



BEE NETWORK COMMITTEE

DATE: Thursday, 27th July, 2023

TIME: 11.30 am

VENUE: GMCA Offices, 56 Oxford Street, M1 6EU

AGENDA

Annual Meeting Business

1. WELCOME & APOLOGIES

2. APPOINTMENT OF CHAIR

To appoint a Chair to the Bee Network Committee for the 2023/24 municipal year.

3. APPOINTMENT OF VICE CHAIR

To appoint a Vice-Chair to the Bee Network Committee for the 2023/2024 municipal year.

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN

Please note that this meeting will be livestreamed via www.greatermanchester-ca.gov.uk, please speak to a Governance Officer before the meeting should you not wish to consent to being included in this recording.

4. MEMBERSHIP FOR 2023/24 MUNICIPAL YEAR

To note the membership of the Committee for the forthcoming municipal year.

Members:

District	Name	Substitutes
GM Mayor	Andy Burnham (Labour)	Tom Ross (Labour)
GMCA	Eamonn O'Brien (Labour)	Neil Emmott (Labour)
Bolton	Hamid Khurram (Labour)	Sean Fielding (Labour)
Bury	Alan Quinn (Labour)	Noel Bayley (Labour)
Manchester	Tracey Rawlins (Labour)	TBC
Oldham	Elaine Taylor (Labour)	Chris Goodwin (Labour & Co-operative)
Rochdale	Phil Burke (Labour) (TBC)	TBC
Salford	Paul Dennett (Labour)	Mike McCusker (Labour)
Stockport	Grace Baynham (Liberal Democrat)	Mark Roberts (Liberal Democrat)
Tameside	Warren Bray (Labour)	Jan Jackson (Labour)
Trafford	Aiden Williams (Labour) (TBC)	Steve Adshead (Labour) (TBC)
Wigan	John Vickers (Labour)	TBC

Mayoral Appointments:

District	Name	Substitutes
Mayoral - Oldham	Howard Sykes (Lib Dem)	TBC
Mayoral - Stockport	David Meller (Labour & Co-operative)	TBC
Mayoral - Tameside	Dan Costello (Conservative)	TBC
Mayoral - Rochdale	James Gartside (Conservative)	TBC

5. MEMBERS CODE OF CONDUCT AND ANNUAL DECLARATION OF INTEREST FORM 1 - 20

To note the requirements under the Members Code of Conduct and request that all members complete their Annual Declaration of Interest Form and return it to the Governance & Scrutiny Officer.

6. TERMS OF REFERENCE AND RULES OF PROCEDURE 21 - 44

To note the Committee's Terms of Reference and Rules of Procedure.

7. APPOINTMENTS TO OUTSIDE BODIES

1. To appoint five members to the Greater Manchester Accessible Transport Board.

2. To appoint one member to the GM Green City Region Partnership.

ORDINARY BUSINESS

8. CHAIR'S ANNOUNCEMENTS AND URGENT BUSINESS

9. DECLARATIONS OF INTEREST 45 - 48

To receive declarations of interest in any item for discussion at the meeting. A blank form for declaring interests has been circulated with the agenda; please ensure that this is returned to the Governance & Scrutiny Officer 48 hours in advance of the meeting.

- 10. GREATER MANCHESTER BUS STRATEGY: BETTER BUSES FOR THE BEE NETWORK** 49 - 104
- Report of Martin Lax, Transport Strategy Director, TfGM
- 11. TRANSPORT CAPITAL PROGRAMME** 105 - 122
- Report of Chris Barnes, Infrastructure Pipeline Programme Director, TfGM.
- 12. TRANSPORT FOR THE NORTH - STRATEGIC TRANSPORT PLAN 2** 123 - 128
- Report of Martin Lax, Transport Strategy Director, TfGM
- 13. BEE NETWORK FARES AND PRODUCTS** 129 - 138
- Report of Helen Humble, Head of Ticketing, TfGM
- 14. METROLINK CONTRACT EXTENSION - PART A** 139 - 142
- Report of Daniel Vaughan, Head of Metrolink, TfGM
- 15. DATES AND TIMES OF FUTURE MEETINGS**
- To be confirmed by the Governance & Scrutiny Officer following the meeting.

PART B

16. EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972

the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

17. METROLINK EXTENSION CONTRACT - PART B

143 - 150

Report of Daniel Vaughan, Head of Metrolink, TfGM

For copies of papers and further information on this meeting please refer to the website

www.greatermanchester-ca.gov.uk. Alternatively, contact the following

Governance & Scrutiny Officer: Ninoshka Martins

✉ ninoshka.martins@greatermanchester-ca.gov.uk

This agenda was issued on 19.07.23 on behalf of Julie Connor, Secretary to the Greater Manchester Combined Authority, Broadhurst House, 56 Oxford Street, Manchester M1 6EU

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BEE NETWORK COMMITTEE

Date: 27 July 2023

Subject: Code of Conduct and Register of Interests

Report of: Gillian Duckworth, Monitoring Officer, GMCA

PURPOSE OF REPORT:

To remind Members that the GMCA's Member Code of Conduct sets out high expectations with regard Members' conduct. As Members are co-opted on to a GMCA Committee the GMCA's code applies to them when they are acting in this capacity.

RECOMMENDATIONS:

Members are requested to:

1. Note the GMCA's Member Code of Conduct (Appendix A) and to complete an annual register of interest form (Appendix B).

CONTACT OFFICER

Ninoshka Martins, Governance & Scrutiny Officer, GMCA

ninoshka.martins@greatermanchester-ca.gov.uk

BOLTON
BURY

MANCHESTER
OLDHAM

ROCHDALE
SALFORD

STOCKPORT
TAMESIDE

TRAFFORD
WIGAN

Risk Management – none

Legal Considerations – none

Financial Consequences – none

Financial Consequences – Capital – none

Number of attachments included in the report: 2

GMCA's Member Code of Conduct (Appendix A) and Annual Register of Interest Form (Appendix B).

BACKGROUND PAPERS

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

None.

Appendix A

SECTION A: CODE OF CONDUCT FOR MEMBERS

Part 1 General Provisions

1. Introduction and Scope

1.1. The Greater Manchester Combined Authority is determined to promote and maintain high standards of conduct by its Members, Co-opted Members and those councillors from Greater Manchester's districts appointed to roles in which they act on behalf of the GMCA. The GMCA has adopted a Code of Conduct for Members in line with its obligations under section 27(2) of the Localism Act 2011.

1.2. This Code mandatorily applies to those acting as Members of the GMCA (including the **directly elected** Mayor and Substitute Members), voting Co-opted Members of the GMCA's committees or Appointed Members of Joint Committees, and references to "official capacity" are to be construed accordingly.

1.3. Compliance with this Code is a statutory requirement for those identified in paragraph 1.2. To promote good governance the GMCA strongly recommends voluntary compliance with the Code by non-voting Co-opted Members of the GMCA's committees and by elected members from Greater Manchester's ten districts when they otherwise act for or represent the GMCA. Where a member is only subject to the Code through voluntary compliance (as described in this paragraph) they will not in law be subject to the statutory obligations relating to member conduct under Chapter 7, Part 1 of the Localism Act 2011 nor can the conduct of such a member, insofar as it concerns that member's GMCA role, amount to any of the criminal offences referred to in this Code. However, the conduct of a member who has agreed to voluntarily be subject to the Code may be considered under the GMCA's arrangements for determining whether a member has breached the Code.

1.4. In this Code – 'meeting' means any meeting of:

- the GMCA; or
- any of the GMCA's Committees or Sub-Committees, Joint Committees or Joint Sub-Committees.

For the purposes of this Code "Committee" includes any Fire Committee that may be established by the Mayor.

This Code does not have effect in relation to a member's conduct other than where it is in that member's official capacity.

This Code will be reviewed every two years by the GMCA's Standards Committee or earlier if required by a change in legislation.

2. General Principles

- 2.1. The Code and the associated guidance are based on the following general principles.
- 2.2. Members must behave according to the highest standards of personal conduct in everything they do when acting as a Member or voting Co-opted Member (or in the case of those voluntarily subject to compliance with the Code in accordance with paragraph 1.3 above, where they are otherwise acting on behalf of the GMCA). They must observe the following principles of conduct, some of which are set out in law. The seven principles of Standards in Public Life known as the Nolan Principles underpin the provisions of the GMCA's Code of Conduct for Members. They are set out in paragraphs 2.3 to 2.9 below.
- 2.3. Selflessness: holders of public office should act solely in terms of the public interest.
- 2.4. Integrity: holders of public office **must avoid** placing themselves under any obligation to **people or** organisations that might try inappropriately to influence them in the work. **They should not act or take decisions on order to gain financial or other material benefits for themselves, their family, or their friends. They must disclose and resolve any interests and relationships.**
- 2.5. Objectivity: **Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.**
- 2.6. Accountability: Holders of public office are accountable for their decisions and must submit themselves to whatever scrutiny is appropriate to **ensure this.**
- 2.7. Openness: Holders of public office should **act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for doing so.**
- 2.8. Honesty: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

2.9. Leadership: Holders of public office should **exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.** Where those covered by this Code act as a representative of the GMCA:

- a) on another relevant authority, they must, when acting for that other authority, comply with that other authority's code of conduct; or
- b) on any other body, they must comply with this Code, unless it conflicts with any other lawful obligations to which that other body may be subject.

2.10. It is an individual's responsibility to comply with this Code. Failure to do so may result in a sanction being applied by the GMCA. A failure by a Member coming within the scope of paragraph 1.2 above to declare a Disclosable Pecuniary Interest may result in a criminal conviction and an unlimited fine and/or disqualification from office for a period of up to 5 years.

3. General Obligations for Members

3.1. You must not:-

- a) Do anything which may knowingly cause the GMCA to breach the Equality Act 2010;
- b) Bully or be abusive to any person;
- c) Intimidate or attempt to intimidate any person who is or is likely to be:
 - d) a complainant
 - e) a witness, or
 - f) involved in the administration of any investigation or proceedings,
 - g) in relation to an allegation that a Member (including yourself) has failed to comply with the GMCA's Code of Conduct; or
- h) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, the GMCA.

3.2. You must not:

- a) Disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
 - i. You have the consent of a person authorised to give it;
 - ii. You are required to do so by law;
 - iii. The disclosure is made to a third party for the purpose of obtaining professional **legal** advice, provided that the third party agrees not to disclose the information to any other person; or
 - iv. the disclosure:
 - is reasonable and in the public interest; and
 - is made in good faith and in compliance with the reasonable requirements of the GMCA; **and I have consulted with the Monitoring Officer prior to its release or**
- b) Do not improperly use knowledge gained solely as a result of your role as a Councillor for the advancement of yourself, friends, family members, employer or business interests
- c) Prevent another person from gaining access to information to which that person is entitled by law.

