport zone using tram-train technology. A number of other potential new Metrolink connections have been proposed (see Map 3). These require further prioritisation to determine the sequencing of scheme development activity. The emerging Rapid Transit sub-strategy, which we intend to publish in the coming months, will play a prominent role in that prioritisation. This will allow us to focus our finite scheme development resources on those interventions that most effectively deliver our Right Mix targets.
84. **Improved Metrolink Connections:** There is also an intention to provide increased Metrolink frequency between Piccadilly and Victoria stations. In the HS2 and NPR Growth Strategy², we set out a plan to reposition Metrolink in a new integrated Piccadilly Station which will allow for significant future growth – this will enable additional metro/tram-train service development and further the GMCA’s intention to provide direct services from Rochdale and Oldham into Piccadilly.

New Stops and Upgrades

85. Upgrades have already been made at Cornbrook and Shudehill, and further Metrolink stop improvements are planned. With an initial focus on the Bury line, improvements at some stops will include measures such as new track crossings and access routes to stops, better lighting and CCTV, shelter renewals and carbon reduction measures. The

² <https://www.tfgm.com/press-release/hs2-npr-growth-strategy>

interventions listed in the Fares and Ticketing section of this document (see page 57) will also help us to build on Metrolink's success. Expansion of the Cornbrook stop will be investigated in association with additional track to enhance the operational flexibility and capacity of this major junction on the Metrolink System.

86. Business cases are being developed for new Metrolink stops to serve existing populations and potential new developments at Cop Road on the Oldham-Rochdale line and at Elton Reservoir on the Bury Line.

Tram-Train

87. We are currently studying the feasibility of testing tram-train technology in Greater Manchester, enabling new light rail vehicles to run on the same rail lines as trains. Tram-train technology and operations are common in other countries and will initially be tested through pilot Pathfinder projects on the Oldham to Heywood via Rochdale, Manchester to Hale via Timperley and Manchester Airport to Wilmslow via Styal sections of the network. A vehicle manufacturer market engagement exercise will take place to understand what technologies and suppliers could be available to help deliver a tram-train vehicle in the future as part of a wider rapid transit network. If successful, this could pave the way for a further expansion of the Metrolink network to make much better use of and create direct connections with our existing, extensive rail network, by the 2020s and 2030s.
88. Whilst it is a potentially transformational solution to increase the reach of our rapid transit network, there are significant hurdles to be overcome before tram-train technology can be implemented. We will need to consider the integration with long-distance rail passenger and freight services; the impact on existing rail and Metrolink contracts; and the financial and operational management of the new services. As such, we are working closely with Network Rail to progress this and embed the concept into the existing network.
89. **Regional Centre Metro Tunnel:** Increasing demand on the rapid transit network will in the long-term need to be accommodated by a major increase in rapid transit capacity in the city centre. Besides providing a step-change in capacity, a Regional Centre metro tunnel would improve rapid transit services between locations throughout Greater Manchester through conversion of shorter-distance-focused suburban rail lines to create a network of high-capacity metro services. It should however be noted that a Regional Centre metro tunnel is a major undertaking and would take a long time to develop and years to deliver from the start of construction.
90. A high-capacity metro system for Greater Manchester would provide fast and frequent rail-based services with excellent access to network hubs including Manchester City Centre. New sections of segregated infrastructure – probably involving tunnelling – would deliver a step-change in capacity through permitting longer vehicles than are feasible on the Metrolink system at present.

Our Rail

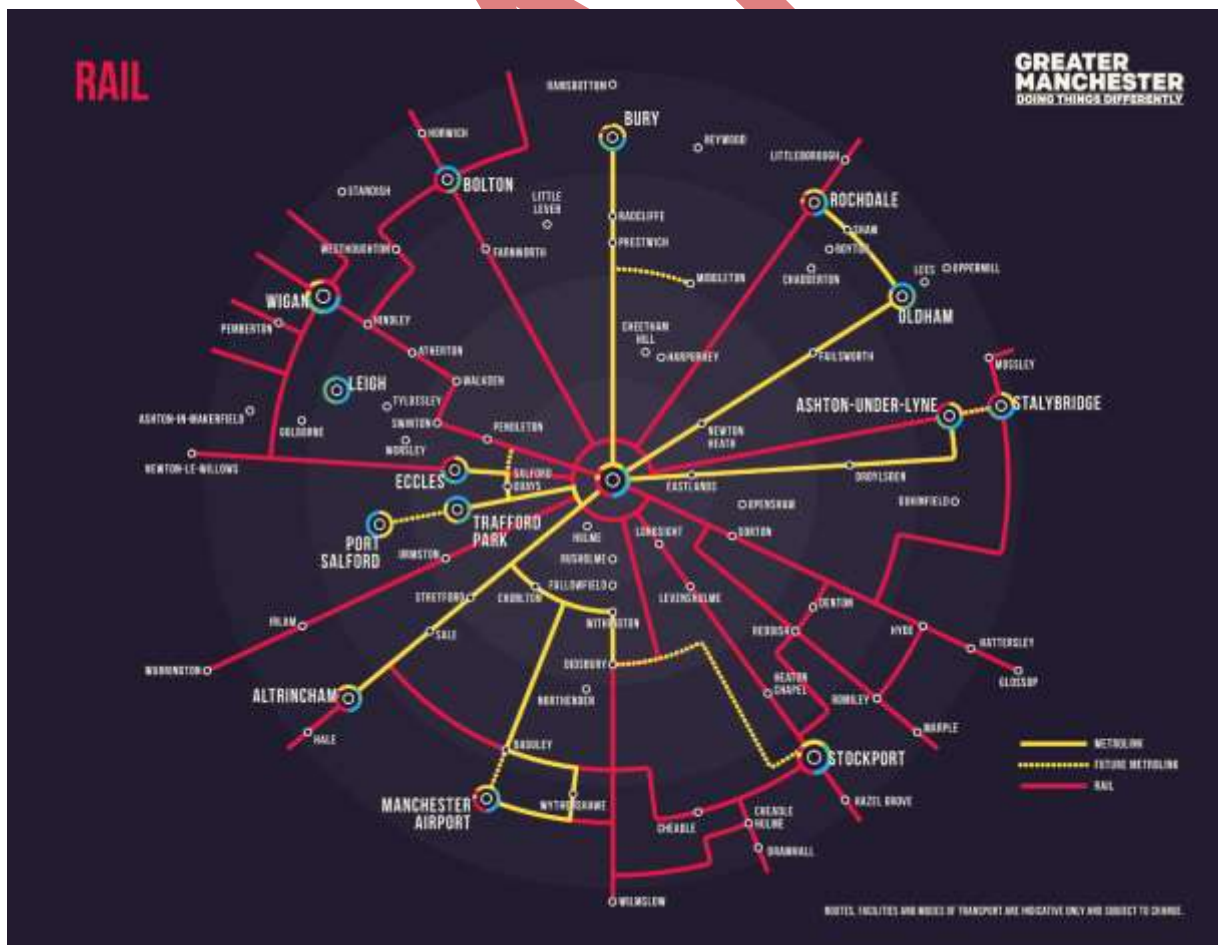
Summary

91. Rail is the third key element in the delivery of the public transport aspirations of Our Network. The following activities represent a significant long-term investment in the capacity and connectivity of public transport in Greater Manchester.
92. Whilst HS2 and NPR are potentially transformational in terms of increased capacity and economic growth, further investment is needed in advance of these interventions to meet passenger needs. Greater Manchester believes that if rail is to offer more convenient journeys and higher capacity in the long term, a step-change in 'metro' capacity is needed, namely turn-up-and-go services offering excellent access to network hubs. A higher-capacity metro network would boost the growth of the city-region and provide capacity in Manchester City Centre to operate most or all of the metro services.
93. Metro conversion of suburban rail lines would release capacity on the National Rail network for improved services on other routes, including inter-urban services. Access to HS2/NPR at Manchester Piccadilly would be much-improved and would not be impaired by the capacity constraints that will otherwise adversely affect rail access to Manchester City Centre by 2040. However, metro conversion is a long-term project, and there are urgently-needed improvements to the National Rail network in Greater Manchester in the short to medium term. Many National Rail services will not be suitable for metro conversion, and long-term investment will be needed in the infrastructure used by these services
94. Over the next five years, working with rail industry partners, we plan to progress a number of key priorities for GM and continue to develop long-term, large-scale projects that will improve the reliability, capacity and customer experience of rail travel through:
 - **Central Manchester Rail Network (including Castlefield corridor) enhancements;**
 - **Stockport area rail infrastructure improvements;**
 - **A programme of rail improvements on key rail corridors such as the Warrington rail (CLC) line;**
 - **Station enhancements including access for all improvements and platform lengthening;**
 - **Train lengthening and introduction of new rolling stock;**
 - **Development of new stations proposals; and**
 - **HS2 / NPR (Northern Powerhouse Rail) including growth strategies at Piccadilly, the Airport, Stockport and Wigan, as well as Northern Chord and Golborne Link.**

- 95. Rail committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Rail

- 96. The National Rail network in GM has seen sustained growth in passenger and freight volumes over the last 20 years, as a result of the growth of the city-region and in particular the Regional Centre. Passengers are dependent on rail to access jobs, education, leisure and other opportunities available across the area. The current rail offering includes local services for commuters, regional services between core cities and to the city- region’s airport, and long-distance services that connect GM with the rest of the country.
- 97. The network doesn’t always meet passenger expectations, however, and customer satisfaction is low. GM launched its Our Prospectus for Rail in 2019, a masterplan to transform rail-based transport and deliver a doubling of the number of rail-based journeys in the city-region by 2040. In support of Our Prospectus for Rail, this section (as well as many of the improvements outlined in the previous Our Metrolink chapter) outlines the committed, planned investments and longer-term priorities for rail in Greater Manchester, including improvements to the classic rail network, new rail stations, and looking ahead to High Speed Rail.



Our Prospectus for Rail

98. In September 2019, the Mayor (on behalf of the GMCA) launched Our Prospectus for Rail, which sets out Greater Manchester's requirements for a transformational change in rail-based modes in the city region.
99. It made the case for greater devolution, and an alignment of governance procedures across TfGM, Transport for the North, HS2 Ltd and the Department for Transport. It also outlined a delivery plan and time frame for integrating fares and ticketing across all modes, reshaping rail franchises, introducing additional rolling stock, longer and more frequent trains, and for testing tram-train operation in Greater Manchester.
100. The Rail Prospectus makes clear Greater Manchester's ambition for a world-class metro system - similar to those found in other successful city-regions - which is high-capacity, high-quality, fast, frequent, reliable, accessible, and fully integrated with the wider transport network.
101. In addition to these interventions, we also view the delivery of High Speed 2 – including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan – as a committed intervention. High Speed 2 will be delivered beyond the timescales of this Delivery Plan, with Phase 1 now due to be complete between 2028-2031, and Phase 2 complete between 2035-2040. HS2 is illustrated on Map 3.
102. The most recent Northern and TransPennine Express rail franchises - which commenced in 2016 - were contracted to deliver an additional 40,000 seats on services every day across the North by December 2019. This commitment - and other franchise commitments, such as major investment in new rolling stock for local services, and a 'step-change' in service levels on many local routes - represented a significant step towards achieving many of Greater Manchester's strategic rail priorities. Whilst these operators have faced many well-publicised challenges – culminating in Northern's franchise being terminated early, and replaced by a government-run Operator of Last Resort (OLR) - Greater Manchester's position is that we will continue to work with the Government, the Rail North Partnership and Transport for the North to ensure these substantial improvements are delivered for the benefit of Greater Manchester's residents.
103. In future, it is hoped that the rail operations can be shaped so that they are better aligned with Greater Manchester's wider objectives. Taking the opportunity of reform in the railway industry being brought about by the Williams Review, we are pursuing greater devolution for rail – as set out in the Prospectus. This work will be aligned and consistent with progress being made by TfN for further devolution of powers from central Government, which would enable the North of England and potentially TfGM to shape future rail arrangements around our specific requirements, make better use of funding, and take firmer control over the management of rail service delivery.
104. **Rail Capacity Studies:** We are conducting a number of studies to understand where improvements are needed on our rail network and where we can work with Network Rail and train operators to provide more seats and more journeys. These include routes in Greater Manchester but also look at how we better connect with our neighbours in Merseyside, Lancashire, Cheshire, Yorkshire and across the North. These studies are crucial to building a strong evidence base to explore options for meeting future demand

and will help make the case for rail investment for the future. In addition, Rossendale Borough Council has undertaken a study to investigate options to introduce rail passenger services between Greater Manchester and Rossendale. Greater Manchester may offer its support in the future, should a sound business case be demonstrated.

105. **Rail Infrastructure:** TfGM will continue to work with the rail industry to develop options for further electrification to address capacity and crowding issues as well as in reducing the carbon footprint and air-quality impact of rail operations. Greater Manchester supported the development of the 2015 'Northern Sparks' report which identified a prioritised list of electrification projects and will continue to press the case for cost-effective electrification on routes which would offer the greatest benefits for the city-region. We will also continue to work with Network Rail and operators to deliver the Salford Central station upgrade. Investing now to deliver a fit-for-purpose station for the needs of the future is a key short-term delivery objective.
106. The upgrade of the Trans-Pennine route to Leeds is a national priority, with up to £3bn of investment earmarked by the Secretary of State for medium-term delivery in advance of Northern Powerhouse Rail. Electrification from Manchester to Stalybridge is committed. In Greater Manchester we would like to see this extended to Huddersfield / Leeds coupled with enhanced local train service frequency from Manchester on this route. In July 2020, the scheme was allocated an additional £600m by Government to ease congestion and improve reliability along the route, with an ambition for full electrification, digital signalling and additional freight capacity.
107. The rail network is extremely congested around central Manchester, leading to conflicts between services and unreliability both in Greater Manchester and the North of England. Previously, the solution to this problem was the full implementation of the 'Northern Hub' proposals. Certain parts of these proposals have been constructed - such as the Ordsall Chord - but not the most critical element: the reconfiguration of Manchester Oxford Road station and new platforms 15 and 16 at Piccadilly station. The impact of this partial provision of Northern Hub planned infrastructure was evident with the implementation of the May 2018 timetable which saw an increase in trains along the Castleford Corridor (the line between Manchester Piccadilly, Oxford Road and Deansgate), but without the supporting infrastructure, and resulted in a major deterioration in train performance.
108. In recognition of this poor performance, the cross-industry Manchester Recovery Task Force (MRTF) was set up late 2019 with a remit to examine both short and long-term solutions. TfGM is a key stakeholder in the task force and continues to provide technical direction and support to the process in order to achieve improved levels of train performance in the short term, and to press for the necessary investment in additional infrastructure in the longer term.

109. The case for intervention to improve the situation is already made and we will support industry and government in making these interventions at the earliest opportunity; including the case for expanding/redesigning Manchester Piccadilly so that it is fit for purpose for generations to come. There are still significant operational challenges which make it difficult to run the Castlefield Corridor reliably. Planned frequency enhancements are undeliverable, and to address this, and to get better, more reliable use from the corridor, the following changes are needed:
- Improved day to day operational fixes;
 - A comprehensive review of services operating along the corridor;
 - Tactical infrastructure interventions to support and optimise a revised effective, reliable service pattern; and
 - Long-term investment in the Castlefield Corridor.
110. A Transport and Works Act Order for new platforms 15 and 16 at Piccadilly was submitted for consideration by the Secretary of State in 2015. We are yet to hear a conclusion from this process, pending further options analysis by Network Rail at the request of the Secretary of State. Greater Manchester is a key stakeholder in this analysis and will continue to apply pressure for the original solution proposed.
111. **Restoring Your Railways:** At the start of 2020 the Department for Transport (DfT) launched the Restoring Your Railway fund. This scheme is an invitation for MPs, local councils and community groups across England and Wales to propose how they could use funding to reinstate axed local services and restore closed stations. Greater Manchester has been successful with two of the submitted bids. These are Bury-Heywood-Rochdale which is in progress and Bury/Radcliffe to Bolton, which will commence work in 2021. A further round of bid submissions is expected to be announced by the DfT in 2021.
112. **Stations Alliance:** TfGM has developed alternative proposals to test working in partnership with operators and other industry stakeholders at many Greater Manchester rail stations. The key benefits set out in the GMCA Case for Change for these proposals include the ability to undertake station improvement and community developments; strategic development and regeneration; targeted accessibility improvements; and improved station operations and multi-modal staffing. In parallel, TfGM is exploring the option of gaining a station licence at Horwich Parkway which will allow us to take over responsibility for the management and operation of the station, improving customer service, strengthening our management capabilities, creating efficiencies and enabling more multi-modal working.
113. **Rail freight:** The movement of freight is a national and international issue, and the growth of the sector will have implications across Greater Manchester boundaries. A TfGM commissioned rail freight study showed significant opportunity for future rail freight growth in Greater Manchester if additional capacity on the network could be secured. TfGM will work with both private and private sector stakeholders, such as TfN, to adopt a pan-Northern approach to grow the market for rail freight.

114. We will also support activities to increase the amount of freight using the Manchester Ship Canal from the Port of Liverpool in order to minimise road miles. The opportunity to introduce rail and waterborne freight into Port Salford will be key to facilitate the delivery of Port Salford as a tri-modal logistics hub. We will also support the development of rail connections at other proposed and existing freight terminals which are brought forward by the private sector.

HS2 & Northern Powerhouse Rail:

115. Development work is underway to ensure that the phased arrival of HS2 from 2028 to 2040 brings the maximum possible benefits to Greater Manchester. This includes the preparation of Growth Strategies to capitalise on the benefits of HS2 at Manchester Piccadilly, Manchester Airport, Wigan and Stockport, and working with Transport for the North to develop a compelling case for investment in east-west rail connections through Northern Powerhouse Rail (NPR). Greater Manchester's aspirations for high-speed rail are summarised in our recent HS2 and NPR Growth Strategy. The Greater Manchester authorities support HS2 and NPR and want to ensure that the proposals have no detrimental impact on local services. TfN is also investigating the potential for a Manchester Airport Western Rail Link from the rail station at Manchester Airport to the Mid-Cheshire line near Knutsford; this would likely serve a strategic role beyond Greater Manchester – for example facilitating faster services from Manchester to Chester and North Wales.
116. The anticipated arrival of HS2 will put pressure on capacity on the conventional rail network at Stockport and more widely in South Manchester. The capacity pressure will be most significant during the period in which HS2 utilises the conventional rail network between Crewe and Manchester, before the opening of the new route via Manchester Airport. The network is already operating at capacity in the area, with it proving difficult for the railway to accommodate additional planned train services. We will continue to press for complementary interventions in the conventional network that will allow the full benefits of the major projects to be achieved, as well as providing additional capacity to improve local and regional services in the longer term.

New stations and stops

117. New stops and stations may be required to serve major potential new developments and there is also potential for adding new stops and stations to serve large towns that are presently not served by rail-based transport.
118. Following on from earlier work, we are further exploring the location of potential new stations in Greater Manchester. The ultimate purpose of this work is to provide new public transport options for people who live and work in the city region, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable. Findings from this work continue to emerge, but the intention is to progress sites with a positive economic and strategic case over the next five year period.
119. Over the next five years, we aim to complete business cases for the early delivery of stations in the areas of Leigh, Lostock Parkway, Little Hulton, Golborne, Slattocks, Dewsnap, Gamesley, Stanley Green and Cheadle. Continued engagement with rail industry partners and central government is a crucial element of this ongoing process, in order to identify opportunities to deliver and fund these new stations. It should be noted

that only a small number of them could feasibly be delivered between now and 2040 due to operational constraints, including the need to maintain a reliable and workable timetable. Greater Manchester will have to ensure all issues are considered before determining which are to be taken forward to delivery.

120. In the next five years, we will also develop options to enhance station facilities across Greater Manchester. This work will be focussed on access to and from stations, and will support efforts to provide residential, commercial and community facilities. It is proposed that - subject to planning approvals and developer contributions - existing stations will undergo major redevelopment, and in some cases, there is the potential for a new station to support development. Work across Greater Manchester is being undertaken in collaboration between the Greater Manchester Station Alliance, individual local authorities, Network Rail, Northern Rail, TfGM, the GMCA and transport regeneration body LCR.
121. Beyond the five year time period covered by this Delivery Plan, we will investigate opportunities for new stations where demand for rail travel has increased - and where investment in the network makes this possible - in locations such as Diggle, White City and Timperley East.
122. **Station Accessibility:** In April 2019, Department for Transport announced 73 stations to be awarded funding through the Access for All programme. In Greater Manchester, two stations were successful: Daisy Hill and Irlam. In March 2020 Government announced funding to create step-free access at Walkden station. TfGM will be working closely with Department for Transport, Network Rail and the train operator to progress these important projects. All work at successful stations is to be completed by the end of March 2024.
123. In addition to these significant improvements, in October 2019, TfGM (in partnership with Northern Rail) applied for Department for Transport Access for All Mid-Tier programme funding. The £20m programme was focussed on stations where accessibility improvements (such as the introduction of handrails) could be delivered with up to £1 million of Government support. TfGM and Northern were successful in their nomination of small-scale improvements at 22 stations in GM. It is anticipated that all interventions that make up that programme will be delivered by April 2024.