3.3. You must not conduct yourself in such a way which could reasonably be regarded as bringing your office or the GMCA into disrepute.

3.4. You:

- a) must not use or attempt to use your position as a Member improperly to the advantage or disadvantage for myself or any other person, ; and
- b) must, when using or authorising the use by others of the resources of the GMCA:
 - act in accordance with the GMCA's reasonable requirements.
 - ensure that such resources are not used improperly for political purposes (including party political purposes) or be conducive to, the discharge of the functions of the GMCA or of the office to which I have been appointed; and

c) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

3.5. When reaching decisions on any matter you must have regard to any relevant advice provided to you by:

- a) The GMCA's Treasurer (section 73 officer); or
- b) The GMCA's Monitoring Officer

where that officer is acting pursuant to his or her personal statutory duties.

3.6. You must give reasons for all decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the GMCA.

LOCALISM ACT 2011

GREATER MANCHESTER COMBINED AUTHORITY (GMCA) CODE OF CONDUCT FOR MEMBERS

Register of Members' and Substitute Members' Disclosable Pecuniary Interests (in accordance with Sections 30 and 31 of the Localism Act 2011 and the relevant authorities (disclosable pecuniary interests) Regulations 2012 (S.I 2012 No.1464) and Members and Substitute Members personal interests in accordance with paragraph 9.1 and Appendix B of the GMCA's Code of Conduct for Members.

I, -----

Member of the GMCA (or one of its Committees) give notice that I have set out at Part 1 below under the appropriate heading the disclosable personal interests that I am required to notify to the GMCA's Monitoring Officer in accordance with Sections 30 and 31 of the Localism Act 2011 and The Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and/or by virtue of Rule 21 of the GMCA's Procedure Rules and that I have set out at PART 2 below my Other Registrable interests which I am required to notify to the GMCA's Monitoring Officer under Appendix B of the Code of Conduct for Members adopted by the GMCA at its meeting on the 30 June 2023 and have put 'NONE' where I am not required to notify any disclosable personal interests or personal interests under any heading.

I am aware that in accordance with Section 30(3) of the Localism Act 2011, I am required to notify at Part 1 both my own disclosable personal interests and also any disclosable personal interests of:

- 1. my spouse or civil partner,**
- 2. a person with whom I am living as husband and wife, or**
- 3. a person with whom I am living as if we were civil partners**

("my partner"), where I am aware that my partner has the disclosable personal interest.

PART 1**DISCLOSABLE PECUNIARY INTERESTS****1. Any employment, office, trade, profession, or vocation carried out for profit or gain**

Member	
Partner	

NB: You need to include details of any employment or business in which you or your Partner are engaged. Employees should give the name of their employer. You should give the name of any company of which you or your Partner are a partner or remunerated director. Where you or your Partner hold an office, give the name of the person of the body which appointed you or your Partner (in the case of a teacher in a maintained school – the local education authority; in the case of an aided school – the school’s governing body)

2. Sponsorship

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NB: You must declare any payment or provision of any other financial benefit (other than from the GMCA) made or provided to you in respect of any expenses incurred by you in carrying out your duties as a Member / Substitute Member of the GMCA, or towards your election expenses, within the 12 month period prior to your notification of the interest to the GMCA's Monitoring Officer. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

3. Contracts with the GMCA

Member	
Partner	

NB: You should describe all contracts of which you are aware, which are made between the GMCA and either yourself or your Partner or a body in which you or your Partner have a beneficial interest (being a firm in which you or your Partner is a partner, or a body corporate of which you or your Partner is a director, or in the securities of which you or your partner have a beneficial interest), which are not fully discharged and which are contracts under which goods or services are to be provided or works are to be executed.

Please note that the reference to “securities” means “shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

4. Land in the area of the GMCA

Member	
Partner	

NB: You should include any land (including houses, buildings or parts of buildings and any interests as mortgagee) within the GMCA’s boundaries in which you or your Partner, either alone or jointly, have a beneficial interest for your or your Partner’s benefit. You should give the address or brief description to identify it. **If you live within the GMCA’s boundaries you should include your home under this heading** either as owner, lessee, or tenant. You should also include any property from which you or your partner receive rent, or of which you or your partner are the mortgagees.

If you wish to redact your home address you must apply for a sensitive interest redaction via your Local Authority giving the reasons for this request, once approved this can also be applied to your GMCA declaration, subject to the approval of the GMCA Monitoring Officer.

5. Licences to occupy land

Member	
Partner	

NB: You should include any land (including buildings or parts of buildings) within the GMCA's boundaries which you or your Partner have a right to occupy for 28 days or longer (either alone or jointly with others). You should give the address or a brief description to identify it.

6. Corporate tenancies

Member	
Partner	

NB: You should list here any tenancies of properties of which you are aware, where the landlord is the GMCA and the tenant is a body in which you or your Partner have a

beneficial interest (being a firm in which you or your Partner is a partner, or a body corporate of which you or your Partner is a director, or in the securities of which you or your partner have a beneficial interest).

Please note that the reference to “securities” means “shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

7. Securities

Member	
Partner	

NB: You should list here any beneficial interest of you or your Partner in securities of a body where –

- a) that body (to your knowledge) has a place of business or land within the GMCA’s boundaries; and
- b) either –
 - i. the total nominal value of the securities held by you or your Partner exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - ii. if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you or your Partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Please note that the reference to “securities” means “shares, debentures, debenture stock.

Loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

PART 2

OTHER REGISTRABLE INTERESTS

1. Unpaid directorships

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2. Bodies to which you are appointed or nominated by the GMCA

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NB: You should record here details of your **membership and/or position of general control or management**, in any –

- Body to which you have been appointed or nominated by the GMCA as its representative.

8. Interests in charities, societies and other bodies

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NB: You should record here details of your **membership or position of general control or management**, in any body –

- exercising functions of a public nature;
- directed to charitable purposes. (Freemasons should include here membership of the Masonic Grand Charity)
- one whose principal purposes includes the influence of public opinion or policy, including any political party, trade union or professional association.

9. Gifts and hospitality

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You should list here any person from whom you have received a gift(s) or hospitality with an estimated value of at least £100 (including multiple gifts and/or hospitality with an aggregate value of at least £100 from the same person). You should provide a description of the gift(s) or hospitality and the person you believe to be the source of the gift(s) and hospitality (including accumulative gifts and/or hospitality).

You should list here any significant gift or hospitality that you have been offered but have refused to accept.

You should list any such gifts or hospitality which you have received/been offered within whichever is the shortest of the period of 3 years or the period since you were first elected as a Member / Substitute Member of the GMCA.

I recognise that it can be a CRIMINAL OFFENCE under Section 34 of the Localism Act 2011 to: -

1. fail to comply with the obligation to notify the GMCA's Monitoring Officer of any disclosable pecuniary interests as required by Section 30(1) of the Localism Act 2011;
2. provide information in relation to disclosable pecuniary interests that is materially false or misleading, and
3. fail to comply with the obligation to notify the GMCA's Monitoring Officer of any further disclosable pecuniary interests that require notification in accordance with Sections 30(2) and 30(3) of the Localism Act 2011.

I authorise this information to be made available in the GMCA's Public Register of Member's / Substitute Member's Interests which will be published on the GMCA's website as required by Section 29(6)(b) of the Localism Act 2011.

2023/24

Signed:

Date:

OFFICE USE ONLY

Received Date:

Signed: GMCA

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Bee Network Committee – Terms of Reference

1. Overview

- 1.1 As a joint committee of the ten Greater Manchester district councils ('the Constituent Councils'), the GMCA and the Mayor, the Bee Network Committee brings together the principal transport decision-makers in Greater Manchester, allowing a holistic, integrated view of transport to be taken.
- 1.2 The Bee Network Committee is responsible for overseeing delivery of Greater Manchester Local Transport Plan set by GMCA and within the transport budgets set by the GMCA.
- 1.3 The Committee leads transport decision-making at a city regional level, and is responsible for monitoring the performance of Greater Manchester's transport network, and the performance of Transport for Greater Manchester (TfGM), the local government body responsible for delivering Greater Manchester's transport strategy and commitments.
- 1.4 The Committee has an important role in developing transport policy, and advising and supporting the Constituent Councils, the GMCA and Mayor on specific transport issues.
- 1.5 The Committee also supports shared ownership of the transport agenda across the city region, informed by local priorities and driven by consensus. It facilitates an integrated approach to policy development to support the delivery of Greater Manchester's fully integrated transport system, the 'Bee Network', which will change the way people travel across the city region.
- 1.6 In summary, the four key roles for the Bee Network Committee are:
 - a) **Decision-Making** – Determining changes to transport network operations as set out in Part 2, and the draw down of funding to invest in transport infrastructure and operations.

- b) **Performance Monitoring** – Oversight of the performance and financial sustainability of the transport network, holding transport operators and TfGM to account.
- c) **Policy Development** – Developing transport policy to support the delivery of the Local Transport Plan and the Greater Manchester Strategy, within the parameters of the budgets set by GMCA.
- d) **Local Coordination** – Facilitating coordination between the Constituent Councils to support effective highways management and infrastructure delivery.

2. Transport functions of the GMCA delegated or referred to the Bee Network Committee

2.1 The following transport functions of the GMCA are delegated or (where indicated) referred for the making of recommendations, by the GMCA or, as the case may be, the Mayor to the Bee Network Committee, without prejudice to the GMCA's or, as the case may be, the Mayor's right to discharge such functions directly, and subject to the Bee Network Committee exercising these functions in accordance with any transport policies of the GMCA and the Mayor, the Local Transport Plan and the agreed transport budget and borrowing limits:

- a) Determining a programme of reviews to inform changes to the transport network;
- b) Determining any proposed changes to the transport network resulting from the programme of network reviews, subject to compliance with any statutory requirements. For example, the introduction of new routes, withdrawal of existing routes, or major changes to routes, frequencies or vehicle specifications;
- c) Receiving updates, where appropriate, on other operational changes to the transport network, such as: schedule changes to improve reliability, minor route changes, capacity changes, changes in response to emergency events and planned temporary changes;

- d) Determining the operation of subsidised bus services in Greater Manchester;
- e) Determining the operation of the GMCA's accessible transport provision pursuant to Sections 106(1) and 106(2) of the Transport Act 1985;
- f) Approving the draw down of capital funds to invest in transport infrastructure, services and operations in accordance with the budgets set and the capital programme/s approved by the GMCA;
- g) Monitoring the performance of Greater Manchester's transport network, including the parts of the network which are not within the control of the Mayor, the GMCA or local authorities such as rail services and the strategic highways network managed by National Highways;
- h) Monitoring delivery of the Local Transport Plan and other transport policies of the Mayor and the GMCA;
- i) Monitoring delivery of key transport programme including, but not limited to, the transport capital programme;
- j) Monitoring and overseeing the activities and performance of TfGM (and where appropriate recommending that the GMCA exercise the power pursuant to Section 15(6) of the Transport Act 1968 to give to TfGM such directions as appear to the Bee Network Committee to be appropriate to secure the observance of the rights of the GMCA);
- k) Ensuring that TfGM secures the provision of appropriate public passenger transport services pursuant to Section 9A(3) of the Transport Act 1968 and monitoring the operation and performance of these services and initiating appropriate action, including making recommendations to the GMCA and/or the Mayor;
- l) Ensuring that TfGM implements those actions delegated to it for promoting the economic, social and environmental well-being of Greater Manchester and its residents pursuant to Section 99 of the Local Transport Act 2008;

- m) Undertaking policy reviews and development, to support the delivery of the Local Transport Plan and the Greater Manchester Strategy, in accordance with any transport policies of the GMCA or Mayor, and the GMCA's agreed transport budget and borrowing limits;
- n) Reviewing fares, tariffs, charges and concessions functions and making recommendations to the GMCA, in accordance with any transport policies of the GMCA and the Mayor, the Local Transport Plan and the agreed transport budget and borrowing limits;
- o) Considering proposals by TfGM to promote or oppose any Bill in Parliament pursuant to Section 10(1)(xxix) of the Transport Act 1968 and making recommendations to the GMCA as to whether it should approve such proposals; and
- p) Promotion of Greater Manchester's transport and travel interests as set by the GMCA and the Mayor.

2.2 In respect of functions under section 39(2) and (3) of the Road Traffic Act 1988 ('the road safety function'), which may be exercised concurrently with Constituent Councils, the GMCA delegates to the Bee Network Committee responsibility for:

- a) Producing and developing policies in relation to the road safety function;
- b) Drawing up budgets in relation to the road safety function insofar as it is exercised by the TfGM. Determining the tasks to be carried out in relation to the road safety function by TfGM;
- c) Making recommendations to the GMCA and the Mayor in respect of the development of policies for the promotion and encouragement of safe transport to, from and within its area under s108 Transport Act 2000; and
- d) Monitoring and overseeing the activities and performance of TfGM, in respect of the road safety function.

3. Transport functions of the Constituent Councils delegated directly to the Bee Network Committee

3.1 The following transport related functions of the Constituent Councils are delegated directly to the Bee Network Committee subject to the Bee Network Committee exercising these functions in accordance with any policies of the GMCA (as local transport authority), the Local Transport Plan and the terms of the delegation from the Constituent Councils:

- a) Carrying out actions to facilitate the performance by local traffic authorities of their duty to manage their road traffic on their own roads and facilitating the same on other local authorities' roads pursuant to Sections 16 and 17 (except for sub-sections 17 (2) and (3)) of the Traffic Management Act 2004, including in particular –
 - i. establishing processes for identifying things (including future occurrences) which are causing or have the potential to cause road congestion or other disruption to the movement of traffic on the road network;
 - ii. determining specific policies and objectives in relation to strategic roads; and
 - iii. monitoring the effectiveness of traffic authorities in managing their road network.

3.2 The delegated functions referred to in paragraph 3.1 enable the Bee Network Committee to coordinate local authority transport responsibilities, where cross border cooperation is required.

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Bee Network Committee

Rules of Procedure

1. Interpretation, Suspension and Variation/Revocation of Rules of Procedure

- 1.1 These Rules shall apply to the Bee Network Committee.
- 1.2 The ruling of the Chair on the interpretation of these Rules in relation to all questions of order and matters arising in debate shall be final.
- 1.3 References in these Rules to the “Chair” mean the member of the Bee Network Committee for the time being presiding at the meeting of the Bee Network Committee. References in these Rules to the “Secretary” means the officer of the GMCA who is appointed to discharge the role of the Secretary to the Bee Network Committee.
- 1.4 * Except for those provisions which accord with the provisions of the Local Government Acts (and which are indicated with an asterisk *) any Rule may be suspended at a meeting of the Bee Network Committee with the consent of the majority of the whole number of members of the Bee Network Committee but not otherwise.
- 1.5 * These Rules (except for those Rules marked with asterisk*) may be varied or revoked by a decision of a two-thirds majority of the Bee Network Committee and any motion to vary or revoke any of these Rules shall, when proposed and seconded, stand adjourned without discussion to the next ordinary meeting of the Bee Network Committee which shall determine the matter having considered a report of the Secretary to the Bee Network Committee on the proposed variation or revocation.

2. Chair

2.1*The Chair of the Bee Network Committee will be appointed annually by the Mayor from among its members and shall, unless they resign, cease to be members of the Bee Network Committee or become disqualified, act until their successor becomes entitled to act as Chair.

2.2The appointment of the Chair, for recommendation to the Mayor shall be the first business transacted at the Annual Meeting of the Bee Network Committee.

2.3* On a vacancy arising in the office of Chair for whatever reason, the Bee Network Committee shall recommend an appointment to fill the vacancy at the next ordinary meeting of the Bee Network Committee held after the date on which the vacancy occurs, or, if that meeting is held within 14 days after that date, then not later than the next following meeting. The member appointed shall hold such office for the remainder of the year in which such vacancy occurred.

3. Meetings

3.1 The Annual Meeting of the Bee Network Committee shall be held in June
* or the month after local elections on a date and at a time determined by the Bee Network Committee.

3.2 Ordinary meetings of the Bee Network Committee for the transaction of
* general business shall be held on such dates and at such times as the Bee Network Committee shall determine.

3.3 An Extraordinary Meeting of the Bee Network Committee may be called
* at any time by the Chair.

4. Notice of Meetings

4.1 At least five clear days before a meeting of the Bee Network Committee:

- (a) notice of the time and place of the intended meeting shall be published by the Secretary and posted at Broadhurst House, Oxford Street, Manchester, M1 6EU; and
- (b) a summons to attend the meeting, specifying an agenda for the meeting, shall be sent by electronic email to the usual email address of each member of the Bee Network Committee, or any other email address notified to notified to the Secretary by a member of the Bee Network Committee.

4.2 Lack of service on a member of the Bee Network Committee of the
* summons shall not affect the validity of a meeting of the Bee Network Committee.

4.3 A member of the Bee Network Committee may require a particular item
* of business, including any motion, which is relevant to the powers of the Bee Network Committee, to be discussed at an ordinary meeting of the Bee Network Committee subject to at least eight clear days' notice of such intention being given to the Secretary in writing, signed by the member concerned and specifying the business to be discussed. The Secretary shall set out in the agenda for each meeting of the Bee Network Committee the items of business requested by members (if any) in the order in which they have been received, unless the member concerned has given prior written notice to the Secretary prior to the issue of the agenda for the meeting, for it to be withdrawn. If the member concerned is not present at the meeting when an item of which they have given notice comes up for discussion, this item shall, unless the Bee

Network Committee decides otherwise, be treated as withdrawn. A member shall not have more than one item of business, or motion, standing in their name to be discussed at any meeting of the Bee Network Committee.

4.4 No motion by way of notice to rescind any resolution which has been passed within the preceding six months, nor any motion by way of notice to the same effect as any motion which has been negated within the preceding six months, shall be in order, unless the notice thereof shall have been given in time for inclusion on the agenda for the meeting, in accordance with paragraph 4.3 above, and the notice shall have been signed by four other members in addition to the member who is to propose the motion.

4.5 * Except in the case of business required by these Rules to be transacted at a meeting of the Bee Network Committee, and other business brought before the meeting as a matter of urgency, and of which the Secretary shall have prior notice and which the Chair considers should be discussed at the meeting, no business shall be transacted at a meeting of the Bee Network Committee other than that specified in the agenda for the meeting.

5. Chair of Meeting

5.1 * At each meeting of the Bee Network Committee the Chair, if present, shall preside.

5.2 * If the Chair is absent from a meeting of the Bee Network Committee, the Secretary shall invite the members present to elect a member to preside for the duration of the meeting or until such time as the Chair joins the meeting.

5.3 Any power or function of the Chair in relation to the conduct of a meeting shall be exercised by the person presiding at the meeting.

6. Quorum

6.1 * No business shall be transacted at any meeting of the full Bee Network Committee unless at least 6 of the members are present).

6.2 If at the time for which a meeting is called, and for 15 minutes thereafter, a quorum is not present, then no meeting shall take place.

6.3 If during any meeting of the Bee Network Committee the Chair, after counting the number of members present, declares that there is not a quorum present, the meeting shall stand adjourned to a time fixed by the Chair. If there is no quorum and the Chair does not fix a time for the reconvened meeting, the meeting shall stand adjourned to the next ordinary meeting of the Bee Network Committee.

7. Order of Business

7.1 At every meeting of the Bee Network Committee the order of business shall be to select a person to preside if the Chair is absent and thereafter shall be in accordance with the order specified in the agenda for the meeting, except that such order may be varied -

- (a) by the Chair at his/her discretion, or
- (b) on a request agreed to by the Bee Network Committee

7.2 The Chair may bring before the Bee Network Committee at their discretion any matter that they consider appropriate to bring before the Bee Network Committee as a matter of urgency.

8. Rules of Debate

Motions

- 8.1 A Motion (or amendment) shall not be discussed unless it has been proposed and seconded. It shall, if required by the Chair, be put in writing and handed to the Chair, who shall determine whether it is in order before it is further discussed or put to the meeting.
- 8.2 A member when seconding a Motion or amendment may, if they then declare their intention to do so, reserve their speech until a later period of the debate. No member may, except at the discretion of the Chair, address the Bee Network Committee more than once on any Motion. The mover of the original Motion may reply but shall confine such reply to answering previous speakers and shall not introduce any new matter into the debate. After the reply the question shall be put forthwith.
- 8.3 A member when speaking shall address the Chair. If two or more members signify their desire to speak, the Chair shall call on one to speak: the other or others shall then remain silent. While a member is speaking no other member shall intervene unless to raise a point of order or by way of personal explanation.
- 8.4 A member shall direct his/her speech to the question under discussion or to a personal explanation or to a point of order. No speech shall exceed five minutes except by consent of the Chair.

Amendments to Motions

- 8.5 An amendment shall be relevant to the Motion and shall be:-

- (a) (i) to leave out words from the Motion
- (ii) to leave out words from, and insert or add others to, the Motion:
- (iii) to insert words in, or add words to, the Motion:

but such omission, insertion or addition of words shall not have the effect of negating the Motion before the Bee Network Committee.