Our Streets

Summary

124. Transforming Greater Manchester's streets will be an essential component of achieving our Right Mix target and the network principles of our 2040 Transport Strategy. We will apply our Streets for All framework for everything we do on our streets. This approach will deliver changes across all types of street in Greater Manchester, including neighbourhood streets, high streets, connector streets and strategic roads and motorways. The ambition is to enable more people to walk, cycle and use public transport, and improve reliability for, in particular, buses and freight vehicles on the key route network serving our towns and Regional Centre.
125. Over the next five years we aim to invest in the GM highway network to deliver change that meets the aims of Streets for All. This will include:
- **Opening 420 miles of the Bee Network through construction of £275 million of high-quality walking and cycling schemes, and development of an additional £215 million of schemes proposed by the 10 local authorities;**
 - **Implementation of town centre Streets for All schemes that unlock regeneration, make streets accessible to all, and support journeys by sustainable modes at Farnworth and Stretford, and development of 15 further town centre schemes across Greater Manchester;**
 - **Realisation of the City Centre Transport Strategy through delivery of proposals including Streets for All schemes on Deansgate, Whitworth St as well as public realm improvements in key city centre squares such as Albert Square and Piccadilly Gardens;**
 - **Developing Quality Bus Transit Corridors that will provide reliable, attractive bus facilities on bus routes across Greater Manchester, prioritising connections between Rochdale, Oldham and Ashton – See Our Bus section;**
 - **Delivery of 55 miles of new routes and 140 new crossings across Greater Manchester by December 2021;**
 - **Implementation of a Greater Manchester Bike Hire scheme, the first phase in the regional centre, will aim to provide access to public bikes within 500 metres of 100,000 households; and**
 - **Delivery of £17m of Emergency Active Travel Measures across Greater Manchester, including over 60km of high quality cycling and walking routes enabled (subject to a successful funding bid).**

126. Our Streets committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Streets

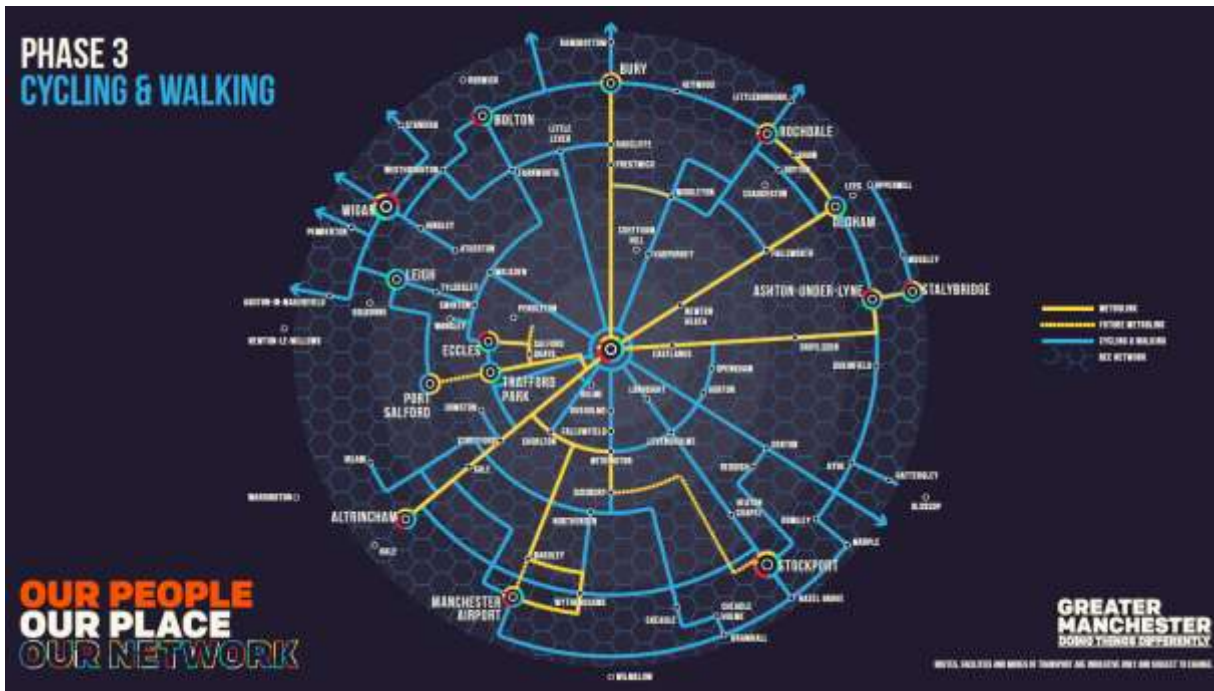
127. We need to plan and manage how we use our roads and streets to enable more people to travel by public transport, walking and cycling. Growth in motorised vehicle use has resulted in congestion, air and noise pollution, road traffic injuries and increased severance between communities due to high traffic levels and speeds. We cannot build our way out of congestion; we have to tackle it by delivering a reliable bus network that competes with private car travel in terms of journey times and comfort, and a walking and cycling network that enables people to leave the car at home for short trips.
128. Delivery of the 2040 vision will require **developing new approaches to designing and managing streets** across Greater Manchester. To establish this, TfGM and local authorities have been working to deliver pilot schemes that support the Streets for All objectives detailed in the 2040 Transport Strategy. These include development of the **Bee Network**, undertaking **Streets for All Corridor Studies** on some of the busiest roads in Greater Manchester, establishing new ways of **managing freight and deliveries**, and applying Streets for All principles within **town centre regeneration projects**.
129. New approaches to appraising and developing new highways schemes will be required to support our Right Mix and zero-carbon objectives, to ensure new developments prioritise sustainable trips, and to make best use of our assets. Importantly, where schemes provide capacity for motor traffic, improvements will be delivered for walking, cycling and public transport by integrating new facilities, and where communities are bypassed, 'locking-in' benefits through measures to reallocate provide more space to active travel and public transport to ensure that traffic does not return to these streets.
130. To support this new approach, GM will be publishing a **Streets for All Strategy**. This strategy will set out why a change in how Greater Manchester's streets are designed and used is needed, the aims and objectives of Streets for All, and TfGM's approach to delivery. This strategy will be complemented by a **Streets for All Design Guide**, which will support the application of this new approach. This will establish key principles for new infrastructure on our streets based on street type and local needs, identify best practice to support scheme design, delivery and maintenance, and provide an audit tool to ensure proposals meet the needs of all people who use our streets. Key street types to Greater Manchester are shown in Figure 9 and sections below.

Figure 9: Our Types of Street in Greater Manchester

131. Building on this work, as part of the Congestion Deal, TfGM is updating our **Sustainable Communities Guidance** that seeks to guide delivery of sustainable transport measures within new development. This will form an essential tool in realising the growth across Greater Manchester, ensuring new development in the city-region enables and prioritises healthy, sustainable journeys through the delivery of well-connected places that support the Streets for All aims.
132. The following sections provide an overview of how we will deliver Streets for All through our ambitious walking and cycling programme, activities to transform journeys across our multiple street types, and our approach to managing our streets, including freight and maintenance. Details on individual schemes are provided in the supporting information for Maps 1: committed schemes to be delivered in the next five years, Map 2 - schemes for business case development and Map 3 – schemes for option development.

Cycling and Walking

133. The provision of world-class walking and cycling infrastructure, supported by strong community engagement, will enable active travel to become the natural choice for short journeys and, in turn, will make Greater Manchester a healthier, cleaner and safer place to live. The interventions in this section will primarily target shorter distance journeys of 5km or less and will contribute to achieving our Right Mix vision of 50% of trips to be undertaken by walking, cycling or public transport by 2040, as well as the objectives of Streets for All.

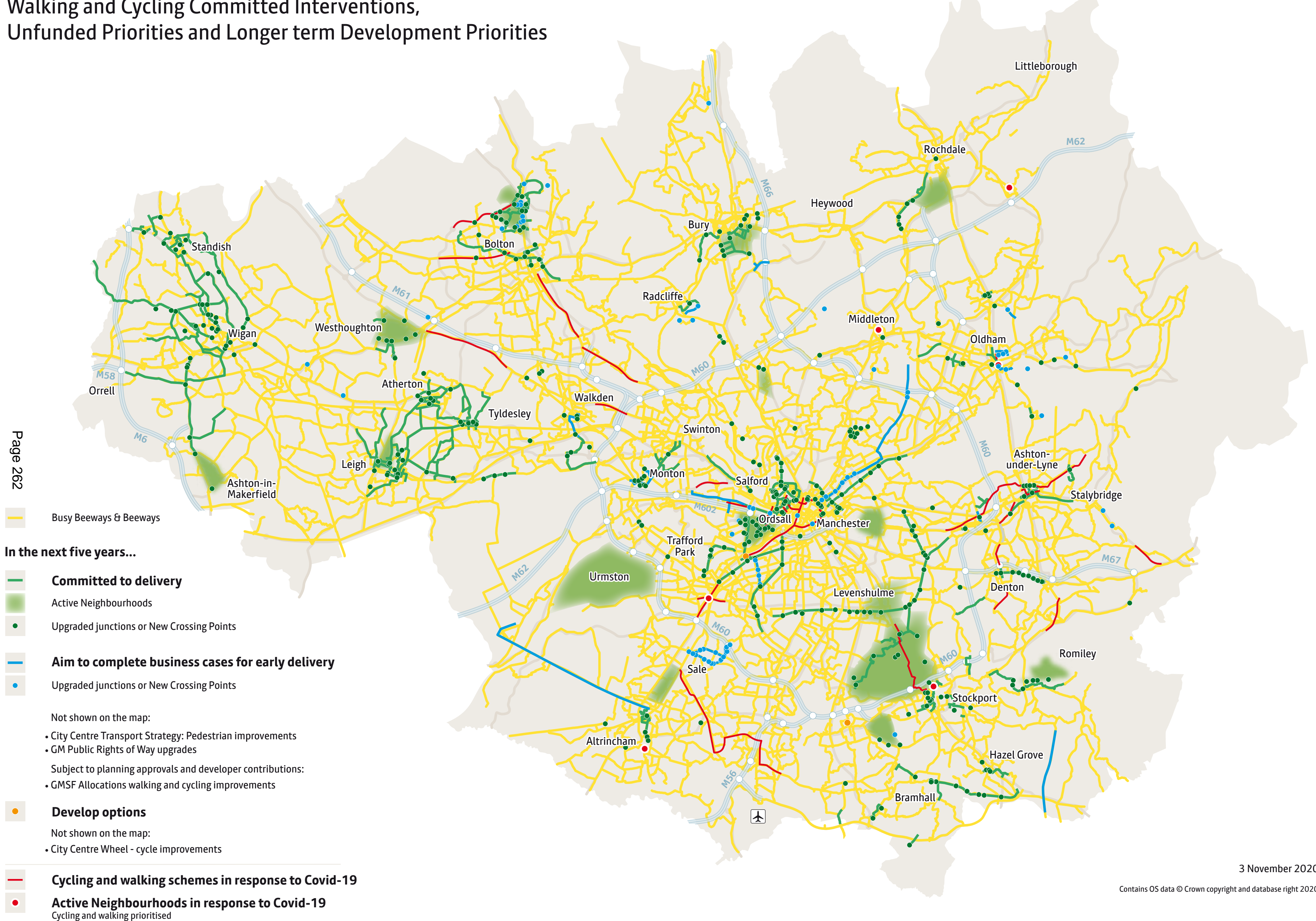


134. **Greater Manchester's Walking and Cycling Investment Plan** sets out bold plans to enable the majority of the 1 million more sustainable journeys needed each day to meet the Right Mix target to be made by foot and bike. This document set out the vision for **the Bee Network**, Greater Manchester's masterplan to transform travel on foot and by bike. The network is the longest planned walking and cycling network in the UK and, when complete, it will connect every neighbourhood of Greater Manchester. Developed through extensive consultation in 2018, the network will cost an estimated £1.5bn to deliver, and is made up of three core components:
- Protected Space: 435 miles of main road corridors and town centre streets with protected links, junctions and public realm improvements
 - Removing points of severance: 2,400 crossings of busy roads or other points of severance (including rivers, canals and railway infrastructure) to connect quieter streets, providing 1,397 miles of the Network
 - Filtered neighbourhoods: 17 identified to date where walking and cycling is prioritised.
135. Adhering to extremely high design standards, adopting and indeed going beyond those required in the Government's recently published on Cycle Infrastructure Design Guidance, and alongside a comprehensive wayfinding system, these elements will deliver a network that removes many of the barriers currently preventing Greater Manchester residents from walking and cycling for short, everyday journeys.
136. An updated Bee Network was published in June 2019 (see below). The network will ultimately connect all neighbourhoods, but early priority is intended for routes to key destinations such as town centres and major employment areas. The network will be regularly reviewed and updated in consultation with local people.

MAP 4

Walking and Cycling Committed Interventions, Unfunded Priorities and Longer term Development Priorities

Page 262



In the next five years...

Committed to delivery

- Active Neighbourhoods
- Upgraded junctions or New Crossing Points

Aim to complete business cases for early delivery

- Upgraded junctions or New Crossing Points

Not shown on the map:

- City Centre Transport Strategy: Pedestrian improvements
- GM Public Rights of Way upgrades

Subject to planning approvals and developer contributions:

- GMSF Allocations walking and cycling improvements

Develop options

Not shown on the map:

- City Centre Wheel - cycle improvements

Cycling and walking schemes in response to Covid-19

- Active Neighbourhoods in response to Covid-19
Cycling and walking prioritised

3 November 2020

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137. **Mayor's Challenge Fund (MCF):** The GMCA has allocated £160m from 2018-2022 to fund the first phase of delivery of the Bee Network through the Transforming Cities Fund. At the time of writing, six rounds of scheme applications have been approved for programme entry by the GMCA, totalling 82 schemes with a total value of around £493m. With the existing available funds, Transforming Cities funding, combined with a total of £135m in local contributions, there is a funding gap of around £200m.
138. The current funding package will deliver approximately 10% of the Bee Network and the ambition is to deliver 10% of the network per year so it is complete within 10 years, estimated to require a further £1.3 billion in funding to deliver.
139. Map 4 presents the specific walking and cycling schemes that have been given programme entry through MCF. A range of other specific walking and cycling interventions to deliver the full Bee Network will be identified, funded and delivered throughout the life of this Delivery Plan.
140. **Active Travel Fund (ATF):** Two tranches of Active Travel measures, with a value of £19m, are planned for delivery during 2020/21 in response to the Covid-19 pandemic, supporting the Greater Manchester economy to build back better.. These will enable over 60km of walking and cycling routes, schemes in seven town/city centres across GM, and over 50 modal filters restricting through motor traffic on local streets that will help address immediate challenges presented by Covid-19. These proposals will support town and city centres and access to employment and services, in particular for the most deprived communities. The measures will also help tackle longer-term critical public health challenges associated with physical inactivity and road safety, the climate emergency and the impact of congestion on the city-region's economy.
141. **Bike Hire:** Alongside the Bee Network, the GMCA is committed to delivering a network of easy access hire bikes. 74% of households in Greater Manchester do not have access to a bicycle, limiting their travel options. Greater Manchester Bike Hire seeks to address this issue and make accessing a bicycle more convenient. The first phase is planned to provide public bikes within 500 metres of 100,000 households. The scheme will be an important element of Our Network, with a phased approach to delivery. Phase 1 will focus on the regional centre which will help to develop the right model for a Greater Manchester-wide approach.
142. **Highways England Designated Funds:** There is also potential to secure additional funding from Highways England's Designated Funds for walking and cycling improvements. This is particularly the case where opportunities are identified to overcome barriers caused by heavily trafficked strategic roads, or where there are opportunities for people to switch to walking or cycling from existing short car journeys on the Strategic Road Network. Please refer to the Motorways and Trunk Roads section for further details.

Local Highways

143. To realise the aims of the Streets for All and 2040 Transport Strategy, we need to transform how Greater Manchester's local highways perform for people who travel along or spend time on them. This includes improving the way in which roads move people and goods across the city, but also their functionality as High Streets, neighbourhoods and local destinations where people live, shop, work and spend time.

144. To achieve this change, Greater Manchester is working to develop a more holistic approach to the delivery of street infrastructure that improves journeys for all users, alongside wider measures to better manage traffic and road safety. To support this change, a street typology approach is being developed through Streets for All that will seek to ensure that infrastructure we deliver meets the needs of all people, communities and businesses that live on and use our streets.

Active Neighbourhoods

145. Neighbourhood journeys are the most numerous type of trip identified under the four 2040 Transport Strategy spatial themes. These currently account for around 2.5 million journeys every day made in Greater Manchester, and it is expected that these and will need to increase by 20% by 2040 to meet our spatial theme targets.
146. Defined as local trips under 2km in length, these neighbourhood trips have highest potential to be made by foot and bike. However, 45% of these journeys are currently made by private car. To meet Right Mix targets, by 2040, we want many long trips to be replaced by short trips in Greater Manchester, with people having better access to local services close to where they live, and for at least 64% of these short journeys to be made by active travel. We will focus on delivering a significant shift to walking and cycling for these journeys from private car over the next five years.
147. To achieve Active Neighbourhoods, local streets need to be pleasant places to live and provide a safe and attractive environment for people to make every day local journeys by foot and bike: neighbourhoods where it comes naturally to travel actively as it is simply easier than getting the car out. In the next five years we will deliver Active Neighbourhoods projects across all 10 local authorities, alongside wider measures such as School Streets, and local road safety schemes.
148. More detail on our GM-wide approach to enabling this change is provided in the Walking and Cycling section of this document, with locally specific approaches and schemes presented in the appended Local Implementation Plans for each of 10 GM local authorities.

Town Centres

149. Greater Manchester's town centres contain many of our Destination Places and High Streets, which are essential to supporting our local economies and the quality of life of our residents. Transforming these places will be essential to enabling economic growth across Greater Manchester, as well as increasing the number of people travelling to them on foot, by bike and by public transport.
150. A renewed focus on town centre vitality and regeneration will result in more people living in and around our town centres and high streets. This will help to support local shopping, health, education and leisure facilities. Regeneration initiatives need to be underpinned by Streets for All principles, with a strong focus on improving the experience of walking, cycling, using public transport and spending time on streets, while ensuring other essential functions, such as deliveries, can happen efficiently and reliably.
151. Achieving this will require measures to improve walking, cycling and public transport infrastructure, minimise the impact of motorised traffic on people and public spaces, and

improvements to the public realm. Significant investment in access to town centres is committed through the Mayor’s Challenge Fund for cycling and walking improvements, Growth Deal for public space and accessibility improvements, and new public transport interchange facilities such as in Stockport.

152. Work has also been undertaken as part of Streets for All Corridor Studies to develop opportunities to improve access by foot, bike and public transport at town centres and high streets located along some of the most heavily used roads in Greater Manchester. Following these studies, proposals to transform streets at Farnworth and Stretford have been submitted as part of Future High Street Fund bids to secure additional investment in the vitality, accessibility and attractiveness of these town centres. Further transport interventions to support the Mayor’s Town Centre Challenge towns will be developed alongside regeneration proposals at Prestwich, Swinton, Stockport, Stalybridge, Stretford, Rochdale, Leigh and Royton.
153. More information on plans to integrate town centres with our public transport network can be found in the Our Rail, Our Metrolink, and Our Bus sections of this document. Quality Bus Transit will play a particularly important role in connecting our town centres, providing an accelerated programme that will strengthen links between bus and local centres through reliable, attractive services, integrated within wider public realm and active travel networks.
154. Details on challenges and future plans for key of town centres across Greater Manchester are provided in more detail within the appended Local Implementation Plans for each of 10 GM districts.

City Centre Streets

155. Formed of streets across the Greater Manchester street typology, from Destination Places to Strategic Roads, streets within the city centre are the most used in GM. To transform streets within the city centre, a new **City Centre Transport Strategy** is being prepared to set out a masterplan to provide the city centre with a world-class transport system, and make it a better place to live, work, invest and relax.
156. The measures within the Draft City Centre Transport Strategy include an action plan for infrastructure investment to support the vision for “a well-connected, zero carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit.” This will deliver on the central aim for at least 90% of all trips to the city centre to be made by walking, cycling or using public transport before 2040, and for walking to become the main mode of travel within the city centre.
157. Key investment priorities for city centre streets within the strategy include redevelopment of Albert Square as one of the finest civic spaces in Europe, formalise the temporary arrangement that has removed traffic along Deansgate to make it a more attractive street for people on foot, and new and enhanced city centre cycle routes, including the Northern Quarter Cycle Route and Chapel Street. More information on schemes planned on city centre streets is available within the Draft City Centre Transport Strategy.

Connector Roads (including the Key Route Network and Major Route Network)

158. Connector Roads perform the widest number of roles across Greater Manchester. These roads support the movement of people across the city-region and beyond by bus, bike, foot, taxi and private cars, enable freight and goods to be delivered, while also providing place functions when they pass through local centres and residential neighbourhoods. Change in how these roads function will be essential to enabling people to travel by active and sustainable modes, while also reducing the impacts of congestion and supporting new residential and commercial development.
159. **Key Route Network:** A significant proportion of connector roads in Greater Manchester are part of the 600km Key Route Network. TfGM are responsible for monitoring and evaluating performance of this network and working with our local Highway and Traffic authorities to develop shared approaches to management and investment. Work to enhance this network include a continued programme of maintenance, incorporation of Streets for All principles within new infrastructure, and measures to support new development. More information on these approaches are in sections below.
160. **Streets for All Corridors:** Applying the Streets for All approach across Greater Manchester's highways network will be essential to increasing the number of sustainable journeys made by foot, bike and public transport. TfGM has undertaken seven Streets for All Corridor studies across 72 miles of the Key Route Network and highways in Greater Manchester. These studies have identified opportunities to improve these streets for all users, enhancing integration and quality of public transport on our roads, access to town centres and rapid transit hubs, and connectivity to and within local neighbourhoods. We will look for opportunities to develop and deliver these ideas and to study opportunities on other parts of the Key Route Network.
161. **Road improvements to support new development:** There are currently nine major street schemes, programmed for delivery within this plan that benefit from Growth Deal funding from Government. Each is linked to specific growth areas within Greater Manchester or to address specific congestion bottlenecks. These schemes will apply the principles of Streets for All in design, and will deliver facilities to manage severance, support people travelling by foot or by bike, and improve public transport reliability and comfort.
162. Proposed new routes include new east-west connections in Wigan and Bolton; Carrington Relief Road, to enable the development of the Carrington growth area; and further phases of the Western Gateway Infrastructure Scheme (WGIS) to facilitate development at Trafford Waters and the tri-modal freight terminal at Port Salford. Integration of Streets for All principles will be essential to these schemes, and facilities to improve walking, cycling, and public transport journeys will be required on both new and bypassed routes.
163. These proposals will only be taken forward when there is an evidence base that shows the development proposals would not be deliverable without them, even with other on- and off-site mitigations. Where new roads are built to remove traffic from heavily congested local communities, projects will reallocate space on existing streets from

motor vehicles to walking, cycling and public transport as well as providing new and improved public spaces, to 'lock in' the benefits for local communities.

164. **Major Road Network:** The Government has established a Major Road Network (MRN) for England. This consists of the busiest and most economically important local authority roads across the country and is intended to complement the SRN. The MRN is supported by dedicated funding provided through the National Roads Fund, which utilises money raised through Vehicle Excise Duty. We have worked with Transport for the North to advise Government on priorities for investment in the first five years of the MRN (2020-2025). We will continue to work with Government and TfN to ensure that the MRN in Greater Manchester meets the requirements of our economy and residents, and to identify potential interventions for funding that apply the Streets for All principles (for example supporting buses on key corridors and overcoming severance by foot and bike).
165. **Congestion Deal:** The Mayor's Congestion Deal (2018) identified five clear causes of congestion: too many people travelling at the same time; too many short journeys by car; roadworks; poorly timed traffic signals; and people having no alternative to driving. The actions identified in the Congestion Deal embedded in this Delivery Plan will continue to be implemented over the next few years, including further investment in smart traffic signals, improvements to sustainable alternatives to cars and road freight, and working with businesses and communities to support people to make changes to when, how and where they travel so that they are less affected by congestion.

Strategic Roads & Motorways

166. Greater Manchester's network of motorways and trunk roads (forming part of the national Strategic Road Network) is managed by Highways England. Over the next five years, we will continue to work with Highways England to tackle congestion and deliver improvements to the network, particularly where such improvements can help directly to unlock new development. We will also work with Highways England through its Route Strategy process to identify the requirements for the SRN in Greater Manchester in the next Road Period (2025-30).
167. **Smart Motorways:** Highways England has delivered Smart Motorway projects on the M60 through the north and west of Greater Manchester (junctions 8 to 18) and M62 over Chat Moss (junctions 10 to 12) and is planning to convert further stretches of motorway to Smart Motorway in Greater Manchester, including on the M6, M56, and the M62 over the Pennines. Smart motorway projects increase road capacity and reliability faster and at less cost than traditional road widening schemes. They do this by using the space within the current motorway boundaries. Highways England, working with the Department for Transport, will also deliver actions emerging from the recent stocktake of safety on Smart motorways, including stopped vehicle detection and other technology enhancements. These actions focus on making smart motorways even safer and increasing public confidence in their operation. Smart Motorways will not fully address congestion issues, however, so a wider series of interventions across all modes are set out in this Delivery Plan.
168. **M60 North West Quadrant:** The next five years will see the completion of the M60 North West Quadrant Strategic Study which will produce proposals for action on and off the strategic road network. The next phase will focus on identifying packages of small schemes that can be developed to support the M60. Delivery of these interventions is

likely to start in the late 2020s. Within this study area Highways England is already committed to delivery of an improvement scheme at Simister Island (the junction of the M60, M62 and M66), work on which will commence in the next five years.

169. **Trans-Pennine Road Connections:** Highways England will shortly be delivering the Mottram Moor and A57(T) to A57 Link Roads, as part of a package to improve Trans-Pennine road connectivity between Greater Manchester and South Yorkshire. Options for the longer term are currently being considered as part of the Trans-Pennine Tunnel Strategic Study.
170. **Airport Growth:** Improvements to access Manchester Airport by road are planned to support its future growth. In addition to the implementation of Smart Motorway on the M56 between Junctions 6 and 8, Manchester Airport have planning obligations to upgrade the road network serving the Airport from the west via Junction 6 of the M56. The timing of this project is dependent on passenger growth, which will be influenced by the impact of the Covid-19 pandemic on air travel. Their design and implementation will need to be coordinated with highway access for the proposed HS2 station. It is likely that in the longer term, an increase in motorway capacity will also be required to accommodate the growth of the Airport. Highways England is leading a study to determine the interventions required to address demands in the airport area. We will continue to work closely with Highways England on this and future studies to determine the interventions required and to ensure that the role of and impact on local roads and sustainable travel are fully understood.
171. **Designated Funds:** Department for Transport has allocated £900m to Highways England over the six-year period from 2015 to 2021 to support a set of national Designated Fund'. These currently cover air quality; cycling, safety and integration; environment; innovation; and growth and housing. Greater Manchester has already benefited from these funds, especially for projects to reduce the severance impacts of the motorway network for people walking and cycling. Highways England's business plan for 2020-25 confirms that £936m will be allocated to a restructured set of Designated Funds covering safety and congestion; users and communities; environment and well-being; and innovation and modernisation. Confirmation is awaited of the exact criteria for allocating these funds.
172. **Environment:** Highways England is starting a speed limit trial to improve air quality at four locations on the motorway network in England, including on the M602 in Salford. The new reduced 60mph speed limit on the M602 between Junctions 1 and 3. We will continue to cooperate with Highways England to understand the environmental impacts of the SRN in Greater Manchester and the scope for and impacts of mitigation such as this speed limit restriction.

Managing Our Streets

173. **Moving traffic offences:** Moving traffic offences such as blocking yellow box junctions can contribute to congestion but currently need to be enforced by police officers. We will continue to promote the need to secure the powers from government for local Highway Authorities to enforce moving traffic offences that contribute to congestion because it would be a more cost-effective way of policing.

174. **Road Safety:** To achieve our ambition of Streets for All, we need to tackle the dangers that result in road collisions with the consequential loss of lives, serious injuries and the perception of these dangers that discourage cycling and walking. The 2040 Transport Strategy has set out our ambition to reduce deaths on our roads as close as possible to zero. Please refer to the Safety and Security section (page 61) for further details.
175. **Network Management:** Congestion can represent a significant barrier to economic growth, or blight surrounding communities. We need to increase the reliability of our existing network to ensure future growth is not constrained, with a particular focus on better managing the use of available road space and providing information to road users. Encouraging more sustainable and space-efficient modes of travel, as well as improving the connections between locations are other key elements.
176. The ten Greater Manchester local authorities, TfGM and Highways England will continue to work together to create a more integrated approach to the management of the highways network to minimise the impact of congestion on local communities, including managing longer routes that cross districts, a 24/7 control centre to manage the traffic lights, and better management of roadworks.
177. **Maintenance:** Each of the ten local authorities, in their capacity as Highways Authorities, has a statutory duty to maintain their highway, with TfGM coordinating strategic asset management of the Key Route Network through a KRN Asset Management Strategy developed in collaboration with the ten local Highway Authorities.
178. An indicative five year maintenance investment programme to 2022/23 has been developed for the main assets on the Key Route Network. Asset management investments for the maintenance of the key route network will focus on increasing preventative and planned maintenance, while reducing long-term reactive maintenance. A common scheme prioritisation framework will help determine future priorities, including a shared approach to bridge maintenance.
179. It is important to continuously monitor and manage key components. The performance of the key highway assets on the KRN will be reported and benchmarked wherever possible against similar regional KRN. This involves regular reviews and checks to implement improvements quickly. Success is monitored through:
- Assessing annual condition survey results of key assets;
 - Ensuring accurate and up to date data;
 - Evaluating performance targets and service levels for key assets;
 - Evaluating claims for compensation through injury or vehicle damage; and,
 - Evaluating the results of the National Highway and Transport customer satisfaction surveys.
180. **Asset Management:** Ensuring that the transport system is in good condition is essential to supporting people to walk, cycle and use public transport more and continue to travel safely by car. TfGM is directly responsible for the maintenance and renewal of a range of transport assets, including: the Metrolink fleet and stops, bus stations, interchanges, offices, commercial estates, cycle hubs and car parks. TfGM continues ensure that we are

making the best use of capital investment, and operating budgets are efficiently applied to extend asset life and sustain long-term performance.

181. **Electronic Traffic Equipment Asset Management Strategy:** TfGM also act, on behalf of the GMCA, as owners and maintainers of electronic traffic equipment across the region. TfGM has deployed an Electronic Traffic Equipment Asset Management Strategy for 2018, to further embed integrated management for the long-term maintenance of these assets. Lifecycle plans and renewal strategies will now be developed through scheduled asset condition surveys to ensure we undertake the right treatment/renewal at the right time.

Freight and Logistics

182. Changes in consumer behaviour and the rise of omni-channel retailing - where customers engage with brands using a combination of different platforms, including physically, using a laptop and via smartphone - has a significant impact on the movement of goods. Balancing the needs of freight and passenger demand on our transport network will be increasingly important as freight continues to grow. A key challenge over the next five years will be how to deal with the growing demand for deliveries into Manchester city centre as it expands as a location for both retail, employment and residential development.
183. Influencing the movement of heavy and light goods vehicles on our roads is a key focus of this Delivery Plan. We will need to maximise the benefit to the economy while also managing the negative impacts on our local road networks and communities. In particular, enabling freight deliveries to be made more efficiently in urban areas could help us achieve major air quality benefits (see the Clean Air and Carbon section on page 55).
184. **Working with partners:** Giving practical assistance to developers and other organisations to minimise, re-mode or re-time freight, or to use more environmentally friendly and safer vehicles, will continue to be an important project over the next few years. For example, we will work with retailers to reduce the number of delivery vehicles serving premises at peak times, and with town and city businesses with the aim of reducing the number of waste collection trips. Given the levels of growth in housing and jobs planned over the coming years, it will also be important to work with developers to carefully manage the impact of major construction sites on our roads and local communities, through the implementation of construction logistics plans.
185. **Consolidation:** TfGM and the 10 local authorities will also work with the freight and logistics industry and large public sector organisations such as the NHS to introduce sustainable distribution where possible, including consolidation in urban areas and for public sector organisations. We will work with couriers and other delivery companies to support micro-consolidation and 'last mile' using greener vehicles.

Our Integrated Network

Summary

186. This section sets out the work in Greater Manchester that is progressing across a wide range of wider initiatives, in addition to the Our Bus, Metrolink, Rail and Streets interventions, to ensure that the transport system as a whole works more effectively; to reduce carbon and create cleaner air as well as to eliminate barriers to travel; and to proactively respond to changing transport innovations.
187. Over the next five years we aim to invest in developing and delivering interventions in the following key areas:
- **Clean Air - a package of interventions forming the Clean Air Plan that are reasonably expected to reduce NO₂ concentrations to legal levels and have wider air quality benefits;**
 - **Carbon Reduction – measures that support the 2040 Right Mix, Five Year Environment Plan and the long-term aim for carbon neutrality by 2038;**
 - **Innovation - Roll-out and mainstreaming of future mobility technologies that support the 2040 Transport Strategy Network Principles;**
 - **Fares & Ticketing - Further phases of Greater Manchester’s smart ticketing;**
 - **Behaviour Change – targeted behaviour change activities through established programmes;**
 - **Safety and security – road safety measures and programmes to make our transport network safe and secure for all users; and**
 - **New multi-modal interchange facilities and travel hubs, including in Bury.**
188. Our Integrated Network committed schemes, unfunded priorities (for the next five years) and longer term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Integrated Network

189. Previous sections of this Delivery Plan have focused on projects specific to key modes of transport or enhancing infrastructure on our streets to improve the quality of places. The Our Bus, Metrolink, Rail and Streets interventions are proposed as they will also contribute to reducing carbon and creating cleaner air. We are also progressing a wide range of wider initiatives intended to ensure that the transport system as a whole works more effectively, to reduce carbon and create cleaner air as well as to eliminate barriers to travel and proactively exploring transport innovations. These activities are all in support of achieving the seven Network Principles set out in our 2040 Transport Strategy (see Page 10).
190. Motorised transport has brought great benefits to society, giving wide access to a range of employment, leisure and other activities, but its impact on the environment is damaging. Poor air quality is the largest environmental risk to public health in the UK and the evidence suggests that long-term exposure to air pollution contributes to the deaths of many people. The health impacts of air pollution impair residents' quality of life, reduce productivity and increase demand on public services. Cleaning up Greater Manchester's air is therefore a key priority for the Mayor, the local authorities and TfGM.
191. In the next five years, across the Our Integrated Network programme, we are committed to delivering a range of schemes including a number of clean air schemes (such as working with operators to retrofit buses) and customer-facing schemes (such as the smart ticketing programme and Mobility as a Service (MaaS) trials). Beyond the next five years, we will also be continuing our work with the TravelSafe partnership, to provide travel information and deliver innovation projects.

Clean Air and Carbon

192. Our proposals for a **Clean Air Plan** and reducing greenhouse gas emissions (including carbon dioxide) are crucial to improving the air we breathe and to protecting our planet for future generations.
193. Greater Manchester is currently developing a Clear Air Plan to tackle roadside nitrogen dioxide (NO₂) concentrations and to bring them down to legal levels. Our proposal, submitted to Government in March 2019, identified a package of interventions that are reasonably expected to reduce NO₂ concentrations in the 'shortest possible time', as required by Government. These measures, which propose a Class C Clean Air Zone with a daily penalty for non-compliant buses, taxis/PHV and HGVs from 2022 will extend to non-compliant LGVs from 2023. Further details on the policy behind the Clean Air Plan can be found on the GMcleanair.com website. Support for people who drive non-compliant vehicles will be provided in the form of Vehicle Renewal Schemes supported by a Clean Freight Fund, Clean Taxi Fund, Clean Bus Fund and Loan Finance. This will be assisted by ongoing activity, as summarised in previous sections, to improve Greater Manchester's active travel and public transport networks.
194. It should be noted that the Greater Manchester local authorities have been directed to identify measures for reducing NO₂ concentrations within the 'shortest possible time'. Therefore, although the interventions below are included in this Five Year Delivery Plan,

the 'shortest possible time' is likely to be well before 2025 and the interventions below are likely to be delivered much earlier than this.

195. Greater Manchester is committed to playing its part in delivering the international Paris Agreement target of containing rising global temperatures to well below 2⁰C. Many interventions in this Delivery Plan contribute towards achieving our vision of creating a carbon efficient, climate resilient city-region with a thriving natural environment.
196. One of the ways Greater Manchester is acting is through the **5-Year Environment Plan** (launched in 2019, at the second Greater Manchester Green Summit). The Environment Plan includes key priorities for improving our air quality and reducing emissions caused by travel, including reducing the distance we need to travel, increasing the use of public transport and active travel, phasing out fossil fuelled vehicles, establishing a zero-emissions bus fleet and decarbonising road freight transport.
197. Greater Manchester has also demonstrated clear commitment, alongside global cities, to tackling climate change by becoming a signatory to three international commitments on climate change: The Integrated Covenant of Mayors, The Compact of Mayors, and the Under 2 Memorandum of Understanding.
198. In summary our commitments include:
 - Investment in and expansion of the electric vehicle charging network: to support the transition to electric vehicles in Greater Manchester;
 - Assessing and developing a roadmap to deliver a zero-emission bus fleet from 2025: electrification of the bus fleets will deliver significant emissions savings. Public transport is also far more carbon efficient on a per person basis;
 - Transformation of cycling and walking infrastructure in Greater Manchester: Encouraging walking and cycling could significantly reduce fossil fuel use for short local journeys (see interventions in the Walking and Cycling section on page 43); and
 - Reducing freight emissions: Assessing and developing a roadmap to reduce freight emissions through modal shift, increased efficiency and alternative fuels for heavy vehicles: goods vehicles are essential to our city-region but have limited zero emission alternatives. Low emission fuels and changes to logistics infrastructure could significantly reduce emissions output (see interventions in the Freight and Logistics section on page 53)

Future Mobility

199. Greater Manchester has a strong record in supporting and testing innovative transport solutions. We developed a Future Transport Zone bid in 2019 and although not successful in securing funding we plan to take forward many of the planned initiatives if funding can be secured. Our Future Mobility work would aim to test and trial transport innovations where they support our 2040 Transport Strategy ambitions such as: dynamic demand responsive public transport, e-mobility solutions (including e-bikes and e-scooters), first/last mile mobility hubs, autonomous transport services, dynamic kerbside management, e-freight consolidation, car clubs and a mobility platform that integrates

existing and new services bringing together customers and providers in new ways. We intend to pilot a new mobility platform, with the potential to bring together all mobility services from public and private transport providers, allowing people that live and work in GM to make end to end trips using different modes, charged against a personal mobility account.

200. In addition, we are involved in ongoing trial projects which explore how transport infrastructure, including smart bus stops, lighting and air quality monitoring can be connected to the 'Internet of Things'. Digital connectivity and technology are vital to enabling people to choose the best option for their journey. TfGM, working jointly with GMCA, will build on GM's strong digital industry to deliver a clear strategic vision on 5G, super-fast fibre optic, and commercial opportunities to maximise the value of GM assets.

Interchanges

201. In recent years Greater Manchester has invested in interchanges in a number of our town centres. There are projects in construction, committed schemes and those in development. Investing in key interchanges not only facilitates the integration of different modes of transport but also supports wider regeneration of key centres in Greater Manchester. The development of new interchanges, including in Stockport and Bury, is in our programme for the next five years.

Travel Hubs / Park and Ride

202. Future work in Greater Manchester will develop the concept of travel hubs – an evolution of the existing approach to park and ride. Travel hubs intend to take a more rounded view of improving the access to rapid transit stops and stations. The aim is to increase rapid transit customer numbers and support the Right Mix vision, while de-carbonising the access to our rapid transit stops and stations.
203. Subject to feasibility and business case, the travel hubs ambition extends beyond traditional park and ride to include integration of active travel, public transport, demand-responsive transport, such as Local Link, shared mobility, such as bike hire, and pick-up/drop-off provision. Features to be investigated include parking, storage and electric charging infrastructure for both private and shared vehicles. Facilities that benefit our customers and could generate net revenue for TfGM such as commercial businesses and logistics will also be investigated.
204. Parkway on the Trafford Park Metrolink Line is an example of a park and ride that is currently under construction, while Rochdale station is a candidate for developing the travel hubs approach.

Fares and Ticketing

205. TfGM has developed its get me there smartcard and Metrolink zonal fare structure to better integrate travel across Greater Manchester. Over the next few years, we will also be continuing work with Transport for the North to collaborate on ticketing initiatives that make travel by public transport across the North.
206. **Further phases of Greater Manchester's smart ticketing initiative:** TfGM are undertaking further work to explore wider ticketing & payment opportunities within

Greater Manchester. In particular, and in line with the principles of the 2040 Transport Strategy, there may be a strong strategic case for expanding contactless, pay-as-you-go on Metrolink including to other modes of transport which would result in a multi-modal ticketing customer offering across Greater Manchester. At present, the powers of the Mayor and the GMCA to introduce such a system are limited and may depend on the preferred option for the potential reform of bus in Greater Manchester. With that in mind, TfGM will continue to develop new opportunities for modern payment methods which travelling customers will increasingly want and expect for all modes

207. On behalf of the Mayor and the ten local authorities, TfGM provides funding for young, old and disabled people to travel at reduced fares or for free. Recent initiatives include:
- Our Pass: Launched as a two-year pilot in 2019, the pass entitles young people aged 16-18 to free travel on local bus services, as well as access to a range of exclusive opportunities.
 - The Women’s Concessionary Travel Pass: Launched in 2018, the pass entitles thousands of women affected by the change in the state pension age to free off-peak travel on bus, train and tram.
 - Access to Apprenticeships: TfGM is supporting apprentices across the region with a free 28-day travel pass valid on bus and tram services.
208. In 2017, TfGM launched the get me there smartcard, which complements the get me there Metrolink app launched in 2016. This enables passengers to make integrated journeys by purchasing multi-operator and multi-modal products which are loaded on to the get me there smartcard. In July 2018, the GMCA approved a new zonal fare structure for Metrolink. This reduced the number of different types of fares available from 8,556 to just 10. This simplified the offer to customers, and also helps to achieve the full benefits of contactless pay-as-you-go ticketing by replacing return tickets with zonal daily capping. The zonal fare structure was introduced on Metrolink in January 2019 and was followed up later that year with Contactless pay-as-you-go on Metrolink, which provides a convenient and simple way to pay for travel, enabling customers to simply ‘touch in’ and ‘touch out’ with their debit/credit cards. The daily price is capped, and customers don’t need to carry a separate travel card or ticket.
209. We are now seeing increasing numbers of people working or studying on a part-time, flexible or short-term contract basis, or home-working on some days. This means that flexible ticketing options are vitally important to support our rapidly changing economy. In response to this, TfGM has introduced the Clipper Metrolink ticket to enable customers to save money if they are working more flexibly or travelling less often than the conventional Monday to Friday working week. Clipper tickets can be purchased for use with get me there smart cards. Customers can touch-in before boarding and touch-out at their destinations, using the smart readers at Metrolink stops. It is hoped that this will make public transport more affordable, and easier to use, for flexible workers, part-time workers or anyone who travels regularly but not every day.

Customer Information

210. We have a vision to enable the provision of accurate, reliable and easy to understand travel information to residents, businesses and visitors of Greater Manchester when and how they choose – so they can make informed choices and get the most out of our transport networks. This supports TfGM’s objective to make travel easier as well as meeting TfGM’s legal requirements around information provision.
211. As part of this, we aim to provide consistent information to customers, engage with owners of external communication channels, make use of technology, and apply a dynamic approach to responding to the changing needs and expectations of our customers.
212. In recent years, TfGM has made significant steps towards meeting these goals. This includes:
- Enabling Metrolink accessibility information to be available on Google Maps;
 - Releasing Metrolink fares as Open Data;
 - Increasing the number of bus operators with real time data available on TfGM channels; and
 - Building relationships with our external partners.
213. We have an established roadmap of improvements that follow the Customer Travel Information vision and principles which are wholly aligned to the organisational vision for the future.
214. The way customers access travel information continues to change, increasingly moving away from paper information to digital platforms – especially journey planners such as Google. Therefore greater emphasis is being placed on providing data to 3rd party developers so that more of our customers may access our travel information. We continue to develop our Open Data offering which will include a broader range of data on an updated Open Data Portal.
215. In addition, we are reacting to the impact of Covid-19 in recognising and developing new solutions to important customer requirements which aim to build confidence in travelling on Public Transport including:
- Providing tailored customer travel advice;
 - Maintaining the regularly changing provision of timetable data for internal and 3rd party use;
 - Greater visibility of cleaning routines across the different modes of transport
 - Information regarding patronage and how busy the different modes of public transport are expected to be; and
 - Increased information around the availability of cycling and walking schemes.

Behaviour Change

216. TfGM offers a free business travel advice service which encourages business, school and community engagement, and supports organisations that promote walking, cycling, public transport, flexible working and car sharing to employees. Benefits for organisations include sustainable travel grants (e.g. to pay for facilities or equipment), Personal Travel Planning for employees, and public transport ticket offers.
217. **Embedding Behaviour Change:** In addition to the specific behaviour change interventions and engagement with school, business and community groups, we will also embed behaviour change and road safety elements into the delivery of other programmes (shown in other sections), such as:
- Major town centre improvement packages, including in Stockport;
 - Implementation of a Clean Air Plan;
 - Delivery of new public transport and walking and cycling infrastructure;
 - Delivery of the Mayor's Town Centre Challenge;
 - Cycle parking provision at public transport interchanges;
 - Further phases of Greater Manchester's smart ticketing initiative;
 - Assisting planning authorities with an online toolkit to improve the process and quality of travel plans associated with new developments; and
 - Developing ways to better integrate with other third sector cycling and walking delivery partners
218. Behaviour change activities are targeted in the areas where they will have the biggest impact in reducing congestion, reducing roadside air pollution and increasing levels of physical activity. The focus is on providing support and advice to encourage more sustainable ways of travelling or to reduce the number of trips (for example by homeworking); travel at different times to avoid travel in peak periods; or choosing a less busy or less polluted route.
219. Best practice and behavioural change theory have informed our priorities and helped to define the most appropriate audiences, locations and times for attention. These include:
- People commuting to work or travelling on business using our most congested roads who may be open to alternative, less congested options;
 - People who are undertaking a life change, such as changing job location, starting a new school, or moving house and therefore are open to thinking about new daily journey; and
 - People who live or work close to sustainable transport infrastructure or services who may not yet have considered how they can use it.