8.6 Only one amendment may be moved and discussed at a time and no further amendment shall be moved until the amendment under discussion has been disposed of. The mover of an amendment shall read the same before speaking to it.

8.7 If an amendment is rejected, other amendments may be moved on the original Motion. If an amendment is carried, the Motion as amended shall take the place of the original Motion and shall become the substantive Motion upon which any further amendment may be moved, except any amendment which would be inconsistent with that already carried. The right of reply under paragraph 9.2 above shall not extend to the mover of an amendment which, having been carried, has become the substantive Motion. No member shall move more than one amendment on any Motion.

8.8 A member with the consent of the Bee Network Committee, signified without discussion:-

- (a) alter a Motion of which they have given notice
- (b) with the consent of their seconder alter a Motion which they have moved:

if in either case the alteration is one which could be made as an amendment thereto.

8.9A Motion or amendment may be withdrawn by the mover with the consent of the Bee Network Committee (which shall be signified without discussion) and no member may speak upon it after the mover has asked permission for its withdrawal, unless such permission has been refused.

8.10 When a Motion is under debate no other Motion shall be moved except the following:-

- (a) That the Motion be amended
- (b) That the Bee Network Committee proceed to the next business
- (c) That the question be put
- (d) That the debate be adjourned
- (e) That the meeting be adjourned
- (f) That the member named be warned
- (g) (By the Chair under paragraph 11.2 below) That the member named leave the meeting, or
- (h) That the press and public be excluded (in accordance with Section 100A of the Local Government Act, 1972)

8.11 A member who has not already spoken on the item under consideration may move without comment at the conclusion of a speech of another member “That the Bee Network Committee proceed to the next business”, “That the question be put”, “That the debate be adjourned” or “That this meeting of the Bee Network Committee be adjourned” and on the seconding of that Motion the Chair shall proceed as follows:

- (a) on a Motion to proceed to the next business, unless in their opinion the original Motion or amendment has been insufficiently discussed, they shall first give the mover of the original Motion a right of reply, and then put to the vote the Motion to proceed to the next business; if this latter

Motion is carried, the original Motion or amendment under discussion shall be deemed to be withdrawn

- (b) on a Motion that the question be put, unless in their opinion the Motion or amendment before the meeting has not been sufficiently discussed, they shall first put to the vote the Motion that the question be put and, if it is carried, they shall then give the mover of the original Motion their right of reply under paragraph 9.2 above, before putting the Motion or any amendment then under discussion to the vote
- (c) on a Motion to adjourn the debate, if, in the Chair's opinion, the Motion or amendment before the meeting has not been sufficiently discussed, and cannot reasonably be sufficiently discussed on that occasion, they shall put to the vote a Motion to adjourn the debate to the next meeting of the Bee Network Committee, or to a time stated, without giving the mover of the original Motion their right of reply on that occasion; if the adjournment Motion is carried, then, on the resumption of the debate, the Chair shall reintroduce the Motion or amendment before the meeting at the time the debate was adjourned, and the member who moved the adjournment of the debate shall be entitled to speak first
- (d) on a Motion to adjourn a meeting of the Bee Network Committee until a specified date and time, the Chair shall forthwith put such a Motion to the vote without giving any right of reply to the mover of any Motion under discussion and, if the Motion is carried, the remaining business of the day shall stand adjourned until the date and time stated in the Motion. On the resumption of the meeting of the Bee Network Committee the procedure in paragraph 9.11(c) above shall apply

8.12 No member may move any of the Motions in paragraph 9.11 above on more than one occasion at each meeting and, when such a Motion is not carried, a

second Motion of the like nature shall not be made within half an hour unless, in the opinion of the Chair, the circumstances of the question are materially altered.

Points of Order

- 8.13 A member may, with the permission of the Chair, raise a point of order or in personal explanation, and shall be entitled to be heard forthwith. A point of order shall relate only to an alleged breach of the Rules of Procedure or statutory provision and the member shall specify which part of the Rules of Procedure or statutory provision and the way in which they consider it has been broken. A personal explanation shall be confined to some material part of a former speech by the member which they consider to have been misunderstood in the present debate.
- 8.14 The ruling of the Chair on a point of order, or the admissibility of a personal explanation, shall not be open to discussion.
- 8.15 Whenever the Chair intervenes during a debate a member then speaking or offering to speak shall give way.

Motion to exclude the Press and Public

- 8.16 A Motion to exclude the press and public in accordance with Section 100A of the Local Government Act, 1972 may be moved, without notice, at any meeting of the Bee Network Committee during an item of business whenever it is likely that if members of the public were present during that item there would be disclosure to them of confidential or exempt information as defined in Section 100A of the Local Government Act 1972.

9. **Voting**

- 9.1 Whenever a vote is taken at meetings of the Bee Network Committee it shall be by a show of hands. On the requisition of any member of the Bee Network Committee, supported by four other members who signify their support by rising in their places, and before the vote is taken, the voting on any question shall be recorded so as to show whether each member present gave their vote for or against that question or abstained from voting.
- 9.2 * In the case of an equality of votes, the Chair shall have a second, or casting, vote.
- 9.3 *A member may demand that his/her vote be recorded in the Minutes of the meeting.

10. **Conduct of Members at meetings**

- 10.1 If at a meeting any member of the Bee Network Committee, misconducts him or herself by persistently disregarding the ruling of the Chair, or by behaving irregularly, improperly or offensively, or by wilfully obstructing the business of the Bee Network Committee, the Chair or any other member may move "That the member named be warned" and the Motion if seconded shall be put and determined without discussion.
- 10.2 If the member named continues such misconduct after a Motion under the foregoing paragraph has been carried, the Chair shall either:-
- (a) move "That the member named leave the meeting" (in which case the Motion shall be put and determined without seconding or discussion)
 - (b) adjourn the meeting of the Bee Network Committee for such period as they consider expedient

10.3 In the event of general disturbance, which in the opinion of the Chair, renders the due and orderly dispatch of business impossible the Chair, in addition to any other power vested in him or her may, without question put, adjourn the meeting of the Bee Network Committee for such period as he or she considers expedient.

11. Disturbance by Members of the Public

11.1 If a member of the public interrupts the proceedings at any meeting the Chair shall warn him or her. If they continue the interruption the Chair shall order his or her removal from the room. In the case of general disturbance in any part of the room open to the public the Chair shall order that part to be cleared.

12. Interests of Members

12.1 * A member must have regard to the Code of Conduct for Members of the local authority for which they are an elected member and their obligations in relation to the disclosures of, and possible withdrawal from a meeting, for reason of personal, prejudicial interests and disclosable pecuniary interests.

13. Publication of Reports

13.1 * Reports or other documents for the consideration of the Bee Network Committee shall be marked "Private & Confidential Not for Publication" only if the Secretary, as Proper Officer under Section 100B(2) of the Local Government Act 1972 determines that this should be done on one or more of the grounds specified in the Act.

13.2 A Member of the Bee Network Committee or a member of the public may request that an item of business containing exempt information should be taken in public and such a request should be dealt with by the meeting at

which the item is to be considered in private as the first item on the agenda. The procedure for dealing with such requests is set out in Rules 14 and 15 below.

13.3 * Copies of the agenda of meetings of the Bee Network Committee, including prints of reports or other documents to be submitted to the Bee Network Committee (other than reports or other documents marked "Not for Publication") shall be furnished prior to the meeting to representatives of the press, radio and television and shall also be furnished at the meeting to members of the public attending such meetings. Such documents shall also be made available for public inspection, at least five clear days before any meeting, at Broadhurst House, Oxford Street, the Town Hall, Manchester, M1 6EU.

13.4 * Where an item or report has been added to an agenda, any revised agenda or additional report shall be available for public inspection as soon as the item or report has been added to the agenda, provided copies are also, at that time, available to members of the Bee Network Committee.

14. Access to Information Procedure Rules

14.1 Except as otherwise indicated, these rules apply to all meetings of the Bee Network Committee.

14.2 The Rules in Section 14 do not affect any more specific rights to information contained elsewhere in these Rules of Procedure or the law.

14.3 The Bee Network Committee will supply copies of:

(a) any agenda and reports that are open to public inspection

- (b) any further statements or particulars, if any, as are necessary to indicate the nature of the items in the agenda
- (c) if the Secretary thinks fit, copies of any other documents supplied to members in connection with an item
- (d) to any person on payment of a charge for postage and any other costs.

14.4 The Bee Network Committee will make available copies of the following for six years after a meeting:

- (a) the minutes of the meeting, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information
- (b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
- (c) the agenda for the meeting
- (d) reports relating to items when the meeting was open to the public

14.5 The relevant Chief Officer will set out in every report a list of those documents (called background papers) relating to the subject matter of the report that in his/her opinion:

- (a) disclose any facts or matters on which the report or an important part of the report is based
- (b) which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information

15. Admission of the Public

15.1 *All meetings of the Bee Network Committee shall be open to the public (including the press) except to the extent that they are excluded whether during the whole or part of the proceedings either:

- a. In accordance with Section 100A(2) of the Local Government Act 1972;
or
- b. By resolution passed to exclude the public on the grounds that it is likely, in view of the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information as defined in Section 100I of the Local Government Act 1972. Any such Resolution shall identify the proceedings or the part of the proceedings to which it applies and state the description, in terms of Schedule 12A to the Local Government Act 1972 of the exempt information giving rise to the exclusion of the public.

15.2 Exclusion of access by the public to meetings

(a) Confidential information – requirement to exclude public

15.2.1 The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

15.2.2 Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons stated in Article 6.

(b) Meaning of confidential information

15.3 Confidential information means information given to the Bee Network Committee by a Government department on terms that forbid its public disclosure or information that cannot be publicly disclosed by reason of a Court Order or any enactment.

(c) Meaning of exempt information

15.4 Exempt information means information falling within the following categories (subject to any qualifications):

- (i) information relating to any individual
- (ii) information which is likely to reveal the identity of any individual
- (iii) information relating to the financial or business affairs of any particular person (including the authority holding that information)
- (iv) information relating to any consultations or negotiations, or contemplated consultations or negotiations in connection with any labour relations matter arising between the Bee Network Committee or a Minister of the Crown and employees of, or office holders under, the Bee Network Committee
- (v) information in respect of which a claim to legal professional privilege could be maintained in legal proceedings
- (vi) information which reveals that the Bee Network Committee proposes a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or b) to make an order or direction under any enactment
- (vii) information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime

In each case, information is exempt information if and so long, as in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

(d) Exclusion of Access by the public to reports

- 15.5 If the Secretary thinks fit, the Bee Network Committee may exclude access by the public to reports which in his/her opinion relate to items during which the meeting is likely not to be open to the public. Such reports will be marked "Not for Publication" together with the category of information likely to be disclosed.