Safety and security

220. The 2040 Transport Strategy sets out our ambition to improve **road safety** and reduce deaths on our roads as close as possible to zero. Reducing road danger is a fundamental requirement for delivering Streets for All, and we are committed to working hard to achieve this ambition. TfGM is seeking to develop proposals for a new framework to eliminate road deaths and serious injuries. This new framework would be part of our overall Streets for All agenda, plans to improve walking and cycling infrastructure and our strategy to improve the bus offer and clean up the city-region's air.
221. TfGM is already supporting **Safer Roads Greater Manchester (SRGM)** by working with Greater Manchester partners to reduce road danger. We continue to work in partnership with the local authorities, Greater Manchester Police, Greater Manchester Fire and Rescue Service and other safer roads stakeholders to deliver road safety campaigns and physical measures to improve the safety of the Greater Manchester's road network. Examples of recent areas of work include campaigns and interventions such as BikeSafe and motorcycling assessments; younger and older driver events; awareness of excess or inappropriate speed; people sharing road space; driver distraction & impairment etc. using geodemographic segmentation to prioritise resources where appropriate.
222. In Greater Manchester people are at the highest risk of being Killed or Seriously Injured (KSI) in a road collision (relative to the proportion of journeys travelling by that mode) when riding a motorcycle. In order, they are followed by people cycling, walking, young car drivers and car passenger. Safer Roads Greater Manchester are taking a road danger reduction approach which tackles danger at source with a focus on ensuring vehicles are being driven safely, at safe speeds which, in turn, makes cycling and walking feel safer.
223. Public transport is a safe way to travel, but some people are deterred from using it by the fear of crime and anti-social behaviour. We will continue to tackle this issue through the TravelSafe Partnership. In addition, TfGM continues to work closely with KeolisAmey Metrolink, the operator of Metrolink, to respond to industry recommendations from the Rail Accident Investigation Branch, including those from the investigation in to the overturning of a tram in Croydon in 2016, as well as implementing and ensuring compliance with a range of regulatory security requirements as determined by the Department for Transport.

Funding

224. This section sets out how Greater Manchester is developing its future transport programmes in terms of strategic planning, funding and delivery.

Current funding

225. Delivery of Greater Manchester's aspirations set out in this plan will require long-term funding. This funding will need to be made up of:

- Revenue funding to carry on planning and developing proposals, running and maintaining services and providing direct revenue support for transport services; and
- Long-term capital funding to invest in new transport infrastructure and make improvements to our current networks.

Revenue Funding

226. Greater Manchester's revenue funding for transport comes from a number of sources, including:

- From the ten Greater Manchester local authorities in the form of a Transport Levy and a precept that the Greater Manchester Mayor sets on the local authorities for undertaking statutory transport planning duties on their behalf.
- Net revenues from transport operations owned by TfGM, after allowing for operating costs from Metrolink and some bus services.
- Revenue grants from Government as part of the Earn Back arrangement, and grants for work on the rail network and for specific projects like HS2 development.
- From GMCA reserves for specific initiatives.
- Local Authorities utilise their own revenue funding to maintain the highway network, to provide street lighting, cleaning and winter gritting.

227. This funding is agreed on an annual basis with GMCA and set against specific priorities. These priorities include:

- Concessionary travel schemes for the young, the disabled and the elderly.
- Provision of socially necessary bus services in the form of the tendered network, accessible transport and school services.
- Operational costs of providing the services we deliver, covering staff costs; operating and maintaining infrastructure; safety and security; the traffic signal network; and passenger information.
- Financing costs related to the loans GMCA has taken out to fund improvements, e.g. Metrolink.

- Work to develop the next set of ideas and interventions for improving the transport network and on devolution related activities.
228. Further information on the TfGM's budget for 2020/21 is given on the GMCA website³.
229. GMCA and TfGM budgets are generally arranged with a two year settlement. Future budgets beyond 20/21 have yet to be set.
230. TfGM and partners are continuing to incur significant revenue costs funded from GMCA reserves and other funding streams to support scheme development and feasibility work on known GMCA priorities, including the development of potential transport solutions that will support the city-region's growth agenda and the development of the Greater Manchester Infrastructure Programme (see below).

Impact of Covid-19 on Public Transport Revenue Funding

231. As with other public transport modes, the onset of Covid-19 in March 2020 resulted in a dramatic reduction in bus patronage, falling to below 10% of normal levels in April. Some relaxing of the social distancing restrictions on buses during Summer 2020 allowed capacity to increase to c.50% of seating. Bus is now showing the largest growth out of public transport modes, though increasing at a slower rate than road traffic.
232. Central government initially put in place the Covid-19 Bus Services Support Grant (CBSSG) to provide temporary funding for the industry to cover the deficit caused by running close to normal operations, while experiencing significantly reduced revenues. Based upon CBSSG returns, TfGM estimates that public funding in Greater Manchester in August 2020 accounted for in excess of 50% of total costs. There is currently a rolling CBSSG funding deal in place with eight weeks' notice of any termination, but it is unclear how long this support will be in place.
233. Therefore, planning for the future is still severely limited. Along with other urban transport authorities, GMCA proposes a more sustainable package of government support to allow the bus network to get back to a position of stability to ensure Covid-19 recovery, and has co-signed a letter to the Secretary of State from the Urban Transport Group (UTG) members. TfGM and UTG propose the establishment of new arrangements that would route all public funding / subsidy for bus via city-region transport authorities, such as TfGM. This would allow such authorities to use that funding to buy those services from private operators that best deliver on the needs of the places they serve on the condition that fares are simple and more affordable.
234. A similar situation exists on Metrolink. During the outset of Covid-19 demand reduced to 5% to 10% of normal levels. During September 2020, patronage returned to up to 50% of pre-Covid-19 levels, and available capacity is limited by ongoing social distancing requirements.
235. Therefore, due to the impact of Covid-19, Metrolink has suffered a significant reduction in farebox revenues. For financial planning purposes, GMCA is assuming that the projected ongoing reductions in net revenues for Metrolink will be met from further government funding for the remainder of this financial year, with the risk of any overall

³ <https://www.greatermanchester-ca.gov.uk/who-we-are/accounts-transparency-and-governance/council-tax/council-tax-transport-funding/>

shortfall net of Government grants being mitigated from reserves earmarked for the capital financing of Metrolink over the medium to long term. This use of reserves would not be a sustainable source of funding in subsequent years if Government do not continue to provide funding to cover ongoing shortfalls in Metrolink net revenues. TfGM proposes a more stable three-year package of government support for Metrolink to allow the network to get back to a position of financial sustainability, over the medium term.

Capital Funding

236. Transport improvements for Greater Manchester's local networks are funded via the GMCA capital programme, which is in turn funded by a combination of grants and borrowings. This capital programme excludes improvements on the national rail and motorway networks, which are funded by Network Rail and Highways England respectively.
237. The current GMCA capital programme is made up of a series of different funding sources, some local, some national, the spending of which has been prioritised locally. Table 1 below shows the current capital programme through to March 2021. The Greater Manchester capital programme up to 2020/21 is funded by:
- The Greater Manchester Transport Fund 1, including Earn Back⁴, which has funded the A6 to Manchester Airport Relief Road and Trafford Park Metrolink line.
 - The Growth Deal, which is delivering c.£400m of improvements through schemes such as Stockport Town Centre Accessibility Improvements, Salford Bolton Network Improvements and Tameside interchange.
 - Transforming Cities Fund, Cycle City Ambition Grant and the Emergency Active Travel Fund, which are together delivering over £200m of major walking and cycling improvements across Greater Manchester.
 - Transforming Cities Fund is also funding £83m towards 27 new Metrolink trams and supporting infrastructure, which will come into service between 2020 and 2021.
 - The Government's Clean Air Early Measures Fund, from which Greater Manchester has secured c.£3m to deliver additional electric vehicle charging points.
 - In February 2018, Greater Manchester, was awarded £3m from the national Clean Bus Technology Fund to help reduce harmful emissions from the region's bus fleet.
 - Highways Maintenance capital improvements, with the ten local authorities spending approximately £90m between them over the next three years.

⁴ The Greater Manchester Transport Fund 1 allowed Greater Manchester to 'earn back' a portion of additional tax revenue from GVA increases resulting from local investment in infrastructure. Earn Back provides an incentive for Greater Manchester to prioritise local government spending to maximise GVA growth.

- The Greater Manchester Housing Package included commitment from Government to progress key Housing Infrastructure Fund (HIF) bids through to co-development stage. Initial funding is being used to develop infrastructure schemes that will aid the delivery of housing in Wigan/Bolton, Salford/Manchester, and Stockport/Cheshire East.
- Local Authority capital funding to support highway maintenance and improvement.

238. In March 2018 GMCA successfully secured £23.8m from the Department for Digital, Culture, Media and Sport (DCMS) to deliver full fibre broadband to 1,500 public sector sites across Greater Manchester. Table 1 below shows the work that is left to do on delivering these programmes.

Table 1: GMCA Transport Capital Programme

Sum of Value (£k)	Column Labels	2017	2018	2019	2020	2021	Grand Total
Our Bus Network		£15,671	£8,075	£3,447	£3,461	£13,171	£43,825
Bus Priority		£12,140	£5,923	£3,248	£3,461	£13,046	£37,817
Bus Rapid Transit		£3,531	£2,152	£199		£125	£6,007
Our Metrolink Network		£79,558	£92,821	£113,890	£104,935	£47,708	£438,912
Metrolink Enhancements		£5,449	£2,362	£23,609	£19,743	£25,836	£76,999
Metrolink Extensions		£69,574	£88,310	£89,220	£82,962	£15,079	£345,145
Metrolink Resilience		£4,535	£2,149	£1,061	£2,230	£6,793	£16,768
Our Rail Network		£1,137	£10	£202	£420	£2,981	£4,750
Park & Ride						£435	£435
Rail Stations Improvements		£1,137	£10	£202	£420	£2,546	£4,315
Our Streets		£80,088	£77,678	£70,259	£52,135	£70,396	£350,555
Active Travel		£3,952	£2,958	£8,306	£5,608	£28,355	£49,179
Growth Deal 3 Local Authorities						£1,369	£1,369
Highway Improvements		£955	£1,571	£4,362	£9,843	£14,824	£31,555
Highway New Links		£52,536	£49,967	£29,907	£13,149	£11,841	£157,399
Highway Resilience						£1,433	£1,433
Minor Works		£6,357	£8,980	£12,316	£16,349	£8,062	£52,064
Town Centre Streets for All		£16,288	£14,202	£15,368	£7,186	£4,512	£57,556
Our Integrated Network		£19,875	£14,822	£16,172	£18,436	£15,199	£84,505
Decarbonisation of the Fleet		£121	-£7	£351	£1,113	£5,206	£6,784
Interchange Programme		£16,377	£13,756	£15,202	£14,788	£9,949	£70,072
Smart Ticketing		£2,477	£1,073	£620	£2,535	£44	£6,749
Information Systems		£900					£900
Grand Total		£196,329	£193,406	£203,970	£179,387	£149,455	£922,547

239. Funding for the Highways England projects in this Delivery Plan is agreed with Government and is set out in the Road Investment Strategy (RIS) which covers five year periods. RIS2, which covers the period from 2020 to 2025, is supported by funding of £27.4 bn. This is drawn from the new National Roads Fund (NRF) created from receipts from Vehicle Excise Duty and which also funds improvements to the Major Road Network.
240. Within this funding settlement, and in addition to major committed schemes such as the Smart Motorways and Simister Island Improvement, Highways England has discretion to fund a range of smaller projects through its Designated Funds, for which £936m has been allocated in the next five years. We will work with Highways England to identify opportunities in Greater Manchester where use of Designated Funds may be appropriate

to deliver infrastructure. We will also work closely with Highways England on their Route Strategy process which is expected to commence in 2021 and which will inform the determination of funding needs and priorities for the next RIS which will commence in 2025.

Scheme Prioritisation and Delivery

241. This Delivery Plan includes a range of potential transport investments: from projects already being delivered and submitted to Government; through to initial ideas and concepts that still need further study. A large amount of work is required to develop, appraise and prioritise the transport interventions in this Delivery Plan – in other words, to make tough choices about where the limited funds available can make the biggest difference. This work will be overseen by senior transport leaders in the region, including the GMCA, the TfGM Committee and the TfGM Board.
242. The further work to develop the emerging investment programme will be guided, at the highest level, by Greater Manchester’s 2040 Transport Strategy. Although the 2040 Transport Strategy provides the guiding principles to help Greater Manchester develop, appraise and prioritise transport investment, it is necessarily high-level. More detailed sub-strategies are therefore being prepared by TfGM, the Greater Manchester local authorities and other key stakeholders for specific modes or geographical areas. For example, the Airport and Piccadilly HS2 Growth Strategy⁵ was published in 2018. Other sub-strategies, such as the City Centre Transport Strategy, Streets for All Strategy and Rapid Transit Strategy are in development. Each sub-strategy will identify specific ambitions that support the delivery of the 2040 Transport Strategy.
243. It will also be important to ensure that the development, appraisal and prioritisation process for the investment programme runs in parallel with the planning processes and ongoing studies of Greater Manchester’s partners, including Highways England’s Road Investment Strategy (RIS) periods, Network Rail’s rail improvements pipeline, and the Strategic Development Corridor (SDC) studies currently being led by Transport for the North.
244. In pursuit of GM’s 2038 aim of becoming a carbon neutral city-region, TfGM, on behalf of the GMCA in delivering this plan and the associated infrastructure, will work collaboratively with all those involved in creating and managing infrastructure assets to reduce carbon throughout the value chain (whole life carbon management).
245. Through initially determining if there is a need for new infrastructure, evaluating the potential for re-use of current assets and developing digital solutions, only building when necessary and ensuring that low carbon solutions are considered at all stages of the development, including future energy needed to operate the development, GM will lead by example and be on a pathway toward meeting the 2038 carbon neutral target.

⁵ https://assets.ctfassets.net/nv7y93idf4jq/4sSHKQVxGMQuM488IMsWqG/cdc77581d9f6ce8d407b07976a2417e0/17-1060_HS2_Growth_Strategy.pdf

Future Capital Funding – Greater Manchester Infrastructure Programme (GMIP)

246. The Independent Prosperity Review⁶, published in March 2019, undertook a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester's economy. It identified GM's:
- i. Key strengths (health innovation, advanced materials/manufacturing, digital/creative/media and clean growth); and
 - ii. Barriers to prosperity (skills, infrastructure, leadership & management, innovation adoption and health inequality).
247. In particular, the IPR identified that infrastructure investment can boost productivity and employment, creating prosperous towns linked to a strong economy – with GM's towns and cities mutually reinforcing each other.
248. To achieve this, GM needs the right integrated infrastructure to alleviate transport bottlenecks, support around 180,000 new homes and meet future carbon targets, and five million square metres of new employment land via an integrated Infrastructure Plan. Without this infrastructure, we cannot deliver the homes or economic growth we need.
249. The Greater Manchester Infrastructure Programme (GMIP) enables infrastructure to be developed in a comprehensive, place-based manner, looking both at local schemes and the strategic programmes that support them at a city-region level.
250. The aim is for full integration of the process that links planning, prioritisation and then funding and delivery.
251. GMIP is based on the following key themes:
- A Place-based approach: integration of transport, housing and regeneration to give place-based investment packages/interventions;
 - GM-wide strategic investment packages: delivering at scale, supported by integrated procurement, and strong integration with national agencies, infrastructure providers and utilities; and
 - Strong governance: over 10 years' experience of robust governance and delivery, and an ability to manage and deliver investment with flexibility and hence more quickly.
252. GMIP is accountable to an official-led Delivery Executive chaired by the GMCA Chief Executive and attended by external partners such as United Utilities and the Infrastructure and Projects Authority. This regularly reports to the Combined Authority, chaired by the Mayor.

⁶ <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/>

253. Greater Manchester's overall ambitions are summarised on the map below, which brings together GM's plans for:

- Growth through spatial plans;
- Connectivity through the 2040 Transport Plan;
- Innovation assets through Innovation GM; and
- World-class connectivity through our Full Fibre programme.



254. Greater Manchester has been asking Government to adopt the National Infrastructure Commission's (NIC) recommendation for multi-year infrastructure funding settlements to city regions who have developed the necessary strategic planning capability and governance. The NIC noted that the efficient planning and delivery of infrastructure is badly affected by uncertainty of funding. Through the publication of plans, such as this five year transport Delivery Plan, GM has put in place the strategic planning and governance required for an ambitious infrastructure programme that would unlock pipelines of future housing and connectivity. The 2020 Spending Review has, to some extent, acted on this recommendation and we look forward to working with Government to identify the benefits of investment in the interventions identified in Our Transport Delivery Plan.

Further Transport Devolution

255. Further devolution of transport functions from central Government is required, to equip Greater Manchester with the ability to create and efficiently manage a cleaner, more efficient and integrated transport network. Greater Manchester's ambition is to deliver a world-class, modern, integrated and reliable transport system, with radically improved bus services, investment to support the Clean Air Plan and a rapid reduction in carbon emissions, and local control of rail stations. This will reduce car dependency, clean up our air, and give our residents real choice about how they travel within an increasingly 'mode blind' transport system.

256. To deliver on this GM needs to work with government on areas including:

- More influence over the rail system, including control over stations;
- Powers to deliver a consistent, clean and welcoming taxi and private hire fleet;
- New powers to manage our road network; and
- A reformed and electrified bus system.

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Measuring Success

257. As we make Our Delivery Plan a reality, we will need to assess whether the measures and policies we develop are ultimately helping to deliver our 2040 Transport Strategy. In order to do this, we are measuring performance through a series of key performance indicators (KPIs). These represent progress towards ‘desired outcomes’ and our adherence to the seven network principles outlined in the 2040 Transport Strategy.
258. In the tables in Appendix C are two types of indicators:
1. Customer Responses or ‘demand-side’ indicators that tell us what’s happening in the travel market: patronage, mode split, satisfaction, propensity to use etc.
 2. Operational or ‘supply-side’ is about how much we do (and how well we do it) to affect customer choices and perceptions.
259. Both need to be considered together because although customer data shows what works, the results lag behind our actions, so we need to know that those actions are happening according to plan in real time. Ultimately, our key goal is to make meaningful progress towards our “Right Mix” ambitions, with far more trips being made by active travel and public transport.

Next steps

260. Our Five Year Transport Delivery Plan shows how, over the next five years, we will make real progress towards the vision we set out in our 2040 Transport Strategy and delivering the ambition set out in Our Network. This Delivery Plan sets out concrete proposals for this large investment programme, to support driving this change across Greater Manchester. It shows, in detail, the investment Greater Manchester needs to achieve better, cleaner and more connected transport for all.
261. The investment programme set out in this Delivery Plan will also directly support spatial plan development in Greater Manchester, our Clean Air Plan and meeting our carbon targets.
262. TfGM, the GMCA and the ten local authorities are therefore united in their call to Government to take action and agree a new funding and devolution deal for Greater Manchester to make this Delivery Plan a reality.

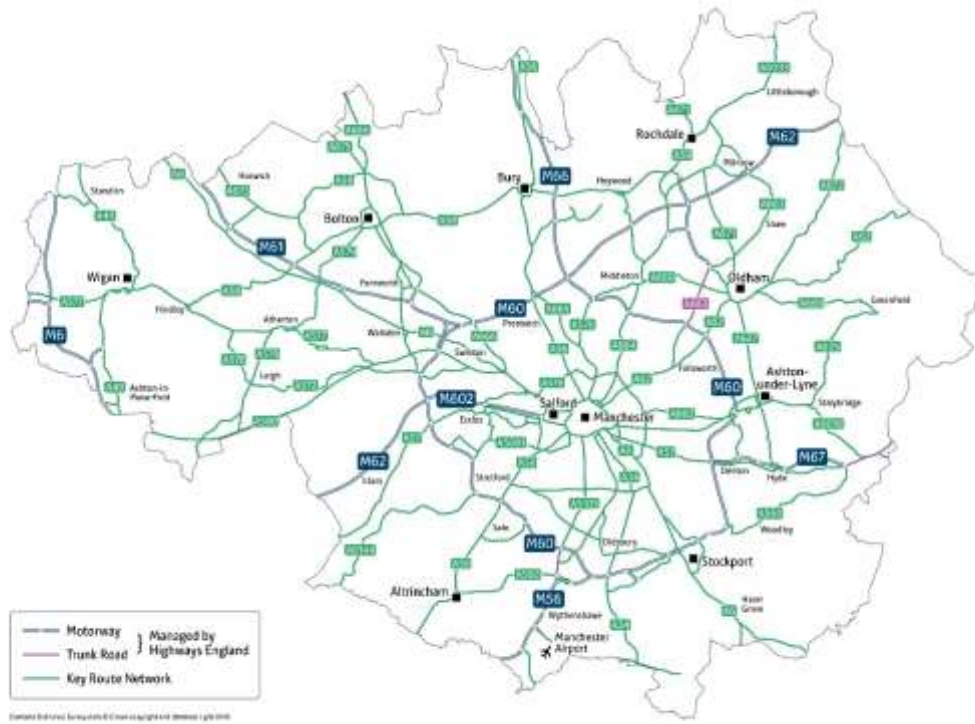
Glossary

Term	Definition
2040 Transport Strategy	See Greater Manchester Transport Strategy 2040.
Bee Network	Greater Manchester’s vision for the first fully joined up network of cycling and walking routes. The Bee Network comprises 1800 miles of planned routes which will connect every community in GM with a guaranteed high quality route to walk or cycle.
Bus Rapid Transit	A bus service that is mainly focussed on middle distance trips of 6km to 40km and is significantly faster than the usual, all-stops bus service. The Leigh-Salford-Manchester guided busway is an example of Bus Rapid Transit in Greater Manchester.
City Centre	The economic core of the city-region, which includes the area within the Manchester and Salford Inner Relief Route (MSIRR), the Oxford Road Corridor and the University of Salford area. The City Centre forms part of the Regional Centre, which is a larger area (see map below this table).
Cycle City Ambition Grant (CCAG) programme	A £262m national investment programme to make cycling easier and safer and give more people the confidence to take up cycling. Greater Manchester secured £42m of CCAG funding, which has delivered improvements such as the new-look Oxford Road corridor.
Greater Manchester Combined Authority (GMCA)	Greater Manchester’s sub-regional political authority, made up of the ten Greater Manchester local authorities and Mayor. The GMCA is run jointly by the leaders of the ten authorities and the Mayor of Greater Manchester.
Greater Manchester Spatial Framework (GMSF)	A proposed spatial development plan for Greater Manchester, which is currently under review.
Greater Manchester Strategy (GMS)	The new plan for Greater Manchester, written by all ten local authorities, the Mayor, the NHS, transport, the police, and the fire service. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.
Greater Manchester Transport Strategy 2040 (GMTS2040)	Greater Manchester’s long-term transport strategy, developed by TfGM on behalf of the Greater Manchester Combined Authority. Its vision for Greater Manchester is to have ‘world-class connections that support long-term, sustainable economic growth and access to opportunity for all’.
High Speed 2 (HS2)	<p>The planned new high-speed railway line which will connect London to the North of England. Phase 2, which will connect London and the West Midlands to the north, has been split into:</p> <ul style="list-style-type: none"> Phase 2a: (West Midlands to Crewe): to be completed by 2027

	<ul style="list-style-type: none"> Phase 2b (full network to Manchester and Leeds): to be completed by 2033
Key town centres	Greater Manchester's principal urban centres outside the Regional Centre. The eight key town centres are Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan.
Key Route Network (KRN)	Greater Manchester's local authorities have defined a Key Route Network making up nearly 400 miles of Greater Manchester's busiest roads. While this is just seven per cent of the total length of the highways network, it carries some two-thirds of peak-time traffic. TfGM have strategic oversight and management responsibility for the Key Route Network, which includes monitoring and reporting on performance, and developing policies that will keep traffic moving. For a plan of the current network see Figure 10.
Manchester North West Quadrant (NWQ)	The stretch of the M60 between Junctions 8 to 18, which experiences high levels of congestion at present. A strategic study to develop solutions for the North West Quadrant, sponsored by the Department for Transport, is currently being undertaken by Highways England, Transport for the North and TfGM.
Metro	Turn-up-and-go electrically-powered rail-based rapid transit providing excellent access to the rapid transit hubs that it serves.
Mobility as a Service (MaaS)	The integration of various forms of transport services into a single mobility service, accessible on demand. To meet a customer's request, a MaaS operator offers a range of transport options, such as public transport, ride-, car- or bike-sharing, taxi or car rental/lease, or a combination thereof. The MaaS user is offered a single application with a single payment channel to access these mobility services.
Manchester and Salford Inner Relief Route (MSIRR)	The inner relief route around the City Centre, comprising the A57(M) Mancunian Way, A6042 Trinity Way, A665 Great Ancoats Street and A635 Ring Road.
Major Road Network (MRN)	The middle tier of England's busiest and most economically important local authority 'A' roads. The Department for Transport has dedicated a specific funding stream to improvements on MRN roads as part of the National Roads Fund.
Northern Powerhouse Rail (NPR)	A major strategic rail programme being developed by Transport for the North, designed to transform connectivity between the key economic centres of the North. NPR will include a combination of new routes with upgrades of existing infrastructure, over and above short and medium-term proposals for network upgrades.
Quality Bus Transit	Whole-route upgrades of key bus corridors, with a strong focus on quality, reliability, and integration into the urban realm.
Rapid transit	Any public transport service that offers significantly faster journeys than a stopping bus service for middle-distance trips. Examples in Greater Manchester to date include the Metrolink network and the Leigh-Salford-Manchester guided busway.
Regional Centre	Greater Manchester's primary economic centre. It includes the City Centre, The Quays to the west and the Etihad Campus / Central Park area to the east (see Figure 11).

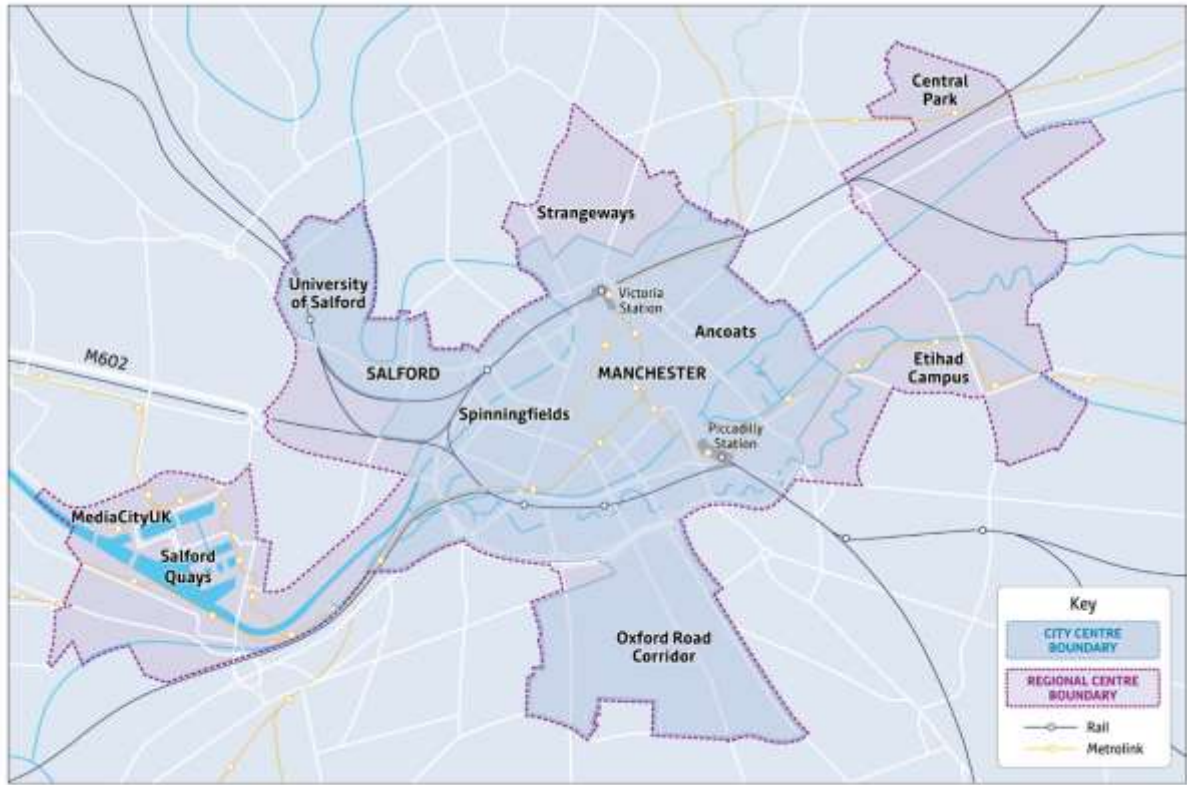
Right Mix	
Road Investment Strategy (RIS)	A long-term approach to improve the Strategic Road Network. The first RIS (RIS1) covers the period 2015-2020. Highways England is currently carrying out studies to prepare for the second RIS (RIS2), which will cover the period post 2020.
Strategic Road Network (SRN)	The national network of motorways and trunk roads managed by Highways England.
Streets for All	Streets for All is Greater Manchester's new approach for delivering the 2040 Strategy vision, through a people-centred approach to decisions we make about how our streets are designed and managed. Our ambition to shift more travel to walking, cycling and public transport is essential to ensuring the prosperity of GM. We can only achieve this change in how people travel by creating streets in which people feel welcome to move through and spend time.
Town Centre Challenge	The Town Centre Challenge is a brand new proactive approach to urban development, with the Mayor pledging to bring together public and private landowners, developers, investors, housing providers, community groups and other key stakeholders.
Tram-train	Tram-train is a light-rail public transport technology enabling light rail vehicles with street-running capability to run onto main-line railway lines, which are shared with conventional trains. Tram-train technology is relatively common in countries such as Germany and France, but is novel in the UK; the first tram-train in the UK, between Sheffield and Rotherham, started operations in October 2018.
Transport for the North (TfN)	England's first Sub-National Statutory Transport Body formed to transform the transport system across the North of England. TfN brings together the North's nineteen bodies which are responsible for co-ordinating transport services – one of these is Greater Manchester.

Figure 10: Motorway, Trunk Road and Key Route Network



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Figure 11: Definition of the City Centre and the Regional Centre



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APPENDIX A: List of Interventions

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Our Bus		
Local Bus		
Bus Reform: assessment and implementation (if approved)	To consider realistic options for reforming the bus market in Greater Manchester as a potential mechanism to help achieve the vision for bus from the 2040 Strategy.	GM Wide
Salford Bolton Network Improvements	To create shorter, more reliable journey times for all road users and deliver better access to employment and local facilities for bus passengers as well as active travel measures.	Bolton/ Salford
Bus stop enhancements programme to improve waiting facilities at stops	Improve accessibility to encourage mode shift by increasing the attractiveness of bus networks.	GM Wide
Concessionary fares scheme	To provide free or reduced cost travel for specific groups including the elderly, young and disabled people. This will also encourage mode shift in Greater Manchester.	GM Wide
Socially necessary bus transport services delivery and review (including supported bus services, Ring & Ride and Local Link)	To provide socially necessary public transport services which are not commercially viable, using where possible zero tailpipe Emission Capable (ZEtC) vehicles.	GM Wide
School transport services delivery and review	To deliver opportunities for more efficient school transport across Greater Manchester, using where possible zero tailpipe Emission Capable (ZEtC) vehicles.	GM Wide
City Centre North West: Deansgate – New Bailey – Chapel St Area	To improve the streets in the area for walking, cycling and placemaking, along with the reliability of bus journey times. Improvements include public realm enhancements, temporary measures and bus gate improvements.	Manchester / Salford
Our Metrolink		
Metrolink		
Additional Metrolink vehicles (27 new trams) and associated infrastructure – enabling the use of more double unit vehicles between Bury and Altrincham, and Shaw and East Didsbury	To increase Metrolink capacity into and through the Regional Centre, in order to facilitate continuing economic growth and access to services and encourage mode shift.	GM Wide

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Metrolink Renewals Programme	To intelligently invest in timely asset replacement.	GM Wide
New Stops and Upgrades		
Shelter and Lift Renewals	To provide Metrolink shelter upgrades and lift renewals across Greater Manchester.	GM Wide
Our Rail		
Rail		
Hope Valley Line improvements (to Sheffield) including new passing facilities	To increase capacity so that the line can continue to carry mixed traffic and complement NPR services. Line improvements will improve reliability of services between Manchester and Sheffield.	Manchester / Stockport
Central Manchester Rail Network (including Castlefield corridor) enhancements- early interventions	To begin to address the critical capacity constraints on the rail network in the Regional Centre, which will need to grow further to accommodate the forecast levels of employment growth.	Manchester
Salford Central station upgrade	To provide additional capacity by re-opening disused platforms (3, 4 and 5). This will improve access to this part of the City Centre by rail, reducing pressure on neighbouring stations/ corridors.	Salford
Daisy Hill Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Bolton
Irlam Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Trafford
Walkden Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Salford
Rail Station Accessibility Programme to delivery accessibility improvements at Mills Hill Station	To maximise existing rail assets to provide better facilities, improve transport integration and delivery community benefits.	Rochdale/ Oldham
Daisy Hill Station bridge deck replacement	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bolton
Our Streets		
Walking and Cycling		
GM Active Travel Fund Programme	To support creating a safe environment for walking and cycling that supports social distancing.	GM Wide

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 1: B6226 Chorley New Road	Bee Network delivery into the northwest of Bolton town centre	Bolton
Mayor's Challenge Fund Tranche 5: Bolton Town Centre Phase One (East)	Bee Network delivery in Bolton town centre	Bolton
Mayor's Challenge Fund Tranche 6: Westhoughton Bee Network Phase 1	Bee Network delivery in Westhoughton	Bolton
Mayor's Challenge Fund Tranche 6: Astley Bridge-Crompton Phase 1	Bee Network delivery in Astley Bridge and Crompton	Bolton
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Oldhams Estate	Active Neighbourhood delivery in North Bolton.	Bolton
Mayor's Challenge Fund Tranche 1: New and Upgraded Crossing Points and Junctions, Bury	Targeted Bee Network junctions and crossings in Bury	Bury
Mayor's Challenge Fund Tranche 5: Fishpool Neighbourhood Bee Network	Bee Network delivery in Fishpool	Bury
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Prestwich	Active Neighbourhood delivery in Prestwich.	Bury
Mayor's Challenge Fund Tranche 6: Elton	Bee Network delivery in Elton	Bury
Mayor's Challenge Fund Tranche 6: Pimhole	Bee Network delivery in Pimhole	Bury
Mayor's Challenge Fund Tranche 6: Radcliffe Central	Bee Network delivery in Radcliffe	Bury
Mayor's Challenge Fund Tranche 1: Manchester to Chorlton	Busy Beeway delivery between Chorlton-cum-Hardy and Manchester City Centre.	Manchester /Trafford
Mayor's Challenge Fund Tranche 4: Levenshulme: Our Active Streets	Active Neighbourhood in Levenshulme.	Manchester
Mayor's Challenge Fund Tranche 4: Mancunian Way - Princess Way Junction	Major junction improvement, including transformational cycling and walking facilities at Mancunian Way/Princess Rd.	Manchester

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 4: Rochdale Canal Bridge 88-80a	Bee Network delivery through canal towpath upgrade in East Manchester.	Manchester
Mayor's Challenge Fund Tranche 4: Route86 (Northern Quarter Piccadilly-Victoria)	Bee Network delivery in Manchester city centre.	Manchester
Mayor's Challenge Fund Tranche 5: Northern and Eastern Gateway	Bee Network delivery in Ancoats/New Islington.	Manchester
Mayor's Challenge Fund Tranche 6: Beswick Filtered Neighbourhood	Active Neighbourhood in Beswick.	Manchester
Mayor's Challenge Fund Tranche 6: Manchester Cycleway	Upgrade of Fallowfield Loop to Bee Network standard.	Manchester
Mayor's Challenge Fund Tranche 1: King Street foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham
Mayor's Challenge Fund Tranche 1: Union Street West foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: in Oldham	Active Neighbourhood delivery in Oldham	Oldham
Mayor's Challenge Fund Tranche 6: Oldham Town Centre Improvements	Bee Network delivery in Oldham town centre.	Oldham
Mayor's Challenge Fund Tranche 6: Chadderton Improvements	Bee Network delivery in Chadderton.	Oldham
Mayor's Challenge Fund Tranche 6: Royton Town Centre Connection	Bee Network delivery in Royton.	Oldham
Mayor's Challenge Fund Tranche 1: Castleton Local Centre Corridor	Busy Beeway delivery between Castleton and Rochdale	Rochdale
Mayor's Challenge Fund Tranche 4: Castleton Rochdale Town Centre Phase 2	Busy Beeway delivery between Castleton and Rochdale	Rochdale

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Milkstone and Deeplish	Active Neighbourhood delivery in Milkstone and Deeplish	Rochdale
Mayor's Challenge Fund Tranche 1: Chapel Street East Phase 1 Demonstrator Project	Busy Bee route delivery in Salford city centre.	Salford
Mayor's Challenge Fund Tranche 1: SBNI - A6 Broad Street / B6186 Frederick Road	Junction upgrade to facilitate Bee Network connections in the Salford University area.	Salford
Mayor's Challenge Fund Tranche 2: Swinton Greenway	Busy Bee route delivery in Swinton through upgrade of former rail alignment.	Salford
Mayor's Challenge Fund for walking and cycling Tranche 2: Trinity Way/Springfield Lane Junction Upgrade	Junction upgrade to facilitate Bee Network connections.	Salford
Mayor's Challenge Fund Tranche 3: Trafford Road	Busy Bee route on Trafford Road, Salford Quays.	Salford
Mayor's Challenge Fund Tranche 4: Barton Aqueduct	Reinstatement of towpath on historic Aqueduct, providing a key Bee Network connection between Trafford Park and Eccles/Barton-upon-Irwell.	Salford/ Trafford
Mayor's Challenge Fund for walking and cycling Tranche 4: Liverpool Street Corridor	Busy Beeway delivery on Liverpool St to facilitate a major cycling and walking connection to the city centre from the west.	Salford
Mayor's Challenge Fund Tranche 5: Broughton Cycleway Enhancements	Busy Bee route delivery through upgrade of existing light segregation on Great Clowes St/Blackfriars Rd corridor.	Salford
Mayor's Challenge Fund Tranche 5: Chapel Street East Phase 2	Busy Bee route delivery in Salford City Centre.	Salford
Mayor's Challenge Fund Tranche 5: Chapel Street/Trinity Way	Junction improvement for cycling and walking to facilitate Bee Network connections.	Salford
Mayor's Challenge Fund Tranche 5: Gore Street Connection	Bee Network delivery in Salford City Centre.	Salford
Mayor's Challenge Fund Tranche 5: Oldfield Road Corridor	Busy Bee route delivery in Salford City Centre.	Salford

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 5: Ordsall Chord Riverside Connection	Bee Network delivery in Salford City Centre.	Salford
Mayor's Challenge Fund Tranche 5: RHS Links	Bee Network connections to new RHS Bridgewater site in Worsley.	Salford
Mayor's Challenge Fund Tranche 5: St. Johns to New Bailey Bridge	New pedestrian and cycle bridge across the Irwell providing a new Bee Network connection between Salford and Manchester city centres	Salford
Mayor's Challenge Fund Tranche 1: Gillbent Road - Crossing Upgrade, Stockport	Upgraded Bee Network crossing delivery in Bramhall/Cheadle Hulme.	Stockport
Mayor's Challenge Fund Tranche 2: Hazel Grove Bee Network Phase 1	Bee Network delivery in Hazel Grove.	Stockport
Mayor's Challenge Fund Tranche 4: A6 MARR Links Phase 1	Bee Network links connecting communities to the cycle/walking route alongside the A555 in Bramhall, Cheadle Hulme and Hazel Grove.	Stockport
Mayor's Challenge Fund Tranche 4: Bramhall Park to A6	Busy Beeway delivery on the A5143 corridor between Bramhall and Hazel Grove.	Stockport
Mayor's Challenge Fund Tranche 4: Stockport crossings package	Bee Network crossings delivery in Stockport.	Stockport
Mayor's Challenge Fund Tranche 4: Heaton's Link Phase 1	Bee Network delivery in the Heaton's.	Stockport
Mayor's Challenge Fund Tranche 4: Ladybrook Valley	Bee Network delivery in the Ladybrook Valley, Cheadle Hulme.	Stockport
Mayor's Challenge Fund Tranche 4: Stockport Interchange	Delivery of Bee Network connections as part of the Stockport Interchange project, including linking Stockport station to Stockport town centre.	Stockport
Mayor's Challenge Fund Tranche 5: Stockport to Offerton	Bee Network Delivery between Offerton and Stockport to provide a route into the town centre from the south east.	Stockport
Mayor's Challenge Fund Tranche 6: Romiley Neighbourhoods & Links Phase 1	Active neighbourhood delivery in Romiley.	Stockport
Mayor's Challenge Fund Tranche 6: Thomson Street Bridge Phase 1	Bee Network connections to Thomson Street Bridge in Edgeley and Stockport town centre.	Stockport

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Cheadle Heath	Active Neighbourhood Delivery in Cheadle Heath	Stockport
Mayor's Challenge Fund Tranche 1: Tameside Active Neighbourhoods	Active Neighbourhoods delivery in Tameside.	Tameside
Mayor's Challenge Fund Tranche 4: Crown Point	Major junction improvement for cycling and walking to facilitate Bee Network connections in Denton.	Tameside
Mayor's Challenge Fund Tranche 5: Ashton South	Bee Network delivery in Ashton town centre.	Tameside
Mayor's Challenge Fund Tranche 5: Ashton Streetscape Scheme	Bee Network delivery in Ashton town centre.	Tameside
Mayor's Challenge Fund Tranche 6: A57 Denton to Hyde	Busy Beeway delivery on the A57 corridor between Denton and Hyde.	Tameside
Mayor's Challenge Fund Tranche 1: A5014 Talbot Road	Busy Beeway delivery through upgrade of the existing light segregation provision on the A5014 in Talbot Road in Old Trafford	Trafford
Mayor's Challenge Fund Tranche 2: Talbot Road Junction Upgrades	Busy Beeway delivery through upgrade of the existing light segregation provision on the A5014 in Talbot Road in Old Trafford	Trafford
Mayor's Challenge Fund Tranche 4: Wharfside Way - Moss Road	Busy Beeway delivery on Wharfside Way and Moss Rd in Trafford Park.	Trafford
Mayor's Challenge Fund Tranche 5: Urmston Area Active Neighbourhood	Active Neighbourhoods delivery in Urmston	Trafford
Mayor's Challenge Fund Tranche 6: Seymour Grove Phase 1	Busy Beeway delivery on Seymour Grove in Old Trafford/Firwood	Trafford
Mayor's Challenge Fund Tranche 6: North Altrincham Bee Network	Bee network delivery in North Altrincham, including connecting Altrincham town centre to the Bridgewater Way	Trafford
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Sale	Active Neighbourhood Delivery in Sale	Trafford
Mayor's Challenge Fund Tranche 1: Victoria Street/Warrington Road Junction Improvements, Wigan	Junction improvement for cycling and walking to facilitate Bee Network connections to the west of Wigan town centre.	Wigan

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 2: Standish Mineral Line Enhancements	Bee network delivery through connections and upgrades to the existing Standish Mineral Line facility between Standish and Wigan.	Wigan
Mayor's Challenge Fund Tranche 3: Toucan Crossings - Wigan Central	Bee Network crossing delivery in Wigan town centre.	Wigan
Mayor's Challenge Fund Tranche 4: Leigh Atherton Tyldesley	Bee Network delivery in the Leigh, Atherton and Tyldesley area.	Wigan
Mayor's Challenge Fund Tranche 5: Standish to Ashton	Busy Beeway delivery linking Standish, Wigan and Ashton-in-Makerfield.	Wigan
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Golborne and Lowton	Active Neighbourhood delivery in Golborne and Lowton	Wigan
Mayor's Challenge Fund Tranche 4: GM Bike hire phase 1	Public bike hire scheme to increase access to bikes, starting in the regional centre and surrounding area.	GM Wide
Mayor's Challenge Fund Tranche 5: GM Active Neighbourhoods Support	Delivery of ten further active neighbourhoods across Greater Manchester	GM Wide
Mayor's Challenge Fund Tranche 5: GM Safety Camera Digitisation and Upgrade	Digitisation of safety cameras and introduction of new camera locations targeted at the Bee Network to make streets safer for walking and cycling	GM Wide
Mayor's Challenge Fund Tranche 6: Bee Network Crossings	Bee Network delivery through targeted clusters of new or upgraded crossings of major roads across Greater Manchester.	GM Wide
Local Highways		
Trafford Road junction improvements	To support the continued growth of Salford Quays by improving traffic flow through junction and enhancing walking and cycling facilities on Trafford Road	Salford
Carrington Relief Road	To support growth in the Carrington area by improving accessibility to new developments. To support creating a safe environment for walking, cycling and public transport.	Trafford
A560 Cheadle and Cheadle Heath Corridor resilience and reliability package.	To address capacity and resilience issues on the A560 corridor through Cheadle.	Stockport
Poynton Relief Road	To address capacity and resilience issues on Cheshire East border	Stockport