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Declaration of Councillors' Interests in Items Appearing on the Agenda

Name and Date of Committee.....>

Agenda Item Number	Type of Interest - PERSONAL AND NON PREJUDICIAL Reason for declaration of interest	NON PREJUDICIAL Reason for declaration of interest Type of Interest – PREJUDICIAL Reason for declaration of interest	Type of Interest – DISCLOSABLE PECUNIARY INTEREST Reason for declaration of interest

Please see overleaf for a quick guide to declaring interests at GMCA meetings.

Quick Guide to Declaring Interests at GMCA Meetings

Please Note: should you have a personal interest that is prejudicial in an item on the agenda, you should leave the meeting for the duration of the discussion and the voting thereon.

This is a summary of the rules around declaring interests at meetings. It does not replace the Member's Code of Conduct, the full description can be found in the GMCA's constitution Part 7A.

Your personal interests must be registered on the GMCA's Annual Register within 28 days of your appointment onto a GMCA committee and any changes to these interests must notified within 28 days. Personal interests that should be on the register include:

1. Bodies to which you have been appointed by the GMCA
2. Your membership of bodies exercising functions of a public nature, including charities, societies, political parties or trade unions.

You are also legally bound to disclose the following information called Disclosable Personal Interests which includes:

- 1. You, and your partner's business interests (eg employment, trade, profession, contracts, or any company with which you are associated).
- 2. You and your partner's wider financial interests (eg trust funds, investments, and assets including land and property).
- 3. Any sponsorship you receive.

Failure to disclose this information is a criminal offence

Step One: Establish whether you have an interest in the business of the agenda

1. If the answer to that question is 'No' then that is the end of the matter.
2. If the answer is 'Yes' or Very Likely' then you must go on to consider if that personal interest can be construed as being a prejudicial interest.

Step Two: Determining if your interest is prejudicial

A personal interest becomes a prejudicial interest:

1. where the wellbeing, or financial position of you, your partner, members of your family, or people with whom you have a close association (people who are more than just an acquaintance) are likely to be affected by the business of the meeting more than it would affect most people in the area.
2. the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice your judgement of the public interest.

For a non-prejudicial interest, you must:

1. Notify the governance officer for the meeting as soon as you realise you have an interest.
2. Inform the meeting that you have a personal interest and the nature of the interest.
3. Fill in the declarations of interest form.

To note:

You may remain in the room and speak and vote on the matter

If your interest relates to a body to which the GMCA has appointed you to, you only have to inform the meeting of that interest if you speak on the matter.

For prejudicial interests, you must:

1. Notify the governance officer for the meeting as soon as you realise you have a prejudicial interest (before or during the meeting).
2. Inform the meeting that you have a prejudicial interest and the nature of the interest.
3. Fill in the declarations of interest form.
4. Leave the meeting while that item of business is discussed.
5. Make sure the interest is recorded on your annual register of interests form if it relates to you or your partner's business or financial affairs. If it is not on the Register update it within 28 days of the interest becoming apparent.

You must not:

Participate in any discussion of the business at the meeting, or if you become aware of your disclosable pecuniary interest during the meeting participate further in any discussion of the business,
participate in any vote or further vote taken on the matter at the meeting.

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Bee Network Committee

Date: Thursday 27th July 2023

Subject: Greater Manchester Bus Strategy: Better Buses for the Bee Network

Report of: Martin Lax, Transport Strategy Director, TfGM

Purpose of Report

To seek the Bee Network Committee’s endorsement of the draft Greater Manchester Bus Strategy, a sub-strategy of the 2040 Transport Strategy. This report provides a summary of its contents, including how the bus network will support the creation of the integrated Bee Network.

Recommendations:

Committee members are requested to:

1. Note and comment on the draft Greater Manchester Bus Strategy; and
2. Consider any recommendations they may wish to make to the GMCA ahead of consideration of the Greater Manchester Bus Strategy at the GMCA meeting on Friday 28th July 2023.

Contact Officers

Martin Lax	Transport Strategy Director	Martin.Lax@tfgm.com
Rosalind O’Driscoll	Head of Policy, Insight & Public Affairs	Rosalind.O’Driscoll@tfgm.com
Nick Fairclough	Senior Policy Manager	Nick.Fairclough@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

The GMCA is requested to approve the GM Bus Plan noting its positive impacts for sustainability, carbon and equalities.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Women, young people and Black or Black British people are disproportionately more likely to travel by bus. Many people with caring responsibilities and from socially and economically disadvantaged backgrounds use the bus. It covers access to bus stops and services, and one of its areas of focus is connecting people to other public services e.g. health and leisure trips. It sets out details of how TfGM will engage with communities to make sure they are involved in decision-making. N/A
Health	G	We will plan the bus network in ways that improve air quality and promote regular active travel through journeys to and from the bus stop. We will plan the bus network in a way that encourages physical activity and reduces social isolation, which are good for mental health. It will help to increase levels of physical activity, as buses promote regular active travel through the journey to and from the bus stop, encouraging activity amongst groups who might otherwise be inactive. In future, our bus network will better support people who are socially isolated due to age or living in rural communities.
Resilience and Adaptation	G	
Housing	G	
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		The GM Bus Plan aims to help clean up our air by enabling people to leave the car at home for short journeys. This includes: 1) Accelerating the roll out of Euro VI certified and electric buses to reduce carbon emissions 2) Working with operators to monitor services' fuel efficiency and support more economical driving styles 3) Supporting land use changes which bring bus services closer to where people live.
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment	
G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.
		RR Negative impacts overall.

Carbon Assessment

Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport		
Roads, Parking and Vehicle Access		
Access to amenities		
Vehicle procurement	N/A	
Land Use		
Land use	N/A	

No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/ or insufficient awareness of carbon impacts.
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Risk Management

N/A

Legal Considerations

N/A

Financial Consequences – Revenue

The Bus Strategy is not a funded delivery plan. The document contains a section dealing with financial considerations.

Financial Consequences – Capital

The Bus Strategy is not a funded delivery plan. The document contains a section dealing with financial considerations.

Number of attachments to the report: 1

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

The GM Bus Strategy is a sub-strategy to the Greater Manchester Transport Strategy 2040 (the 2040 Strategy) and is aligned with our Right Mix targets; the Five-Year Transport Delivery Plan (2021-2026) and other sub-strategies. It is also closely aligned with the BSIP (and other work to articulate our future requirements for the bus network to Government).

Tracking/ Process

N/A

Exemption from call in

N/A

Overview and Scrutiny Committee

N/A

1. Introduction/Background

- 1.1 Greater Manchester is building the Bee Network, an integrated transport system that will support sustainable travel across the city region. Better buses are central to delivering the Bee Network and with it a fairer, greener and more prosperous city region.
- 1.2 The first phase of bus franchising in Greater Manchester will begin in September 2023, when Bee Network services start running in the north-west of the city-region.
- 1.3 Franchising provides many of the tools required to start improving bus services and is the first step to transforming our bus system as part of an integrated, affordable transport system.
- 1.4 The Greater Manchester Bus Strategy (GM Bus Strategy) (Appendix 1) builds on the original [franchising case](#) and [Greater Manchester's Bus Service Improvement Plan](#) (BSIP). It sets out a holistic vision for better buses for Greater Manchester and will help people understand how the bus system will develop under franchising to 2030 and support TfGM to plan its work and make the case for additional support and funding.
- 1.5 The document sets out:
 - Our vision for buses
 - The case for change in Greater Manchester
 - The actions we need to take
 - How we'll deliver better buses for the city region
- 1.6 The Bus Strategy is not a funded delivery plan and the priorities and ambitions it sets out are anticipated to require additional funding to be delivered in full.

2. The Bus Strategy

- 2.1 The GM Bus Strategy sets out Greater Manchester's vision for the future bus network, namely, to make the bus the first choice for more journeys, as part of the Bee Network, the city region's integrated transport system.
- 2.2 Better buses are central to delivering the Bee Network and with it a fairer, greener and more prosperous city region. Subject to funding, the Bus Strategy sets out the

role of the bus in delivering our Bee Network ambition and will help to inform Greater Manchester's refreshed local transport vision and plans.

- 2.3 Our initial target is for a 30% increase in bus patronage by 2030 from 2022/23 levels. This would mean almost 50 million more journeys being taken by bus each year. Final patronage targets for the whole Bee Network will be confirmed through the Local Transport Plan refresh process.
- 2.4 The Bus Strategy sets out how this growth can be driven by improvements, including affordable fares, a more integrated, user-friendly and frequent network, and better infrastructure to provide more reliable bus journeys. This growth will require additional investment and careful prioritisation of existing resources, enabled by bus franchising.
- 2.5 The strategy sets an ambition for buses to run at least every 12 minutes on key orbital and radial routes. It also aims for 90% of the entire Greater Manchester population to be within 400m of a 30-minute frequency bus or Metrolink service on weekdays. Where this is not possible, we will look to put in place other options to provide connectivity as part of the Bee Network e.g. demand responsive transport (like Local Link).
- 2.6 The GM Bus Strategy states that, subject to funding, we will make improvements so that bus services reach their potential and deliver more for Greater Manchester. We want buses to:
 - Provide consistent and attractive car-free connectivity for all.
 - Connect to other parts of the Bee Network and longer distance public transport.
 - Support attractive urban places, including town centres and new developments.
 - Have a positive impact on public health and the environment.
 - Provide people with more travel options in the day and night.
 - Be accountable and a source of shared local pride.