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Traffic control enhancements, including continued roll-out of smart signalling technology at traffic signals	To reduce delays and minimise congestion at junctions, and improve reliability, thereby supporting economic growth and reducing impacts of traffic on communities through, for example, emissions.	GM Wide
Network management improvements, including corridor management, a 24/7 control centre, and better management of roadworks	To reduce delays and minimise congestion at junctions, and improve reliability, thereby supporting economic growth and reducing impacts of traffic on communities through, for example, emissions.	GM Wide
Better management of transport arrangements for major events, such as mid-week football match nights	To reduce congestion and minimise disruption on the road network.	GM Wide
Minor Works programme (see GM Local Implementation Plans in Appendix B for more information)	To improve town centre connectivity, local access to public transport, access to development sites and active travel schemes through small-scale interventions	GM Wide
Review of all non-essential roadworks to explore ways of working to minimise disruption	To complete works as quickly as possible and make travel as easy as possible for affected commuters.	GM Wide
Enhanced roadworks permit scheme for greater coordination and control to limit disruption	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide
Drainage remediation work along Wigan's section of GM's Key Route Network	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide
Kingsway Loop Road	The completion of Michael Faraday Avenue to release land for 30,000m ² of employment space, 60 homes and improve access to Kingsway Metrolink stop	Rochdale
Oldham Way KRN Structures Refurbishment: Waterloo Street and Wellington Street Bridge works	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Strategic Roads and Motorways		
M60 J13/A572 improvement to support the RHS Bridgewater growth site	To support the RHS Bridgewater growth site and improve the operation of this congested junction.	Salford
A57 Hyde Road Localised Widening	To address a highways “pinchpoint” on the Hyde Road.	Manchester
M58 Link Road	To provide better east-west connectivity between the M6, Wigan town centre and growth areas further east.	Wigan
South Heywood M62 J19 Link Road	To relieve congestion and support long-term development proposals in Heywood, including 1,000 new homes off Pilsworth Road.	Rochdale
M58/M6 junction upgrade (short term)	To increase the capacity of the M58/M6 interchange, providing better connectivity into Wigan and to the Port of Liverpool and support delivery of the M58 Link Road.	Wigan
M56 Junctions 6-8 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Manchester / Trafford
M6 Junctions 21A-26 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Wigan
Mottram Moor and A57(T) to A57 Link Roads	As part of the wider Trans-Pennine Upgrade, to reduce journey times and improve reliability between the Greater Manchester and Sheffield City-Regions, reduce traffic impacts on local communities and improve safety.	Tameside
M62 Junctions 20-25 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Rochdale
Simister Island Improvements	To address existing congestion and reliability issues on the SRN and provide capacity for future growth	Bury
Freight and Logistics		
Develop and implement Delivery and Servicing Plans for large organisations and retailers	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Freight accreditation schemes e.g. Construction Logistics and Community Safety (CLOCS) and Fleet Operator Recognition Scheme (FORS)	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Influence Procurement practices such as waste collection	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Support micro-consolidation in regional and town centres	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Town Centres		
Manchester and Salford Inner Relief Route: Great Ancoats Street improvements	To minimise the severance impacts of the MSIRR for pedestrians and cyclists and enable the expansion of the regional centre outside of the MSIRR.	Manchester
Princess Road Roundabout Improvement Scheme	To improve the Princess Road / Medlock Street roundabout beneath the Mancunian Way for all road users.	Manchester
Stockport Town Centre Structure Enhancements	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.	Stockport
Stockport Town Centre Access Plan	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.	Stockport
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 1)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham
Other minor works programmes (e.g. from the Greater Manchester Growth Deal) that support town centre regeneration	To support future facilitation of development and regeneration in town centres in Greater Manchester and improve the attractiveness of town centres for pedestrians, cyclists and public transport users.	GM Wide
Maintenance		
Enhanced maintenance programme through successful bids to Pothole Fund and other initiatives	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Committed long-term highway maintenance programme for Key Route Assets, to be delivered by the local authorities	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide
KRN Network Maintenance along the A635 Ashton Old Road and A5145 Barlow Moor Road.	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
Our Integrated Network		
Clean Air and Carbon		
Early expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Retrofitting or renewing buses to comply with more stringent emissions standards and/or zero emission standards	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Community clean air and electric vehicle awareness campaigns	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Future Mobility and Innovation		
Mobility as a Service (Maas) projects, including the delivery of MaaS trials in Greater Manchester	To support the integration of various forms of transport services (e.g. taxi, public transport and cycle hire) into a single customer experience, which is accessible on demand and uses a single payment application.	GM Wide
Connected and Autonomous Vehicles (CAVs) projects, including pilot projects	To support the development of new technologies to support improvement of the transport network in Greater Manchester.	GM Wide
A series of collaborative projects with UK and international cities to ensure Greater Manchester remains at the forefront of transport innovation	To support the development of new a transport network that is at the forefront of technological advances and innovative thinking.	GM Wide

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Interchanges		
Pendleton town centre bus passenger facilities improvement (part of the Salford Bolton Network Improvements programme)	To make bus travel earlier and more attractive for local residents in the Pendleton area.	Bolton/ Salford
Stockport Interchange redevelopment	To increase the accessibility of bus and rail from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Stockport town centre.	Stockport
Travel Hubs/ Park and Ride		
Travel Hubs/Park & Ride upgrades e.g. Mills Hill, Parkway, Radcliffe, Walkden, Whitefield and Withington	To provide better access to public transport through Travel Hub / Park and Ride facilities. This in turn will encourage modal shift in Greater Manchester.	GM Wide
Fares and Ticketing		
Provision of integrated travel information services	To provide integrated travel information to the travelling public. This in turn will encourage a modal shift in Greater Manchester.	GM Wide
Behaviour Change		
Business and community engagement programme	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide
Travel information and travel planning support programme	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide
Development of behaviour change support packages for major infrastructure schemes	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide
Safety and Security		
Continuing work through the TravelSafe Partnership, including on-going security initiatives and the potential implementation of civil injunctions	To improve personal safety and security for the travelling public, and tackle crime and anti-social behaviour.	GM Wide
Partnership working through Safer Roads Greater Manchester (SRGM)	To improve safety on the highways network	GM Wide

In the next five years, we are committed to delivering... (Map 1)

Intervention	Rationale	Location
Renewal of gullies and drainage assets - combined scheme for Wigan & Bolton	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Wigan/ Bolton

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In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Our Bus		
Local Bus		
Streets for All and Bus Corridor upgrade: A57 Manchester - Hattersley	To improve reliability and speed of buses between Manchester City Centre – Hattersley corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Tameside
A6 Stockport to High Lane Streets for All and Bus Route Improvement Package	To improve reliability and resilience of A6 corridor and to support residential areas at High Lane and in Derbyshire by: improving reliability and speed of buses between Manchester City Centre and High Lane; improving walking and cycling provision to and along the A6; formalising on-street parking provision; and providing localised junction improvements for all modes. [Final intervention contingent on appropriate planning approvals and developer contributions]	Stockport
Further programme of bus stop enhancements to improve waiting facilities at stops	Improve accessibility to encourage mode shift by increasing the attractiveness of bus networks.	GM Wide
Bus Marginal Gains	A programme of small measures to mitigate highway operational issues on the bus network across Greater Manchester to avoid delays to bus services.	GM Wide
Bus Pinch Point	To tackle known barriers on the local highway network that are restricting the movement of buses, facilitating enhanced bus journey reliability and easing congestion. To encourage greater use of bus on key corridors across the city region where demand is high, ensuring available road space is used efficiently.	GM Wide
Electric bus fleet investment	To support the bus fleet in GM and contribute to carbon reduction and improving air quality.	GM Wide
Bus Corridor Upgrade: Altrincham – Carrington	To serve potential new development at Carrington with improved public transport links. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Sale West Improved Bus Services (Altrincham-Sale West-Sale)	A new busway enabling buses to get from Sale West to West Timperley avoiding traffic congestion on the A56. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford
Northern Gateway express bus corridor between Manchester and Heywood/Langley including new bus services connecting Bury/Rochdale Northern Gateway to its local area and nearby key centres e.g. Oldham	To support the potential Northern Gateway development area by providing good public transport access, as well as improving wider public transport connectivity in the north of Greater Manchester. [Final intervention contingent on appropriate planning approvals and developer contributions]	Manchester / Bury/ Rochdale
Manchester Northern Gateway bus corridor	To provide a high-quality public transport corridor connecting the Manchester Northern Gateway development to the Regional Centre.	Manchester
New Guided Busway stop to serve North of Mosley Common	To support the North of Mosley Common potential development site, providing dedicated access to the Guided Busway. [Final intervention contingent on appropriate planning approvals and developer contributions]	Wigan
Extension of bus services to new development sites –	Bus service changes and extensions to routes to serve potential new developments. [Final interventions contingent on appropriate planning approvals and developer contributions]	GM Wide
Package of measures to support the Timperley Wedge / Roundthorn Medipark potential development sites, including busway alongside spine road through the site	To provide high quality public transport facilities to the potential Timperley Wedge development area and also to provide a BRT connection between Altrincham and Manchester Airport. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford
City Centre Transport Strategy: bus routing, services and interchange improvements, Phase 1	To ensure the regional centre has the right balance between terminating and through bus services, minimise any negative impacts of bus movements on pedestrian and cycle	Manchester / Salford

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	movements, and better integrate the bus network with the Metrolink and rail network.	
Quality Bus Transit		
Quality Bus Transit on key bus corridors: Wigan-Bolton	<p>Whole-route upgrade of the Wigan - Westhoughton - Bolton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles.</p> <p>The Westhoughton section to be implemented as part of Westhoughton Multi-modal Package. Subject to DfT approval, the Wigan - Hindley section to be implemented as part of Wigan east - west road infrastructure.</p>	Wigan/ Bolton
Quality Bus Transit on key bus corridors: Bolton-Bury-Rochdale	<p>Whole-route upgrade of the Bolton – Bury - Rochdale bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles.</p> <p>To provide an attractive alternative to orbital car journeys on the Bolton - Bury – Rochdale corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.</p>	Bolton/ Bury/ Rochdale
Quality Bus Transit on key bus corridors: Rochdale-Oldham-Ashton	Whole-route upgrade of the Rochdale – Oldham - Ashton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles.	Rochdale/ Oldham/ Tameside

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	<p>To provide an attractive alternative to orbital car journeys on the Rochdale - Oldham - Ashton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.</p> <p>To include delivery of works in Oldham and Royton town centres to support masterplan and regeneration projects. This will deliver a high-quality urban realm environment that encourages people to visit and spend time in Oldham and Royton Town Centres.</p>	
<p>Quality Bus Transit on key bus corridors: MediaCityUK-Salford Crescent</p>	<p>Whole-route upgrade of the Media City – Salford Crescent bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles.</p> <p>A substantially higher non-car mode share is needed to sustain the growth of Salford Quays / MediaCityUK. The intervention will link Salford Quays/ Media CityUK with the National Rail Network on the north side of Greater Manchester by frequent and reliable Quality Bus Transit services to Salford Crescent Station, plus improvements to walking and cycling. This could then be transformed into a Metrolink connection in the longer term.</p>	<p>Salford</p>
<p>Quality Bus Transit on key corridors: A6 Manchester City Centre-Little Hulton</p>	<p>Whole-route upgrade of the A6 Manchester City Centre – Little Hulton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys on the Manchester City Centre - Little</p>	<p>Manchester / Salford</p>

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	Hulton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	
Quality Bus Transit on key bus corridors: Wigan-Hindley – Leigh	Whole-route upgrade of the Wigan - Hindley - Leigh bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. Subject to DfT approval, to be implemented as part of Wigan east - west road infrastructure.	Wigan
Bus Rapid Transit		
Additional buses on the Leigh-Salford-Manchester guided busway	To accommodate growing demand and offer more frequent services into the city centre and beyond.	Salford/ Manchester
Bus Rapid Transit network to connect Manchester Airport to potential housing developments in the east	To provide better public transport access to potential developments and existing residential areas, and to help achieve the step-change in non-car mode share needed to support the growth of the Airport area. [Final intervention contingent on appropriate planning approvals and developer contributions]	Stockport / Manchester
Our Metrolink		
Metrolink		
Extension of the Airport Metrolink line to Terminal 2	To sustain the Airport and facilitate its continued growth, including Airport City – by connecting passengers and staff more effectively to the rail and metro networks, and helping to increase the effective population catchment area of the Airport.	Manchester
Interventions to improve Metrolink capacity and reliability e.g. - Velopark Turnback Upgrade - Victoria Turnback Upgrade	To increase Metrolink capacity and reliability for the whole of Greater Manchester through a series of interventions.	GM Wide

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
<ul style="list-style-type: none"> - Sheffield St. Turnback Upgrade - Shudehill Crossing Upgrade - Highway Junctions Upgrades - Eccles Line Power Upgrades - Signalling Reliability Upgrades - Journey Time Upgrades - Depot Capacity Upgrades - Depot Control System Upgrades - Twin-Tracking Upgrades 		
Improved Metrolink frequency between Piccadilly and Victoria stations, including to address the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly	To increase service-frequency and provide a key link from the north of Greater Manchester (Oldham and Rochdale) to Piccadilly Station	GM Wide
Extension of the Airport Metrolink line from Roundthorn towards Davenport Green (Western Leg Phase 2)	To provide a rapid transit service that better connects the Regional Centre, existing residents on the west side of Wythenshawe, key potential employment centres near Wythenshawe Hospital, and future developments in the area as part of the Timperley Wedge and the Manchester Enterprise Zone. [Final intervention contingent on appropriate planning approvals and developer contributions]	Manchester / Trafford
New Stops and Upgrades		
Metrolink Stop Improvements Package	Package of stop improvements to improve the customer experience	GM Wide
Cop Road Metrolink stop and Park & Ride/ Travel Hub	To support the Beal Valley and Broadbent Moss potential development, providing a fast and frequent rapid transit option into the Regional Centre. [Final intervention contingent	Oldham

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	on appropriate planning approvals and developer contributions]	
Elton Reservoir Metrolink stop and Park & Ride / Travel Hub	To support the Elton Reservoir potential development, providing a fast and frequent rapid transit option into the city centre. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury
Sandhills Metrolink stop to serve the Manchester Northern Gateway growth area	To support the Manchester Northern Gateway growth location, providing a fast and frequent rapid transit option into the Regional Centre. [Final intervention contingent on appropriate planning approvals and developer contributions]	Manchester
Tram-Train		
Tram-Train Pathfinder North: Oldham to Heywood via Rochdale	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester. Includes Restore Your Railways study to investigate reinstating passenger services on the Bury-Heywood-Rochdale lines.	Oldham/ Rochdale
Tram-Train Pathfinder South: South Manchester to Hale via Altrincham	A pilot scheme to maximise the utilisation of the existing Metrolink capacity in order to accommodate rapid transit demand growth to and through the Regional Centre. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester.	Manchester / Trafford
Tram-Train 'Pathfinder' Airport: Manchester Airport to Wilmslow via Styal	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester.	Manchester / Cheshire
Our Rail		
Rail		
Partnership options for management and improvement of local rail stations	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	GM Wide

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Capacity, connectivity and journey time improvements: Warrington rail (CLC) line	The Warrington rail line also known as the Cheshire Lines Committee (CLC) line study recommended investments such as resignalling. Such improvements will improve connectivity, increase service frequencies at many stations and improve reliability.	GM Wide
Accessibility Improvements at Greenfield Station	To improve access for disabled people at Greenfield Station – the expectation is that this will be delivered as part of the TransPennine Route Upgrade but if electrification of the line between Greenfield and Huddersfield does not form part of TPRU, alternative options are being explored.	Oldham
Manchester Airport Classic Station Capacity Increase/Upgrade	To allow for longer/ additional trains at Manchester Airport, maintaining present rail connectivity and accommodating future demand growth to/ from the Regional Centre of Greater Manchester.	Manchester
Rochdale Station Gateway Improvements	To improve Rochdale Station as a key multimodal gateway to the town centre	Rochdale
Rochdale Line Electrification	Electrification of the route between Manchester Victoria and Rochdale to support increased operational flexibility and reduced emissions	Rochdale
Central Manchester rail network enhancements- Further Works	To further expand the capacity, capability and reliability of the rail network to and through Central Manchester.	Manchester
Godley Green and Hattersley pedestrian/cycle bridge connection (potentially including Hattersley station south-facing access).	To support the development of the potential Godley Green development site. [Final intervention contingent on appropriate planning approvals and developer contributions]	Tameside
Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail)	To address medium-term capacity constraints and speed up journeys between Manchester and Leeds, through potential electrification of the full route, delivering wider economic benefits in both conurbations.	GM Wide

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Electrification between Bolton and Wigan	This intervention will improve connectivity and capacity on a key rail corridor in Greater Manchester. It will also improve access to HS2/NPR services connecting GM residents to the rest of the UK.	Bolton/ Wigan
High Speed Rail		
Delivery of High Speed 2, including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan.	To deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city region as a result of the improved connectivity.	GM Wide
Initial Stockport area rail infrastructure improvements	To undertake essential renewals and use the opportunity to upgrade the rail corridor for National Rail/HS2/potential Metro/tram-train services.	Stockport
Wigan HS2 Growth Strategy (early interventions)	Early interventions to support the station area and wider connectivity to this key future hub	Wigan
Manchester Piccadilly HS2 Growth strategy (early interventions)	Early interventions to support the station area and wider connectivity to this key future hub	Manchester
Stockport HS2 Growth Strategy (early interventions)	Early interventions to support the station area and wider connectivity to this key future hub	Stockport
Stations		
New stations (tranche 1)	Potential early delivery of stations in the areas of Leigh, Lostock Parkway, Little Hulton, Golborne, Slattocks, Dewsnap, Gamesley, Stanley Green and Cheadle to provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.	GM Wide
Our Streets		
Walking and Cycling		
City Centre Transport Strategy: Pedestrian Improvements – pedestrian priority areas, crossing improvements	To create improved and more space for people walking and spending time in the city centre.	Manchester / Salford

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
and enhanced public space		
Bromley Cross to Bolton Town Centre	Bee Network delivery between Bromley Cross and Bolton Town Centre	Bolton
Astley Bridge and Crompton Phase 2	Active Neighbourhood	Bolton
Westhoughton Phase 2	Active Neighbourhood	Bolton
Logistics North Connections	Links to Logistics North including a Busy Beeway through Four Lane Ends and potentially a new bridge over the M60.	Bolton/ Salford/ Wigan
Westhoughton to Bolton M61 Bridge	New cycling and walking bridge over the M61 to complete the missing link between Westhoughton and Bolton.	Bolton
Pilsworth	Delivery of Bee Network in Pilsworth area through Active Neighbourhood interventions	Bury
Bury Bridges	Upgrades to Milltown St and Nuttall Hall bridges	Bury
GM Public Rights of Way upgrades	Upgrades to various PROW in GM	GM Wide
Mayor's Challenge Fund Tranche 6: Oldham Road (Inner Radial)	Busy Beeway delivery on Oldham Road in Miles Platting.	Manchester
North Manchester Primary Schools Access	Bee Network and school access measures in north Manchester.	Manchester
North Manchester Secondary Schools Access	Bee Network and school access measures in north Manchester.	Manchester
City Centre Transport Strategy: Cycle Measures – Deansgate & Whitworth St (see Streets for All corridor improvements)	To support safe cycling in the city centre and delivery of the Bee Network	Manchester
Mayor's Challenge Fund Tranche 6: Park Bridge - NCN 626 - Ashton under Lyne	New cycling and walking bridge to deliver an improved traffic free Bee Network connection between Oldham and Ashton town centres.	Oldham
Mayor's Challenge Fund Tranche 6: Higginshaw Link to Royton	Bee network delivery in Royton.	Oldham
Mayor's Challenge Fund Tranche 6: Chadderton - Broadway Canal Link	Bee network delivery in Chadderton.	Oldham

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Active Neighbourhoods in Oldham	Active Neighbourhoods planned for communities in the Borough of Oldham.	Oldham
Mayor's Challenge Fund Tranche 6: Rochdale/Manchester/Oldham	Busy Beeway delivery on the Oldham Road and Lightbourne Road corridors delivering a major Bee Network connection to the city centre from the northeast	Rochdale / Manchester / Oldham
Spotland Masterplan	Bee Network in the Spotland area	Rochdale
Mayor's Challenge Fund for walking and cycling Tranche 2: Monton	Bee Network delivery in Monton.	Rochdale
Mayor's Challenge Fund for walking and cycling Tranche 4: Ordsall Neighbourhood	Active Neighbourhood delivery in Ordsall.	Salford
Swinton Neighbourhood	Active Neighbourhood scheme in Swinton	Salford
Innovation Triangle	Bee Network delivery in Salford University/Eccles/Salford Quays area	Salford
Walkden Crossings	Bee Network delivery in Walkden area	Salford
Trafford Greenway	New Bee Network connection linking Irlam to Altrincham along the former Cheshire Lines rail alignment.	Trafford
A34 Parallel Route	Potential Bee Network delivery parallel to the A34 in Cheadle/Gatley	Stockport
Cheadle Corridor Improvements	Bee Network delivery in Cheadle Heath	Stockport
Middlewood Way Improvements	Upgrade to surfacing and lighting from Rose Hill to Middlewood Station	Stockport
Heatons Active Neighbourhoods	Active Neighbourhood delivery in the Heatons	Stockport
Mottram Road, Stalybridge	Bee Network delivery in Stalybridge	Tameside
Manchester Road Link Bridge	New cycling and walking bridge over Manchester Road and Metrolink in Audenshaw	Tameside
Mayor's Challenge Fund Tranche 6: National Cycle Network Upgrades	Upgrades to various sections of National Cycle Network in Greater Manchester to achieve Bee Network standards	Wigan
Active Neighbourhood: Hindley and Hindley Green	To include new active-only links between South Hindley and A577. Subject to DfT approval, to be implemented as part of Wigan east - west road infrastructure.	Wigan