2.7 Alongside stabilisation of the existing bus network during the transition to franchising, we will prioritise delivering:

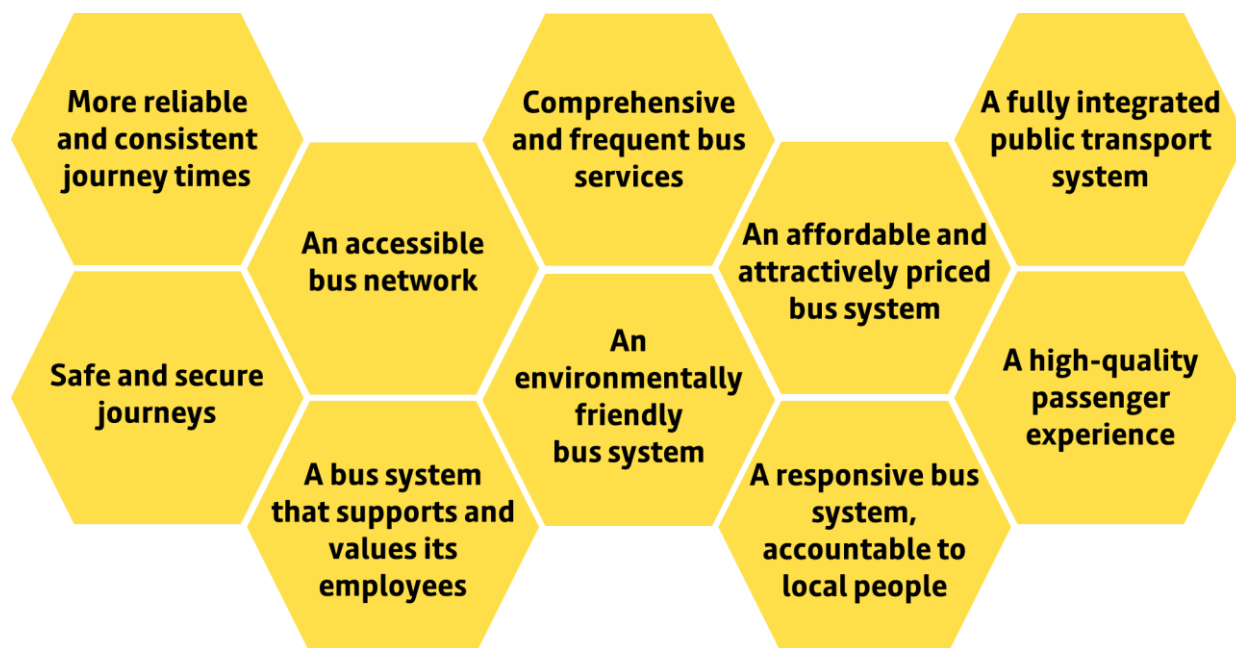


Figure 1: Delivery Priorities

2.8 The strategy also sets out how the GM bus network will be governed in future in a responsive and accountable way. It describes a rolling programme of integrated, area-based ‘Network Reviews’, which will commence a few months after franchising is implemented.

2.9 Network Reviews will consider how different areas’ transport needs (e.g. orbital routes between towns) can be better met by amending the bus, Metrolink, rail, and active travel networks. Demand responsive transport (e.g. Local Link) may also represent the most convenient and viable public transport option in some parts of the conurbation.

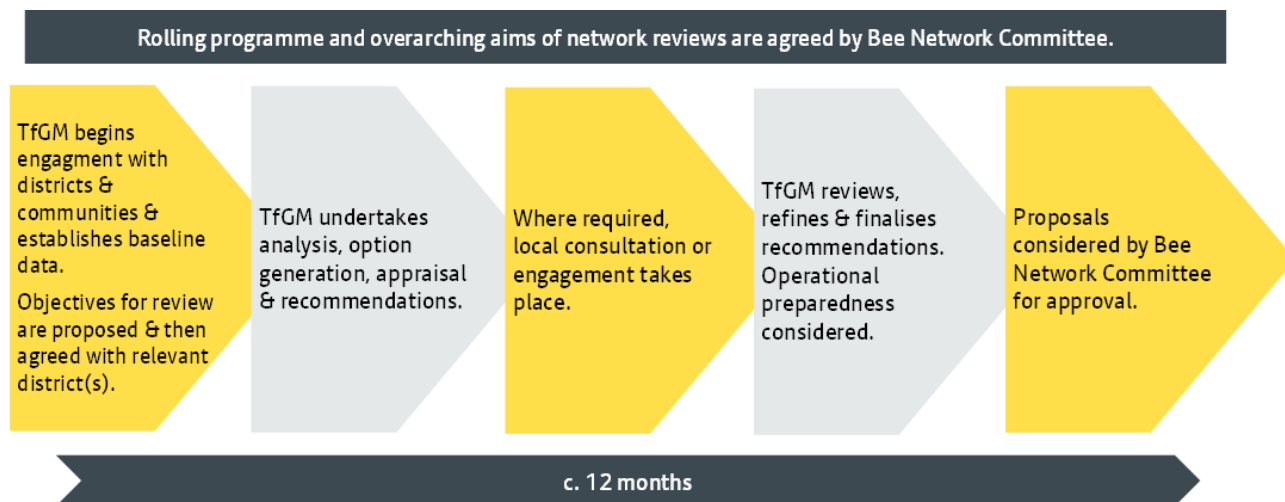


Figure 2: Proposed Network Review Process

2.10 Following the process set out in the diagram above, we will work with local people and elected representatives (e.g. through local Bee Network committees or similar) to understand the needs of their area, the best use of available funding and how the bus system can support a better quality of life. Customer feedback will also be used to shape the network through comments provided via the Bee Network app.

2.11 As part of these network reviews, we will apply seven network planning guidelines to help us deliver on the bus's potential. These guidelines will support new connectivity including orbital links and routes to support trips for health, education and employment.

- Integrated - because people need to find the network easy to understand and use.
- Comprehensive - because people need access to convenient transport at all times.
- Reliable - because people need to be able to depend on their buses.
- Frequent - because keeping waiting times low makes the bus more attractive.
- Direct - because bus users value low journey times.
- Simple - because people need to find the network easy to understand and use.
- Cost effective - because our bus network needs to be financially sustainable.

3. Engagement

- 3.1 Throughout the process of developing the GM Bus Strategy, we have benefited from hearing a wide range of opinions on what our future bus network should look like.
- 3.2 In its development, officers have utilised the wide range of responses to recent consultations on the development of the bus network (including the original franchising consultation) and organised targeted engagement sessions, including with groups for whom the bus is particularly important.
- 3.3 Engagement sessions have taken place with or are planned to take place with:
- Disability Design Reference Group
 - GM Older People's Network
 - LGBT Foundation
 - Trafford Poverty Truth Commission
 - GM Race Equality Panel
 - A women's focus group
 - GM Youth Combined Authority
 - GM Bus Operators Association (One Bus)
- 3.4 This engagement process will continue over the coming years as our plans evolve. We will ensure that we speak to people we don't always hear from, as well as regular bus users.

4. Next Steps

- 4.1 The Bus Strategy is set to be considered by the GMCA on Friday 28th July 2023. Subject to GMCA approval, the Bus Strategy will form part of a wider suite of policy and strategy documents setting out future plans for an integrated network, including a Bee Network vision document, refreshed Local Transport Plan and development of a sustainable funding model for the transport system. It will continue to develop over the coming years as Greater Manchester's experience of managing a franchised bus network increases.
- 4.2 The Bee Network Committee will receive regular updates on progress towards the targets set out in the Bus Strategy in order to monitor delivery of its aims.

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Greater Manchester Bus Strategy

Better buses for the Bee Network



BEE NETWORK

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Transport for Greater Manchester

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Foreword

Greater Manchester is delivering better buses for our people, businesses and visitors, connecting them to new opportunities, essential services and each other.

This Bus Strategy sets out how, through the creation of the Bee Network and the new opportunities that bus franchising brings, we will develop a better bus system for our city region, built on affordable fares, high quality services, swift and reliable connections, and clear democratic and customer accountability.

Franchising means returning our bus network to public control and, with it, an opportunity for significant improvement. Since the deregulation of buses in 1986, we have seen reductions in services, greatly increased fares and a fragmented offer for bus users, with little ability for local leaders to intervene or integrate. Recognising the importance of buses for a prosperous city region, generations of Greater Manchester leaders have lobbied over many decades for powers to reform the bus system. Thanks to their tenacity, we now have the ability and responsibility to take control and improve Greater Manchester's most used form of public transport.

Buses are particularly important for many of our city region's most deprived communities, who are less likely to own a car and are therefore reliant on buses to connect them to work, leisure and public services. If buses are to realise their full potential in Greater Manchester, we will need to use our new powers over the network to make significant improvements, both to improve current users' experience and to make buses the preferred travel option for far more people.

Bus franchising will allow us to reimagine the role of buses within a wider integrated transport system, develop strong relationships with staff and trade unions and, over time, reshape this critical part of our infrastructure to serve the modern city region. More people using our better buses will help reduce congestion and air pollution, support economic growth, create access to opportunities, improve residents' health and reduce social exclusion: vital elements in building the greener, fairer, and more prosperous Greater Manchester of the future.

In 1824, the UK's first bus service took to the streets of Greater Manchester, sparking a public transport revolution. Two hundred years later, our city region is leading the way again, as we use the vision set out in this strategy to build a bus system for everyone, of which Greater Manchester can be proud.

Andy Burnham
Mayor of Greater Manchester



Executive summary

The Greater Manchester Bus Strategy sets out our vision for better buses for Greater Manchester. It will help people here understand how the bus system will develop to 2030 and will support Transport for Greater Manchester (TfGM) to plan its work and make the case to government and external organisations for appropriate support and funding.

This document sets out:

- Our vision for buses
- The case for change in Greater Manchester
- What we need to do
- How we'll deliver better buses

Our vision for buses

Buses are central to our transport network and carry three quarters of all public transport journeys. They can deliver significant benefits for the environment, health, traffic congestion and the economy.

Greater Manchester is building the Bee Network, an integrated transport system that will support sustainable travel across the city region. Better buses are central to delivering the Bee Network and with it a fairer, greener and more prosperous city region.

At present, buses are not delivering to their full potential. Bus travel is seen as a 'choice of last resort' and car use is rising. We need to take action.

We are taking our bus system into public control through bus franchising. For the first time, we can plan routes, set affordable fares and integrate buses into our transport system: the Bee Network.

We want buses to be the first choice for more journeys.