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 6: Park Road - NCN 626 - Town Centre Connection	Bee Network delivery connecting Oldham Town Centre to National Cycle Network Route 626 to Ashton under Lyne.	Oldham
Mayor's Challenge Fund Tranche 5: Sale to Sale Moor to Sale Water Park	Busy Beeway delivery between Sale town centre and Sale Water Park	Trafford
Mayor's Challenge Fund Tranche 6: Seymour Grove Phase 2	Busy Beeway delivery on Seymour Grove in Old Trafford/Firwood	Trafford
Mayor's Challenge Fund Tranche 1: Welkin Road - Town Centre Severance Package, Stockport Phase 1	Bee Network delivery in Brinnington/Portwood.	Stockport
Mayor's Challenge Fund Tranche 5: Heaton Norris Park Bridge Phase 1	Bee Network delivery in Heaton Norris.	Stockport
Mayor's Challenge Fund Tranche 6: WR Heaton's Neighbourhoods & Links Phase 1	Active neighbourhood delivery in the Heaton's.	Stockport
Potential new development walking and cycling improvements	[Final interventions contingent on appropriate planning approvals and developer contributions]	GM Wide
Local Highways		
Wigan east-west road infrastructure	<p>To provide an alternative route for traffic to cross Wigan, providing existing communities with relief from congestion and noise pollution and improving air quality; support future growth and housing delivery; enhance active travel; and facilitate improvements to bus services.</p> <p>Subject to DfT approval, the scheme could include the following:</p> <ul style="list-style-type: none"> - Wigan - Hindley section of Wigan - Bolton Quality Bus Transit - Wigan - Hindley - Leigh Quality Bus Transit - Hindley and Hindley Green Active Neighbourhood 	Wigan

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Oldham Mumps Area & Access to Southlink Development Site	To improve network performance and resilience, road safety, air quality and support new development.	Oldham
Quays Northern Access (Broadway Street/ Langworthy Road), The Quays	To upgrade the junction of Broadway with S Langworthy Road to reduce delays (including delays to trams), improve conditions for sustainable modes and support development in The Quays. Passive provision will be made for delivery of MediaCityUK-Salford Crescent Quality Bus Transit.	Salford
Liverpool Road/ Stadium Way, Peel Green	To remodel the A57 / Stadium Way junction, widen the existing bridge on Stadium Way south of the A57 junction and provide a stadium internal access road, reducing delays on the A57 and supporting further development in the local area.	Salford
Bolton KRN Structures refurbishment	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bolton
Manchester Street Viaduct Refurbishment, Oldham	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham
Heywood Queens Park Bridge Major Structure Enhancements	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Rochdale
Highway Trees Improvement Programme	To support improved air quality and local environmental quality across the borough.	GM Wide
Street Lighting Column Replacement Programme	To improve resilience of the street lighting network and increase opportunities for 'smart uses'	GM Wide
Manchester Airport expansion highway improvements	To improve the reliability of journey times to the Airport, enhancing its function as the primary global gateway for the North of England, to be coordinated with longer term highway improvements required to support HS2 and NPR Growth Strategy at Manchester Airport.	Manchester
A58 St Marys Gate/Manchester Road Streets for All Package	Package of measures to improve cycle facilities and reduce pedestrian severance along the	Rochdale

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	A58 dual carriageway to the west and north of Rochdale Town Centre	
A34 Area Access Package	To improve multi-modal access to existing and planned residential, employment and education locations along the A34 corridor between Handforth, Cheadle and Heald Green. Focus is on improving cycling and walking connectivity and reducing severance impact of the A34, plus junction improvements to provide access to potential development sites for all modes and potential new public transport hub at Stanley Green	Stockport
A555 Electronic Signs and Information System	To improve signage and traffic management along the A555 and surrounding routes.	Manchester
A560 Stockport Road / Mottram Old Road Travel Corridor, Hattersley Phase 1	Reducing former trunk road to single carriageway, with improvements to walk, cycle, and public realm, reducing severance in Hattersley	Tameside
A560 Stockport Road / Mottram Old Road Travel Corridor, Hattersley Phase 2a and 2b	Creating walk and cycle route alongside A560 at Godley Green Garden Village, junction improvements to facilitate that development, and replacement of life-expired bridge over railway line to facilitate separate carriageways for active travel and general traffic.	Tameside
Elton Reservoir Link Road (to support development and relieve town centre congestion)	To support the Elton Reservoir potential development and significantly improving network resilience in Bury. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury
Northern Gateway Distributor Road (enabling highway access)	To support the Northern Gateway potential development area facilitating access into and through the development from the M62 and M66. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury / Rochdale
Beal Valley / Broadbent Moss Spine Road	To support delivery of the Beal Valley and Broadbent Moss potential development areas. [Final intervention contingent on appropriate planning approvals and developer contributions]	Oldham

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Strategic Roads and Motorways		
Bredbury Economic Corridor Improvement (BECl) Package	To support delivery of new industrial development and housing growth by providing a new link between the M60 and Bredbury Gateway, J25 signalisation, widening of railway bridge to improve access for freight vehicles, pedestrians and cyclists, better linkages from residential areas of Bredbury, Romiley and Woodley to the M60 and Bredbury Gateway, upgrading of cycling and walking networks across the area, and passive provision to enable delivery of Ashton-Stockport Quality Bus Transit. [Final interventions contingent on appropriate planning approvals and developer contributions]	Stockport
M60 J21 / A663 Broadway junction upgrade	To reduce congestion and improve safety on the Strategic Route Network.	Oldham
Manchester South East Junction Improvements Study	Improvements to the SRN key junctions on this section of the M60	Manchester / Stockport / Tameside
Denton Island improvements	To address congestion and resilience issues on this key part of the SRN and accommodate anticipated growth.	Tameside
M6 J23 improvement	To address existing congestion and reliability issues on the SRN and adjoining LRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Wigan
Improvements to local junctions to mitigate traffic associated with potential developments	Improvements to junctions that benefit all road users. [Final intervention contingent on appropriate planning approvals and developer contributions]	GM Wide
Further phases of Western Gateway Infrastructure Scheme (WGIS)	To facilitate future growth in the Western Gateway including Port Salford and Trafford Waters; provide relief to the M60 J10 and J11; relieve residential areas such as Peel Green; and improve network connectivity and resilience. New highway links to facilitate future growth in the Western Gateway including Port Salford and Trafford Waters; provide relief to the M60	Salford/ Trafford

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	J10 and J11; through a package of complementary improvements to bus, walk, and cycle, improve non-car connectivity and improve the environment of residential areas such as Peel Green; and improve highway network connectivity and resilience.	
Freight and Logistics		
Optimise traffic signals for freight traffic using smart signalling technology where appropriate	To reduce the social and environmental external impacts of freight traffic, including better Air Quality, increased fuel efficiency and reduced noise.	GM Wide
Town Centres		
City Centre North West: Deansgate Streets for All proposal (part of Deansgate / Chapel St Area Improvements)	To improve the streets in the area for walking, cycling and placemaking, along with the reliability of bus journey times. Improvements include public realm enhancements, cycle facilities and bus gate improvements.	Manchester / Salford
City Centre Transport Strategy: Streets for All Corridor Improvements – Deansgate, Whitworth St and A34	To improve the streets for walking, cycling, public transport and placemaking whilst tackling issues such as congestion, air pollution, bus service reliability.	Manchester
Bolton Town Centre Junction Improvements	Improvements to key junctions in Bolton Town Centre for all road users.	Bolton
Radcliffe Town Centre Relief Scheme	To improve the operation of junctions to the east of Radcliffe town centre, relieving existing congestion and providing capacity for new development.	Bury
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 2)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham
St. Mary's Way	Streets for All scheme on St Mary's Way, Oldham.	Oldham
Town Centre Streets for All Improvements: Farnworth	Town Centre Streets for All works to support increased footfall, more journeys by sustainable modes, and regeneration of town centre, through delivery of enhanced public	Bolton

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	realm, and improved pedestrian, cycle and bus facilities.	
Stockport Town Centre West Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of A6 Railway Road junction remodel to include increased capacity and east-west cycle route	Stockport
Stockport Town Centre East Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of Mersey Square remodel to improve bus movements.	Stockport
Stockport Town Centre SUDS Package	Steppingstone spaces, Slow flow Streets, Stockport Southbank Sponge Promenade, Wearside Slipway and Grey water harvesting, Mersey Habitat Corridor	Stockport
Streets for All – Hyde Town Centre	Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Hyde Town Centre. To link with masterplan work currently being undertaken in Hyde.	Tameside
Stretford Town Centre Streets for All Improvements	To support walking, cycling and bus movements in Stretford town centre (including pedestrian movements to Stretford Metrolink stop) and to support the regeneration of Stretford.	Trafford
Streets for All Improvements: Trafford Civic Quarter area	Pedestrian, cycle and public realm improvements to increase connectivity by foot, bike, bus and Metrolink, reduce through traffic and congestion and address road safety and air quality issues.	Trafford
Streets for All Improvements: Trafford Wharfside	Pedestrian, cycle and public realm improvements to increase connectivity by foot, bike, bus and Metrolink, reduce through traffic and congestion and address road safety and air quality issues.	Trafford
Leigh Town Centre	Improvement of cycling, walking and public transport facilities at Leigh Centre. Includes proposals to deliver town centre improvements in Leigh to reduce impact of through traffic and to improve the public	Wigan

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
	realm, including potential bus gate within Leigh Town Centre.	
Maintenance		
Structures Improvement Package - Stockport	To support maintenance and resilience of key structures across the Stockport network, including: -Queens Road Bridge -Travis Brow Footpath Retaining wall -River Tame Footbridge -Stanley Road Footbridge	Stockport
A58 Angouleme Way Major Maintenance/Renewal	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bury
A58 Peel Way Major Maintenance/ Renewal	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bury
Eccles New Road/South Langworthy Road Refurbishment	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
Mancunian Way A57(M) – Resurfacing and Viaduct Strengthening & Refurbishment Scheme	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
A57 Regent Road KRN Carriageway resurfacing	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
Our Integrated Network		
Clean Air and Carbon		
Measures that will be identified within the Greater Manchester Clean Air Plan and identified as necessary to protect public health.	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Continued expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Retrofitting or upgrading buses to comply with more stringent emissions standards and/or zero emission standards (continuation programme)	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Future Mobility and Innovation		
Further Mobility as a Service (Maas) and Connected and Autonomous Vehicles (CAVs) projects, as the market for these technologies matures	To further develop the integration of various forms of transport services into a single customer experience, which is accessible on demand and uses a single payment application.	GM Wide
Further collaborative projects with UK and international cities to ensure Greater Manchester remains at the forefront of transport innovation	To further support the development of new a transport network that is at the forefront of technological advances and innovative thinking.	GM Wide
The roll-out of integrated private hire standards across Greater Manchester	To respond effectively to recent technological advance in the private ire sector to ensure consistency of standards for Greater Manchester customers.	GM Wide
Interchanges		
Bury Interchange redevelopment	To provide multi-modal upgrade (to include Metrolink, bus, active travel) to increase the attractiveness and the efficiency of the Interchange as the focal point for urban growth and regeneration in Bury town centre.	Bury
Travel Hubs/ Park and Ride		
Travel Hubs/Park & Ride proposals, e.g. Rochdale Station	To provide better access to public transport through Travel Hub/Park & Ride facilities.	GM Wide
Fares and Ticketing		
Further phases of Greater Manchester's smart ticketing initiative	To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall GM public transport offer more attractive. This in turn will encourage a modal shift in Greater Manchester.	GM Wide

In the next five years, we aim to complete business cases for early delivery of... (Map 2)

Intervention	Rationale	Location
Pan-northern integrated and smart ticketing, working with TfN	To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall GM public transport offer more attractive. This in turn will encourage a modal shift in Greater Manchester.	GM Wide
Piloting of other targeted ticket offers to promote the use of public transport	To encourage people to travel at quieter times and to increase the accessibility of the public transport network to specific groups of travellers.	GM Wide
Safety and Security		
Road Safety – Minor works improvement package (see GM Local Implementation Plans in Appendix B for more information)	To improve road safety at key points and junctions across GM, including improvement of safety signs.	GM Wide

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In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
Our Bus		
Local Bus		
Streets for All/Bus Corridor Upgrade: A56 Manchester–Bury	To improve reliability and speed of buses on A56 between Manchester City Centre – Bury corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Bury
Streets for All/Bus Corridor Upgrade: A56 Bury-Ramsbottom	To improve reliability and speed of buses on A56 between Bury – Ramsbottom corridor, which forms part of one of the radial Streets for All corridors.	Bury
Streets for All and Bus Corridor upgrade: A56 Manchester - Altrincham	To improve reliability and speed of buses between Manchester City Centre – Altrincham corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Trafford
Using new technologies to introduce, where feasible, new flexible bus services into rail stations and Metrolink stops	To provide an alternative to the car for journeys into the Regional Centre where current public transport options are either non-existent or lacking in quality and frequency.	GM Wide
City Centre Transport Strategy: bus routing, services and interchange improvements – Phase 2.	Phase 2 package of longer-term proposals to ensure the regional centre has the right balance between terminating and through bus services, minimise the negative impacts of bus movements on pedestrian and cycle movements, and better integrate the bus network with the Metrolink and rail network.	GM Wide
Further viable bus improvements to support the transport requirements of growth areas and potential future developments, identified through the planning process	To support future growth in Greater Manchester. [Final interventions contingent on appropriate planning approvals and developer contributions]	GM Wide
Quality Bus Transit		
Future phases of Quality Bus Transit routes	Whole-corridor upgrades of major bus corridors, delivering improvements to their quality and reliability and integrating bus, walking and cycling into a high-quality urban realm. Interventions to be determined.	GM Wide
Quality Bus Transit on key bus corridors: Ashton-Stockport	Whole-route upgrade of the Ashton - Stockport bus corridor, with the emphasis on quality, reliability, and integration into the urban realm.	Tameside/ Stockport

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	<p>QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles.</p> <p>To provide an attractive alternative to car journeys between the Ashton – Stockport corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.</p>	
<p>Quality Bus Transit on key corridors: A6 Manchester City Centre-Stockport College</p>	<p>Whole-route upgrade of the A6 Manchester City – Stockport College bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys on the Manchester City Centre - Stockport College corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.</p>	<p>Manchester / Stockport</p>
Bus Rapid Transit		
<p>Bus Rapid Transit extension (to Lowton and Golborne, via Leigh or A580)</p>	<p>To provide a more attractive alternative to the car on the Regional Centre – Lowton – Golborne Corridor, particularly for the associated potential new developments. [Final intervention contingent on appropriate planning approvals and developer contributions]</p>	<p>Wigan</p>
<p>Bus Rapid Transit corridor (Manchester Airport / HS2 to Altrincham)</p>	<p>To provide a more attractive alternative to the car for orbital journeys between Altrincham and the Airport, and to support the potential development site at Timperley Wedge.</p>	<p>Manchester / Trafford</p>
<p>Bus Rapid Transit corridor linking the potential Northern Gateway development area and surrounding towns to the Regional Centre</p>	<p>To effectively serve the major Northern Gateway potential development area with rapid public transport links, particularly to and from the Regional Centre, as well as nearby key centres e.g. Oldham. [Final intervention contingent on appropriate planning approvals and developer contributions]</p>	<p>Bury / Rochdale / Oldham / Manchester</p>

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
Our Metrolink		
Metrolink		
<p>Further interventions to improve Metrolink capacity and reliability, e.g.</p> <ul style="list-style-type: none"> - Altrincham Line Upgrade - Cornbrook Upgrade - Irk Valley Junction Upgrade - Network Power Upgrades - Next Generation of Longer Metrolink Vehicles - Third Depot - Twin-Tracking Upgrades 	To increase Metrolink capacity and reliability for the whole of Greater Manchester through a series of interventions.	GM Wide
Metrolink extension to Stalybridge	To provide communities east of Ashton with an alternative rapid transit option into the Regional Centre, thereby reducing pressure on the A635 and other roads.	Tameside
Metrolink connection to Middleton	To provide communities in and around Middleton with an alternative rapid transit option into the Regional Centre, thereby reducing pressure on local roads.	Rochdale
Oldham-Middleton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A669 and other local roads.	Oldham/ Rochdale
Metrolink connection (MediaCityUK-Salford Crescent)	A substantially higher non-car mode share is needed to sustain the growth of Salford Quays / Media City, which will require faster links to key interchange nodes in and around the Regional Centre.	Salford
Further new Metrolink connections between Salford Crescent, Inner Salford and the City Centre	To provide enhanced rapid transit connectivity and capacity to /from the city centre.	Salford
Completion of the Airport Metrolink Line (Western Leg Phase 3)	To join up rapid transit connections achieved in earlier stages of the Metrolink Western Leg and facilitate future connections using tram-train technology – to help achieve the step-change in non-car mode share required to sustain and	Manchester

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	support the growth of the wider Airport area, including a potential new stop at Timperley Wedge. [Final intervention contingent on appropriate planning approvals and developer contributions]	
Metro/Tram-Train extension towards Port Salford/Salford Stadium	To effectively serve the major developments of Trafford Waters, and potentially Salford Stadium and Port Salford which are currently not connected to rapid transit. [Final intervention contingent on appropriate planning approvals and developer contributions]	Salford
Improved link between Eccles Metrolink stop and rail station	To increase the accessibility between Eccles Metrolink and heavy rail stations to ensure it becomes a more significant transport hub.	Salford
New Stops and Upgrades		
Further Metrolink Stop Improvements Package	Package of stop improvements to improve customer experience.	GM Wide
Tram-Train		
Metro/Tram-Train from Manchester to Glossop	To provide much greater capacity and frequency on the Glossop corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Tameside/ Derbyshire
Metro/Tram-Train from Manchester to Marple	To provide much greater capacity and frequency on the Marple corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Stockport
Metro/Tram-Train from Manchester to Wigan via Atherton	To provide much greater capacity and frequency on the Atherton corridor, both to address existing crowding issues and to facilitate further growth.	Wigan
Metro/Tram-Train from Manchester to Warrington (CLC)	To provide much greater capacity and frequency on the Warrington corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Trafford/ Warrington
Metro/Tram-Train from Stockport to Hazel Grove	To provide much greater capacity and frequency for rapid transit to and from Stockport and/or Hazel Grove, both to address existing crowding issues and to facilitate further growth.	Stockport
Metro/Tram-Train from Stockport to Manchester Airport	To improve access to the Airport from the Stockport, Cheadle and Gatley area, and encourage sustainable travel to it.	Stockport/ Manchester
Metro/Tram-Train from Bury to Rochdale via Heywood	To complete the connection between Heywood and Bury following successful implementation of	Bury/ Rochdale

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	the early pathfinder North scheme between Oldham and Heywood via Rochdale.	
Metro/ Tram-Train from the west and southwest (Mid Cheshire) to Manchester Airport	To improve access to the Airport from the Altrincham and Hale area and from towns in Cheshire, to encourage sustainable travel to it. See also: Manchester Airport Western Link.	Manchester / Trafford/ Cheshire
Metro/Tram-Train from Stockport to Ashton via Denton and Reddish	To connect poorly served Denton and Reddish to strategic opportunities for employment, education and health at both ends of a freight line that has been without a regular passenger service since the early 1990s.	Stockport/ Tameside
Metro/Tram-Train from Cornbrook to Manchester Airport via Timperley	To improve access to the Airport from the Timperley, Sale and Stretford area, and encourage sustainable travel to it (also: relieve Altrincham line crowding).	Manchester / Trafford
Regional Centre Metro Tunnel	<p>To deliver a step-change in rapid transit capacity to and through the Regional Centre in order to:</p> <ul style="list-style-type: none"> • accommodate increasing demand on existing Metrolink lines • release capacity in the city centre to accommodate increased service frequencies, e.g. on the Bury line and to MediaCityUK via the Trafford Park line • facilitate conversion of shorter-distance-focused suburban rail lines to metro/tram-train operation, radically improving services on those corridors and releasing capacity on the National Rail network in the Regional Centre, so that it can reliably accommodate 2040 demand • provide the capacity to enable the rapid transit network to serve a wider range of middle-distance trips in Greater Manchester and to maximise the benefits of integrated fares. 	GM Wide

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
Our Rail		
Rail		
Rail capacity improvements on key commuting corridors: South East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester / Stockport / Tameside
Rail capacity improvements on key commuting corridors: Chat Moss and West Coast	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester / Salford / Wigan
Rail capacity improvements on key commuting corridors: North West Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester / Bolton / Wigan
Rail capacity improvements on key commuting corridors: North East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift. This could potentially include improvements between Rawtenstall and Manchester.	Manchester / Rochdale
Rail Capacity Improvements on key commuting corridors; South Manchester (including HS2 readiness)	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift, and prepare for the arrival of HS2.	Manchester / Stockport / Trafford
Platform lengthening and increases in passenger capacity at stations, including through future rail commitments	To maximise existing heavy rail network capacity in order to accommodate growth in rail travel.	GM Wide
Manchester Airport Western Rail Link	A new heavy rail link to the Mid-Cheshire line could release capacity on an already constrained network and provide greater rail access to Manchester Airport for those west and southwest of the conurbation (Cheshire and North Wales). See also: Metro/tram-train to Manchester Airport from the west (Mid Cheshire).	Manchester / Cheshire
Stockport - Station Alliance Enhancement Programme	To identify regeneration opportunities at Bramhall, Cheadle Hulme, Rose Hill Marple and Hazel Grove stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide	Stockport

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	residential, commercial and community facilities.	
Rochdale - Station Alliance Enhancement Programme	Redevelopment opportunities at Mills Hill, Slattocks, Castleton, Smithy Bridge, Littleborough and Rochdale stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide residential, commercial and community facilities.	Rochdale
Glossop Line Enhancements	To deliver an improved service on the Glossop line consistent with a potential longer-term metro/tram-train future for this line.	Manchester / Tameside/ Derbyshire
Mossley Station accessibility improvements	Upgrade of passenger facilities at Mossley station	Tameside
Port Salford rail freight link	To facilitate the delivery of Port Salford as a tri-modal logistics hub, reducing the impact of freight movement on the city region's congested motorway network.	Salford
High Speed Rail		
Manchester Airport HS2 and NPR Growth Strategy	To deliver transformational change to Greater Manchester's global rail offer from this new high-speed rail hub, and to ensure good onward public transport connections from across Greater Manchester to deliver wider benefits for the city-region as a result of the improved connectivity.	Manchester / Trafford
Stockport HS2 Growth Strategy	To address medium-term capacity constraints on the West Coast Main Line and at Stockport station, which will become more pressing between 2026 and 2033, when HS2 trains will start to arrive, but new tunnel to Piccadilly (HS2 Phase 2b) will not yet be complete.	Stockport
Wigan HS2 Growth Strategy	To better integrate Wigan Wallgate and North Western and therefore make the rail offer more attractive, creating a secondary long-distance rail hub for the city-region as an alternative to Manchester Piccadilly, particularly in the context of HS2.	Wigan
HS2 Northern Chord	A new link to facilitate trains running Manchester Piccadilly – Manchester Airport – Wigan – points north. This would provide a step change in journey-time from Manchester	GM Wide

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	Airport to Wigan and Scotland, and relieve capacity on the Manchester – Bolton – Preston and Manchester -Newton-le-Willows corridors, as well as in Manchester City Centre and Airport line.	
Northern Powerhouse Rail	To link Greater Manchester to the other economic centres of the North, support the growth of Manchester Airport and fully exploit opportunities to integrate with HS2.	GM Wide
Stations		
New stations (tranche 2)	To provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.	GM Wide
Our Streets		
Walking and Cycling		
Cheadle Access Package	New signal or priority junction with pedestrian and cycle links to Mill Lane and Cheadle District Centre and to improve cycling and walking access to the new proposed station in Cheadle.	Stockport
White City Circle	Delivery of a major junction improvement to facilitate Bee network connections at White City Circle in Old Trafford	Trafford
City Centre Wheel – cycle improvements on key corridors serving the city centre	To support safe cycling to / from the city centre and delivery of the Bee Network	Manchester / Salford / Trafford
Beeways Longer term delivery	Delivery of the remaining crossings and quiet streets identified on the Bee Network Map	GM Wide
Busy Beeways Longer term delivery	Delivery of the remaining 'Busy Beeway' major road corridors identified on the Bee Network Map	GM Wide
Active Neighbourhoods Longer term delivery	Delivery of Active Neighbourhoods across Greater Manchester	GM Wide
The Quays further connectivity improvements	Active travel access and connectivity improvements	Salford / Trafford
Wigan to Skelmersdale	Bee Network delivery between Wigan, Orrell, Billinge and Skelmersdale	Wigan
Local Highways		
Westhoughton Multi-Modal Package	To improve east-to-west connections, forming an extension of the Wigan E-W route (LLM); providing relief to Westhoughton town centre,	Bolton

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	enabling improvements for sustainable travel; and supporting local growth.	
Interventions to support the delivery of the Salford Crescent masterplan	Interventions to support public transport and active travel as part of the sustainable regeneration and development of this key growth area.	Salford
A49 Standish Link Road (Almond Brook Road to Kingshill Court)	To provide relief to Standish town centre, reducing through traffic and enabling improvements for sustainable modes; and to accommodate growth due to local housing developments.	Wigan
Lane Head Improvements	Measures from Atherleigh Way to Winwick Lane to reduce congestion and improve air quality at Lane Head junction.	Wigan
Improvements to local junctions to mitigate traffic associated with potential future developments – see LIPs (see Appendix B)	Improvements to junctions that benefit all road users. [Final intervention contingent on appropriate planning approvals and developer contributions]	GM Wide
Strategic Roads and Motorways		
Manchester Airport expansion highway improvements	To improve the reliability of journey times to the Airport, enhancing its function as the primary global gateway for the North of England, to be coordinated with longer term highway improvements required to support HS2 and NPR Growth Strategy at Manchester Airport.	Manchester
A58/M66 Junction 2 Improvements	To reduce congestion and improve reliability of journeys to/from M66 and along the A58 between Rochdale, Heywood and Bury, and to support growth including that at Northern Gateway.	Bury / Rochdale
M60 Junction 19/A576 Improvements	Improvements to M60 J19 to reduce congestion and facilitate growth. [Final intervention may be contingent on appropriate planning approvals and developer contributions]	Rochdale
A6 to M60 Relief Road	To address capacity and resilience issues from A6MARR to the M60 and facilitating reduced flows on the A6	Stockport
M60 Junctions 21-24 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for	Manchester / Oldham / Tameside

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
	the anticipated scale of growth both within the city-region and in neighbouring authorities.	
M66 improvements including improvements to Junction 3	To address existing congestion and reliability issues on the SRN and adjacent LRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Bury
Further interventions to tackle congestion issues in Tintwistle and Hollingworth	To address congestion issues on the strategic A628 corridor and improve journey times and journey time reliability to South Yorkshire.	Tameside
M6 J25 all-movements junction	To address congestion issues on this part of the Strategic Road Network and adjacent Key Route Network and increase access to the M6 Corridor.	Wigan
Further improvements to the motorway network, to be delivered through Highways England's future Road Investment Strategy process (RIS3)	To support major growth in Greater Manchester and across the North of England. Details to be determined through Highways England's planning processes, in consultation with local partners.	GM Wide
Strategic road improvements between Greater Manchester and Sheffield City Regions, to be determined through TfN and Highways England's Trans-Pennine Tunnel Study	To transform city region-to-city region highway connectivity across the North of England, in line with TfN's vision for an efficient highway network that effectively connects the labour markets of the North's major cities.	GM Wide
Multi-modal interventions to tackle congestion on the M60 North West Quadrant	To address existing congestion and reliability issues on the SRN and adjoining LRN through a package of multi-modal connectivity and capacity enhancements, enabling anticipated growth both within the city-region and in neighbouring authorities.	Bolton/ Bury/ Manchester / Salford and Wigan
M60 South East Quadrant Study	To address existing congestion and reliability issues as well as future challenges on the SRN and adjoining LRN. .	Manchester / Stockport / Tameside
South Manchester Highway and Transport Study	To maintain journey times and reliability for traffic using the M56, including trips to/from Manchester Airport, enhancing its function as the primary global gateway for the North of England.	Manchester / Trafford

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
M62 J19 Improvements	Junction and transport improvements to the area. [Final intervention may be contingent on appropriate planning approvals and developer contributions]	Rochdale
A57-M62 Link Road	To link the A57 at Barton with the M62 via a new motorway junction, supporting development at Port Salford and need to consider effects on local highway network.	Salford
M61 J6 Link Road for West of Wingates	To support the M61 Junction 6 West of Wingates potential development area	Bolton
M60 Junction 8 link road improvements	To support growth in the Carrington area by improving accessibility to new developments. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford
Freight and Logistics		
The creation of urban consolidation centres	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Measures to reduce impact of goods vehicles in centres	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Key enhancements to regional rail to support freight growth in Greater Manchester	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Demonstrating the potential of alternative fuel transport, aiming to achieve regionally and nationally competitive solutions	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Support joint procurement frameworks to reduce freight deliveries	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Town Centres		
Heywood Town Centre Streets for All Improvements	Following completion of J19 link road, the scheme proposes to reduce levels of through traffic through town centre, and introduce new bus priority, cycling and walking schemes through the town.	Rochdale
Middleton Town Centre Streets for All Improvements	Apply Streets for All principles to improve access by foot, bus, and by bike.	Rochdale

In the next five years, we will develop options for... (Map 3)

Intervention	Rationale	Location
Our Integrated Network		
Clean Air and Carbon		
Retrofitting or upgrading Local Authority fleet	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Private hire and taxi alternative fuels	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.	GM Wide
Future Mobility and Innovation		
Further future mobility and transport innovation priorities for Greater Manchester	To make travel easier across Greater Manchester through potential introduction of MaaS and new travel hubs.	GM Wide
Interchanges		
Oldham Mumps Interchange redevelopment	To increase the accessibility of Metrolink and bus from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Oldham town centre.	Oldham
New Stalybridge town centre transport interchange	Provision of a new transport interchange in Stalybridge which would better link the existing railway, bus and future Metrolink services together at a single location probably adjacent to the station.	Tameside
Ashton-in-Makerfield bus interchange upgrade	To increase the accessibility of Ashton-in-Makerfield by public transport and increase the attractiveness of bus services for local residents.	Wigan
Travel Hubs/ Park and Ride		
Further Travel Hub/ Park & Ride Proposals	To provide better access to public transport through Travel Hub/Park & Ride facilities.	GM Wide

Beyond this five year Delivery Plan, we will investigate...

Intervention	Rationale	Location
Our Bus	Our Metrolink	
Bus Rapid Transit	Metrolink & Tram-Train	
<p>In most cases, these interventions will require further investigation in order to determine the appropriate transport mode ('Rapid Transit Corridor'). For some, a likely mode is clearer and this is stated where relevant ('Metrolink Extension' or 'Bus Rapid Transit Extension').</p>		
Airport-Carrington-Irlam Rapid Transit Corridor	To improve access to the Airport from the Carrington and Irlam areas, making use of a former rail corridor to encourage sustainable travel to it.	Manchester/ Trafford/ Salford
Ashton-Oldham Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the M60, A627 and other local roads.	Oldham/ Tameside
Bolton-Bury Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A58 and other local roads.	Bolton/ Bury
Bolton-Radcliffe Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the M61, M60, A665, A6053, A56 and other local roads.	Bolton/ Bury
Marple-Stockport Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A626 and other local roads.	Stockport
Oldham-Grotton-Greenfield Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A669 and other local roads.	Oldham
Oldham-Royton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A671, A663 and other local roads.	Oldham
Tyldesley-Hindley Green-Wigan Bus Rapid Transit Extension	To link major growth areas with the Regional Centre and Wigan Town Centre, including the HS2 station and associated developments there.	Wigan

Beyond this five year Delivery Plan, we will investigate...

Intervention	Rationale	Location
Our Rail		
Rail		
Further electrification of rail lines to reduce carbon emissions and increase capacity	To reduce carbon emissions and increase capacity	GM Wide
Explore the feasibility and business case for improved connections from the Airport to the South	Improved heavy rail services south of the Airport towards and beyond Crewe, to increase Airport catchment and encourage sustainable travel to it. See also: Tram-Train Pathfinder Airport (Manchester Airport to Wilmslow via Styal).	GM Wide
Explore options for further increased rail network capacity in the Regional Centre	To transform city-to-city and suburban rail connectivity from Preston, Wigan and Liverpool to Manchester, addressing key constraints to capacity into the Regional Centre.	GM Wide
Further new rail stations from tranche 2	New stations that have not been identified as early priorities could well become more relevant as demand for rail travel increases and investment in the network creates opportunities for changes to rail services.	GM Wide
Our Streets		
Local Highways		
M62 - Carrington - M60 Link	To address existing congestion issues on the SRN and provide the capacity for the scale of development proposed both within the city region and in neighbouring authorities.	Trafford / Salford
High Lane and Disley Bypass	A bypass of the settlements of High Lane and Disley, promoted by Cheshire East Council.	Stockport / Cheshire East

APPENDIX B: Greater Manchester Transport Strategy 2040 – Local Implementation Plans

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APPENDIX C: 2040 Transport Strategy KPIs

Network Principles KPIs – Customer Responses							
	Indicator	Value	Date	Change	Question	Response	Source
Integrated	Ease of making multi-mode trips	80%	2018	N/A (baseline)	How easy or difficult is it for you to use different forms of transport in one journey in Greater Manchester	Easy + Very Easy	MMNP
	Multi-modal fares	59%	2019	From 2018: ↓1 ppt	The way fares are set up allows travel by ANY public transport and ANY operator in Greater Manchester	Agree + Strongly Agree	Fares survey
	Real choice	52%	2018	N/A (baseline)	How often do you feel you have a choice of transport?	Always + Often	MMNP
	Ease of interchange	2018	N/A (baseline)	How you would rate the following aspects when travelling by [mode]?: Ease of connecting to onward bus/ train/tram	Satisfied + Very Satisfied	MMNP	
	Bus 75% Tram 85% Train 61%						
	Being well-informed	81%	2019	N/A (baseline)	Overall, I am satisfied with the travel information available in Greater Manchester	Agree + Strongly Agree	CTI
Reliable	Journey time predictability	57%	2018	N/A (baseline)	How predictable are your journey times in Greater Manchester?	Always + Often Predictable	MMNP
	Stress	23%	2018	N/A (baseline)	How often are your journeys within Greater Manchester stressful?	Always and Often Stressful	MMNP
	Punctuality at the stop/station	62% 91% 53%	2018	N/A (baseline)	How you would rate the following aspects when	Satisfied + Very Satisfied	MMNP

	Bus Tram Train				travelling by bus/tram/train?: Punctuality of arrival time at the stop/station		
	Punctuality arriving at destination		2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?: The bus arrives at the destination at the time you expect it to arrive	Satisfied + Very Satisfied	MMNP
	Bus Tram Train	76% 93% 62%					
	Car punctuality	53%	2018	N/A (baseline)	How you would rate the following aspects when travelling by car?: Arriving at the time you want to arrive	Satisfied + Very Satisfied	MMNP
	Car congestion	40%	2018	N/A (baseline)	How you would rate the following aspects when travelling by car?: Traffic congestion	Satisfied + Very Satisfied	MMNP
Healthy	Healthy	31%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's transport network encourages you to walk or cycle as part of your trips?	Agree + Strongly Agree	MMNP
Inclusive	Ease of access		2019		How easy or difficult do you find travelling to [selection of destinations] (by any form of transport)?	Very easy + easy (weighted average)	NHT KBI 03, KBI 04, KBI 05
	All Disability No car	74% 62% 71%		→0 ↓5 pts ↓1 ppt			
	PT affordability	65%	2019	From 2018: ↓5 pts	I can afford to travel by public transport as much as I like	Agree + Strongly Agree	Fares survey
	Fair fares	63%	2019	From 2018: ↑3 pts	I get a fair deal for the fares I pay	Agree + Strongly Agree	Fares survey

Environmentally responsible	Environmentally responsible travel	43%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's transport network encourages people to travel in an environmentally responsible way?	Agree + Strongly Agree	MMNP
	Quality of local environment	68%	2019	N/A (baseline)	Composite of: <ul style="list-style-type: none"> Noise levels from traffic: 74% Pollution from traffic: 60% My neighbourhood has a clean environment: 70% 	Good + Very Good/ Agree + Strongly Agree	Neighbourhoods survey
Safe	Feeling safe from traffic		2018	N/A (baseline)	How you would rate the following aspects when walking/travelling by bike?: Feeling safe from traffic during the day	Satisfied + Very Satisfied	MMNP
	Walk	75%					
	Bike	51%					
	KSI number		2019	From 2018:			Safer Roads GM
(all)	683		↓9%				
Pedestrians	227		↓11%				
Cyclists	87		↓29%				
Children	77		↓17%	Aged 14 and under			
KSI rate per million km		2019					Safer Roads GM + TRADS
Pedestrians	0.5		↓17%				
Cyclists	0.6		↓25%				
Secure	Personal security whilst waiting for PT (daytime)		2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/train/tram?: Personal security waiting at the stop/station during the day	Satisfied + Very Satisfied	MMNP
	Bus	83%					
	Tram	90%					
	Train	88%					

Personal security whilst waiting for PT (night, relative to day)	-27% points	2018	N/A (baseline)	Average % point reduction across PT modes for above question when asked about "at night"	Satisfied + Very Satisfied	MMNP
Personal security on PT (daytime) Bus Tram Train	87% 89% 84%	2018	N/A (baseline)	How would you rate the following aspects when travelling by bus/train/tram?: Personal security while travelling on a bus/train/tram during the day	Satisfied + Very Satisfied	MMNP
Personal security on PT (night, relative today)	-27% points	2018	N/A (baseline)	Average % point reduction across PT modes for above question when asked about "at night"	Satisfied + Very Satisfied	MMNP
Personal security walking Day Night	81% *55%	2018	N/A (baseline)	How would you rate the following aspects when walking?: Personal security during the day/at night * NB women's perception of personal security is significantly lower than men's	Satisfied + Very Satisfied	MMNP
Personal security cycling Day Night	68% 32%	2018	N/A (baseline)	How would you rate the following aspects when travelling by bike?: during the day/at night	Satisfied + Very Satisfied	MMNP
Personal security car Parking (day) Parking (night) In vehicle	81% 57% 85%	2018	N/A (baseline)	How would you rate the following aspects when travelling by car?: Personal security at parking areas during the day/at parking	Satisfied + Very Satisfied	MMNP

					areas at night/in your vehicle		
Resilient	Resilience – PT	31%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester’s public transport network is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
	Resilience – road network	28%	2018	N/A (baseline)	Thinking about Greater Manchester’s road network now, do you agree or disagree that it is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
Well-maintained	Highway condition	32%	2019	↑7 pts	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following...? KBI 23	Satisfied + Very satisfied	NHT
	The condition of pavements	53%	2019	↑2 pts	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following...? WCBI 02	Satisfied + Very Satisfied	NHT
	Condition of cycle routes	53%	2019	↑1 ppt	How satisfied or dissatisfied are you with each of these locally...? WCBI 10	Satisfied + Very Satisfied	NHT
	Waiting environment (shelter, litter etc.) Bus Tram Train	62% 82% 79%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?	Satisfied + Very Satisfied	MMNP

Network Principles KPIs – Operational View						
	Indicator	Value	Date	Change	Measurement	Source
Integrated	PT Network coverage	82%	Feb 2020		Proportion of GM population at GMAL Level 4 or better.	
Inclusive	Travel cost by mode, relative to RPI.		2019	From 2018	Index of cost of travel, average peak fare, from 2001 base.	
	Bus	+15%		↑ 2.3%		
	Tram	-4%		↑ 1.5%		
	Train	+18%		↓ 0.1%		
	Car	-14%		↓ 1.1%		
Enviro	NOx & PM emissions	Full details are available from the Clean Air Greater Manchester Annual Status Reports: https://cleanairgm.com/data-hub/monitoring-reports				
	Transport CO ₂ emissions in GM	4,328 kilotonnes	2018	↓ 1.6%	Annual CO ₂ emissions, all transport excl. aviation, shipping & military. Excludes CO ₂ embedded in construction.	BEIS
Secure	Crime & ASB on transport networks	8,502	2019	N/A – change in method during 2018	Annual all reported crime and ASB incidents on the public transport network	TravelSafe
Reliable	PT punctuality		Sept 2019		Proportion of bus services departing? between 1 min early and 6 mins late.	Rail: ORR
	Bus	82.5%			Proportion of train services departing? between 1 min early and 1 min late.	Bus: TfGM surveys
	Northern Rail*	51.1%	2019 /20	From 2018/19:	* Refers to whole TOC network rather than GM geographical area	
	Bus	1		↑ 7		
	Tram	49		↑ 29		
					Average excess waiting time (seconds)	

	Highway journey time reliability	88.5%	2019	From 2018: ↑0.2ppt s	Proportion of journeys within +/-25% of median journey time.	TfGM Bluetooth network
Well-maintained & Resilient	KRN where maintenance should be considered	25.6%	2018 /19	↓3.4ppt s	% of KRN with carriageway condition classified as red or amber.	GM Districts

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Spatial Theme KPIs – Customer Responses							
	Indicator	Value	Date	Change	Question	Response	Source
Global	Non-car mode share for GM-originating passenger journeys to airport	7%	2017 - 2019	N/A			TRADS
	Non-car mode share	79%	2019	From 2018 ↑1 ppt	Proportion of trips arriving in AM peak		Cordon counts
Regional Centre	Easy to get to (GM residents)	82%	2018	N/A (baseline)	How easy or difficult is it to travel to the Regional Centre ⁷ in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant place to walk around and spend time in Residents Visitors	76% 65%	2018	N/A (baseline)	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good + Very Good	Town Centres
	Feeling safe after dark Residents Visitors	42% 42%	2018	N/A (baseline)	How do you rate [centre] for the following?	Good/very good	Town Centres
	'Liveability'	26%	2018	N/A (baseline)	I would not consider living in the Regional Centre	Disagree + Strongly Disagree	Town Centres
	Regional centre road traffic levels	20,620	2019	From 2018: ↓3.2%	Number of motor vehicles arriving in the AM peak		Cordon counts
	Theme share of trips as per Right Mix	15%	2017	N/A (baseline)			TRADS
	Active Travel + Public Transport	59%	2017	N/A (baseline)			TRADS

⁷ Those parts of Manchester & Salford within the Inner Ring Road

	mode share of this Theme						
Across wider city-region	Easy to access town centres (8-centre ⁸ average)	90%	2018	N/A (baseline)	How easy or difficult is it to travel to the [centre] in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant to visit town centres	54%	2018	N/A (baseline)	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good/very good	Town Centres
	Ease of interchange. Bus Tram Train	75% 85% 61%	2018	N/A (baseline)	How you would rate the following aspects when travelling by [mode]? Ease of connecting to onward bus/train/ tram	Good/very good	MMNP
	Theme share of trips as per Right Mix	36%	2017				TRADS
	Active Travel + Public Transport mode share of this Theme	17%	2017	N/A (baseline)			TRADS
Neighbourhoods	Perception of safety Daytime After dark	87% 59%	2020	N/A (baseline)	How do you rate your neighbourhood for the following when travelling around?	Good + Very Good	Neighbourhoods survey
	Active travel as natural choice for many short journeys	83%	2020	N/A (baseline)	Which type of transport do you use most frequently to get to places you visit within	Active travel %	Neighbourhoods survey

⁸ Altrincham, Ashton, Bolton, Bury, Oldham, Rochdale, Stockport, Wigan.

					your neighbourhood?		
Proportion of neighbourhood journeys made by Walking Cycling	52.1% 2.2%	2017 - 2019	From 2014-2016: ↑0.7 pts ↑0.4 pts		Proportion of trips < 2km for which the main mode is walking/cycling		TRADS
Perception of ease of travelling around neighbourhoods: walking cycling	 78% 33%	2020	N/A (baseline)		How do you rate your neighbourhood for the following when travelling around? Ease of walking around the neighbourhood Ease of cycling on roads in the neighbourhood	Good/ very good	Neighbourhoods survey
Perceived impact of traffic on local roads	65%	2020	N/A (baseline)		Composite of "How do you rate your neighbourhood for the following when travelling around?": Noise levels from traffic (74%) Pollution from traffic (60%) How close vehicles are to pedestrians (61%)	Good/ very good	Neighbourhoods survey
Theme share of trips as per Right Mix	42%	2017	N/A (baseline)		% of all trips that are 2km or shorter excluding trips with an end in the Regional Centre		TRADS
Active Travel + Public Transport mode share	55%	2017	N/A (baseline)				TRADS

	of this Theme						
	Use of local shops/ facilities	83%	2020	N/A (baseline)	Visit the following locations at least monthly: large supermarket, small supermarket, local newsagents or corner shop, retail park, shop for non-food and market(s)		Neighbourhoods survey

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