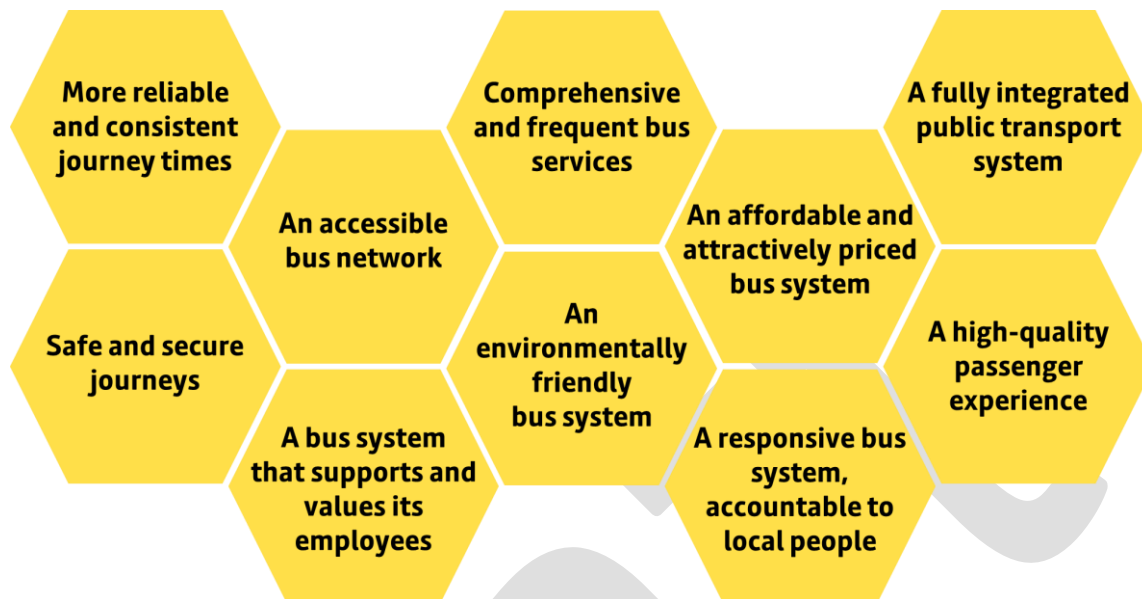
When planning bus routes and timetables, profit will no longer be the main focus. Instead, the network will be designed so that services arrive on time, at convenient locations and offer the best value for money.

This strategy sets out the integrated planning guidelines we will use to review the network and how we will put them into practice.

We are aiming to grow bus patronage by 30% by 2030.

What we need to do

To reach this target, we need to improve people's experience of getting the bus. By 2030, we want to deliver:



Our roadmap for buses

By September 2023

- First Bee Network bus services operate in Bolton, Wigan and parts of Bury and Salford.
- Bus fares across Greater Manchester capped at £2 for a single ticket, £5 for a day ticket and £21 for a week ticket. New integrated bus and tram tickets launched.
- Bee Network app launched for live travel information and ticket sales.
- New zero emission buses in use on routes in the west of Greater Manchester.
- Ongoing programme of bus pinch point removal across the network.

By March 2024

- Second phase of bus franchising begins with Bee Network services operating in Rochdale, Oldham and parts of Bury and Manchester.
- New zero emission buses in use on routes in the north east of Greater Manchester.

By 2025

- All Greater Manchester buses operating as part of the Bee Network.
- Contactless payment with automatic capping and integrated ticketing with Metrolink.
- New zero emission buses in use on routes in the south of the city region.
- Access improved at hundreds of bus stops, including through raised kerbs and more seating.

By 2026

- New bus priority measures delivered between Salford Crescent and MediaCityUK will improve bus speed and reliability.

By 2027

- On board next stop displays and announcements on all buses.
- New orbital bus priority measures delivered between Bury and Rochdale, Ashton and Stockport, Wigan and Bolton and Rochdale-Oldham-Ashton to improve bus speed and reliability.

By 2030

- Buses will run at least every 12 minutes on key radial and orbital routes.
- 90% of the entire Greater Manchester population will be within a 30-minute frequency bus or Metrolink service on weekdays within 400m of their home.
- 500 more accessible stops are provided through measures such as raised kerbs and places to rest while waiting.
- The UK's first operationally carbon neutral transport interchange in Bury town centre opens, integrating bus, cycle parking and Metrolink.

Our aims

By delivering these improvements, we will create a bus system that:

Provides consistent and attractive car-free connectivity for all.

Connects to other parts of the Bee Network and longer distance public transport.

Supports attractive urban places, including town centres and new developments.

Has a positive impact on public health and the environment.

Provides people with more travel options in the day and night.

Is accountable and a source of shared local pride.

The trip described overleaf shows how we want travel by bus to improve in the coming years.

A trip on our future bus network

1

Most Greater Manchester residents live a short walk from their nearest bus route.



2

Bus stops are easy to access for everyone. They are tidy and well-lit, with clear information and the busiest stops have shelters too.



3

Bee Network cycle hire stands are located at key bus stops, and bikes can be hired as part of the same integrated ticketing system. Cycle parking facilities are provided at bus stations and interchanges.



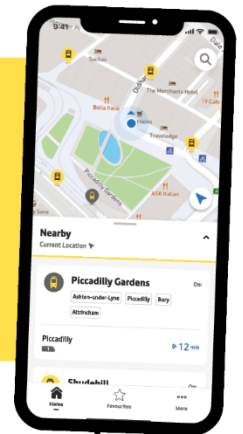
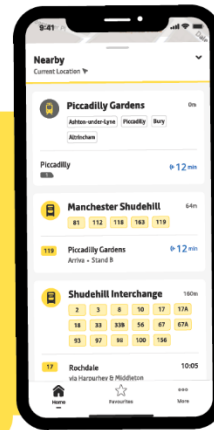
4

Investment in Greater Manchester's buses has improved their reliability and frequency. Many services are so frequent that checking a timetable beforehand is unnecessary.



5

People can plan their journey and follow their bus in real time using the Bee Network app and other journey planners. They can also purchase tickets for bus, Metrolink and train services before boarding.



6

The bus arrives on time and is easy to board for everyone, with ramps fitted on all vehicles. Fares are simple and affordable, with a hopper fare for single trips, day and week tickets, and integrated fare caps across the Bee Network.



Cont. on next page.

A trip on our future bus network

7

Everyone has a safe and comfortable journey, with spaces for two wheelchair users, hearing induction loops, high back seating, non-slip flooring and USB charging points on every bus.



8

A trip on a Bee Network bus feels safe at any time of day or night. TravelSafe Support and Enforcement Officers are on hand to help across the network, while CCTV and audio-visual announcements mean everyone can use the bus with confidence.

10

In the background, the Operational Control Centre is monitoring the network and working to keep services on time and passengers informed.



9

The bus makes swift progress on its route, thanks to bus lanes and other infrastructure that separates it from general traffic.



Transport for Greater Manchester

11

All buses are either electric or the cleanest emission standard, limiting their impact on local air quality. By 2032, all buses in Greater Manchester will be zero-emission.



12

The bus arrives at its destination on time and passengers are able to change seamlessly to other buses, trains, trams, or cycle hire. Using the Bee Network app, bus users can also rate their journey and provide immediate feedback on their experience.



Our vision

As part of the Bee Network, we want the bus to be the first choice for more journeys in Greater Manchester.

To make this happen, we have a vision for a bus system that is reliable, affordable and integrated with other forms of transport. Buses will be accessible, connect communities and provide an attractive and environmentally friendly alternative to car travel.

At the heart of the Bee Network

Greater Manchester is building the Bee Network, an integrated transport system that will support sustainable travel across the city region. Better buses are central to delivering the Bee Network and with it a fairer, greener and more prosperous city region.


In anticipation of bus franchising, this Bus Strategy sets out the role of the bus in delivering our Bee Network ambition and will help to inform Greater Manchester's refreshed local transport vision and plans.

It will help the public, councillors and other stakeholders understand how their bus system will develop to 2030. It will also support TfGM to plan its work and to make the case to government and external organisations for appropriate support and funding.

The Bus Strategy is not a funded delivery plan and the priorities and ambitions set out here are anticipated to require some additional funding to be delivered in full.

Our ambitions

In the [Greater Manchester Transport Strategy 2040 \(GMTS 2040\)](#), we set out a vision for a **modern, low-emission and accessible bus system, fully integrated with the wider Bee**



By 2030, we want
our buses to carry over
200 million
journeys per year.

Network, on which everyone will be willing to travel, regardless of their background or mobility level.

This document is a supporting strategy to GMTS 2040. It focuses on our actions to 2030 and will help to put us on the right path to achieving our Right Mix vision: for 50% of all journeys in Greater Manchester to be made by active travel and public transport by 2040, with zero net growth in motor vehicle traffic over that period. To achieve this, and maintain a growing city region, bus use must grow.

More popular buses

We have set an ambitious initial target to **increase bus patronage by 30% by 2030** from 2022/23 levels. This would mean almost 50 million more journeys being taken by bus each year, to a total of around 200 million. This change will need to be driven by affordable fares, a more user-friendly and frequent network, and better infrastructure to provide more reliable bus journeys.

This growth will require additional investment and careful prioritisation of existing resources, enabled by bus franchising. Final targets for patronage growth across all modes will be confirmed through the development of Greater

Manchester's next Local Transport Plan and refreshed Right Mix vision.

More affordable buses

We will keep fares as low as possible and reinvest any surplus back into the transport system. Greater Manchester has already seen the positive impact of lower fares on bus ridership. We will continue to support low fares and the benefits in terms of inclusivity, simplicity and access to opportunity that they bring.

More frequent buses

We will run more high frequency services on our bus network. By 2030, **we will aim to run buses at least every 12 minutes on key radial and orbital routes**. Subject to demand, people in the most built-up areas of Greater Manchester will have at least five buses per hour within 400m of their front door. **We will aim to provide 90% of the entire Greater Manchester population with a 30-minute frequency bus or Metrolink service** on weekdays within 400m of their home (78.9% of the population as of November 2022). Where this is not possible, we will put in place other options to provide connectivity as part of the Bee Network e.g. demand responsive transport (like Local Link).

More reliable buses

To support improved reliability and quicker, more consistent journeys, **we intend to deliver on-street bus improvements across 70km of high frequency, strategic bus routes across Greater Manchester by 2030**. A quarter of car users would consider switching to buses if they were quicker and more reliable, while a 10% decrease in bus speeds reduces patronage by at least 10%.¹

These improvements will include ambitious bus priority measures, signal upgrades to improve bus reliability, enhanced access to bus stops by walking and wheeling, and bus stop upgrades.

People's journeys don't start and end at the bus stop – they begin the moment they leave their front door. This Bus Strategy therefore supports and develops the Streets for All approach previously adopted in Greater Manchester.

We need to reform and grow our bus system so it can play a key role in creating more attractive places, achieving the Right Mix and supporting our ambition for an integrated transport system in Greater Manchester. We will install and improve the significant quantity of bus priority infrastructure that bus services need to run reliably.

We want Greater Manchester's bus system to:

1. Provide consistent and attractive car-free connectivity for all.
2. Connect to other parts of the Bee Network and longer distance public transport.
3. Support attractive urban places, including town centres and new developments.
4. Have a positive impact on public health and the environment.
5. Provide people with more travel options in the day and night.
6. Be accountable and a source of shared local pride.

¹ [Confederation of Passenger Transport, 2016](#)

The case for change

Buses are the most-used form of public transport in Greater Manchester, carrying three-quarters of all public transport journeys: almost three million trips a week.

Despite this, the proportion of all journeys taken on buses is small: just 5%.² By improving journey times, frequency, reliability, and other aspects of the bus system like affordability and safety, we

will increase the proportion of journeys taken by bus.

By meeting its full potential, the bus system and wider Bee Network can help us tackle some of our city region's most significant challenges, including congestion, access to opportunities, population health and the need to reduce air pollution.

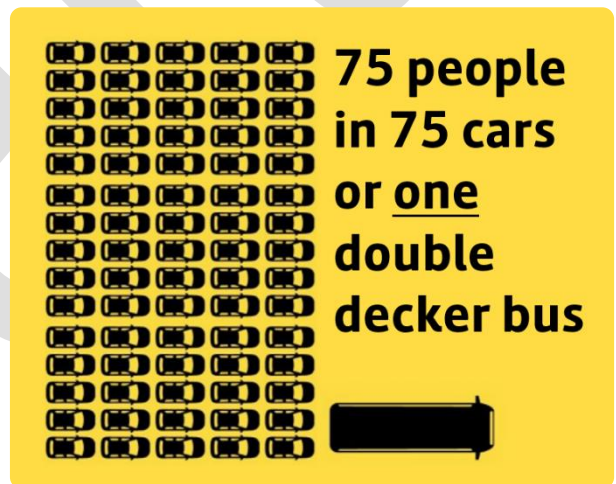
Benefits of better buses

- **Buses reduce congestion**

On average, each car in Greater Manchester carries just 1.3 people. Buses are able to carry many more people than cars and are a more efficient way to use limited road space. Attracting non-bus users to travel by bus and current bus users to use it more is therefore one of the most effective ways to reduce congestion and improve conditions for all road users. Congestion currently costs Greater Manchester businesses £1.3bn per year.³

- **Buses are affordable**

Bus travel is more affordable than owning and maintaining a car and allows other costs – like parking – to be avoided, making it an accessible travel option for people on all incomes.



A survey carried out by Opinium found that the average cost of running a car in the UK is ~£3,400 per year, rising to ~£5,740 per year if the car is bought on finance.⁴ In comparison, buying 'AnyBus' weekly bus passes (currently capped at £21 per week in Greater Manchester) would cost £1,090 per year.

² [TfGM, 2021](#)

³ [TfGM, 2018](#)

⁴ [Opinium, 2020](#)

- **Buses provide access to opportunities**

Over a quarter of Greater Manchester households do not own a car.⁵ Reliable and affordable public transport provides people with equal access to job opportunities, education, and other important services. In 2018, 18% of unemployed people in England either turned down a job or decided not to apply for a job due to transport-related problems.⁶

Buses are key to supporting local prosperity and reducing deprivation. A KPMG report found that a 10% improvement in bus service connectivity was associated with a 3.6% reduction in social deprivation in an area.⁷

- **Buses are greener**

Transport currently accounts for around a third of carbon emissions in Greater Manchester. Local authorities here have declared a Climate Emergency and the city region aims to be completely carbon neutral by 2038. To achieve this, we need more people to choose to travel by bus and other more sustainable forms of transport.

We are working towards a zero-emission bus fleet by 2032. As more vehicles are replaced with zero emission alternatives, the positive environmental difference that buses can make will grow.

- **Buses deliver health benefits**

Greater Manchester has significantly poorer health than other parts of the country. Life expectancy in the city region is almost two years lower than the England average⁸. Nearly a third (28%) of the population is classed as “inactive”, meaning they complete less than 30 minutes of activity a week, costing health services here £26.7m a year.^{9 10}

Increased use of less polluting buses can also help improve local air quality, leading to health benefits and a more attractive environment for more active lifestyles.

Buses also promote more regular active travel through the journey to and from the bus stop, encouraging activity amongst groups who might otherwise be inactive.

- **Buses deliver economic benefits**

Reliable and efficient bus services can boost local economies by increasing high street footfall and reducing the time lost to congestion. The research and campaign body Greener Journeys estimated that, for every £1 of targeted investment in bus priority measures and bus infrastructure, £3.32 of economic benefit is generated.¹¹

⁵ [Census, 2021](#)

⁶ [The Health Foundation, 2021](#)

⁷ [Confederation of Passenger Transport, 2016](#)

⁸ [GM Independent Prosperity Review, 2022](#)

⁹ [GM Moving, 2021](#)

¹⁰ [GM Moving, 2021](#)

¹¹ [Greener Journeys, 2014](#)

There is significant new development underway across Greater Manchester. The bus network will need to be sufficiently flexible to ensure these new developments are well served. At the same time, developers and businesses must work alongside TfGM to ensure that plans for new developments include bus service provision to reduce car dependence.

- **Buses provide access to the wider transport network**

Buses can provide people with good access to Metrolink and rail services so longer journeys can be made easily. In the past, Metrolink, rail and bus services have often competed against each other. Local control of our buses means that Greater Manchester has some of the tools it needs to remove this inefficiency and better integrate services.



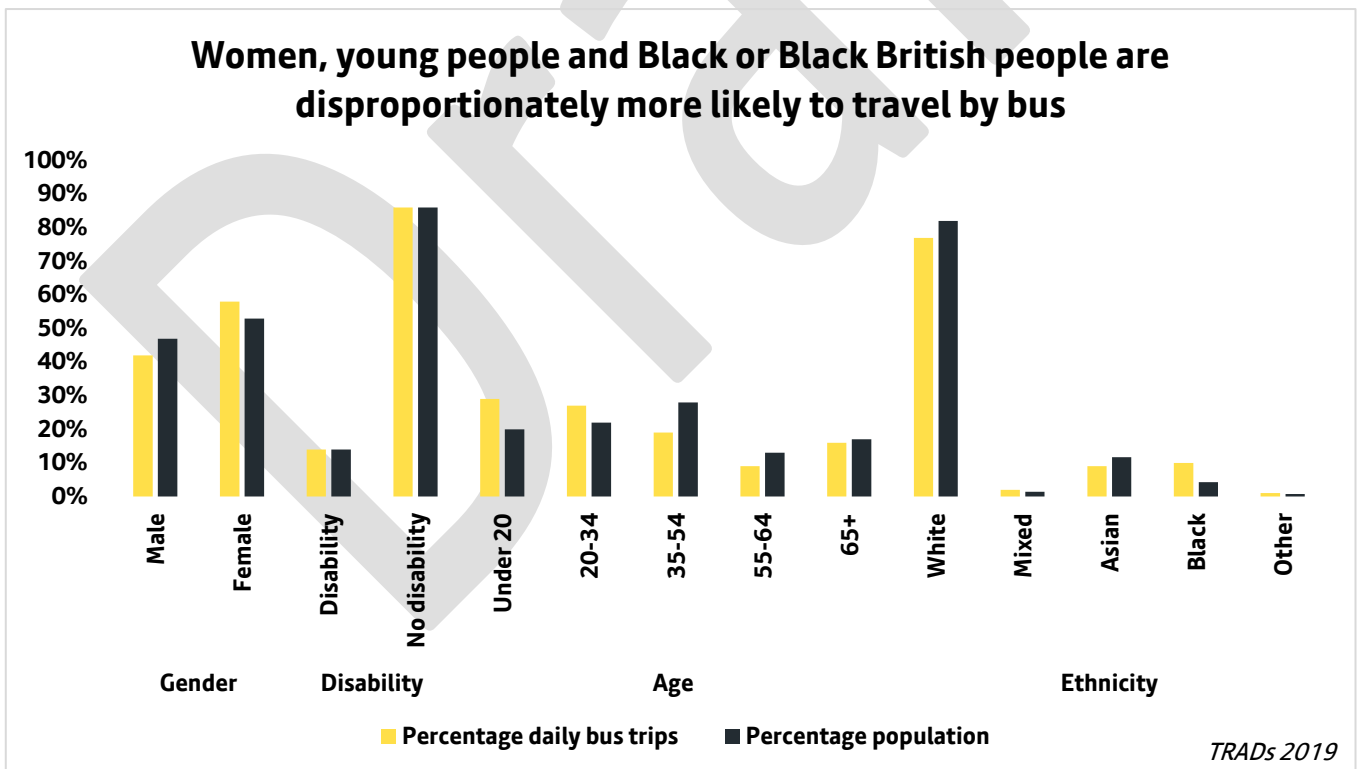
Who uses the bus?

Buses play a vital role in the lives of many people who live, work, and visit Greater Manchester. A wide range of people use buses, and many more people say they would be prepared to use them in the future, especially once services are improved.¹² We need to further broaden their appeal and make taking the bus a more attractive choice.

Education and shopping are especially common reasons for travelling by bus. These established uses are helpful to understand our network and the types of places it should serve, but the bus's reliance on shoppers means that services are particularly vulnerable to changes in the cost of living and in retail habits.

Buses are particularly important for residents in Greater Manchester's most deprived areas. Low car ownership is sometimes a result of lower incomes, often found in isolated communities living in poorly designed estates with poor access to services.

Women, young people and Black or Black British people are disproportionately more likely to travel by bus.¹³ These groups are more likely to experience multiple forms of disadvantage and social exclusion and could particularly benefit from improvements to the bus system. When making any changes to the bus system, we will actively consider the likely impacts on these groups and others.



¹² TfGM, 2021

¹³ TfGM, 2021



New users

Our research shows that only a minority of people (less than 20%) would never consider using the bus.

A far larger group - over 50% of the Greater Manchester population - have no objection to the bus in principle, but do not use it, or do not use it regularly. These are potential target markets and, with an improved bus offer, should be more open to switching to regular bus use.¹⁴

We will use detailed demographic analysis of all these groups, along with the unique opportunity provided by franchising, to improve buses and increase everyone's willingness to use them.

We need to encourage those who would never take the bus to consider using it and retain satisfied customers through a consistently high standard of delivery. We also need to consider relatively new post-pandemic travel behaviours, including hybrid working.

¹⁴ [TfGM Sales Funnel](#)

The story so far

Greater Manchester has always been a pioneer when it comes to buses. In 1824, the UK's first ever "omnibus" service was introduced between Pendleton and Manchester, and bus services grew rapidly in the following decades.

Boom and bus

Bus patronage in Greater Manchester peaked around 1950, just as towns and cities began to be remodelled to prioritise private cars. At the time, car ownership (and population) was much lower, and many people did not foresee the congestion and environmental challenges that lay ahead. In the face of an increasing focus on private cars, decline in the bus system was inevitable.

As the number of people using buses declined, a vicious circle emerged. Fewer passengers made each bus more expensive to run, resulting in reduced service frequencies and routes, and higher fares to passengers, leading to even fewer people using buses.

Deregulation

Before 1986, most bus services in Greater Manchester were provided by public bodies, initially by local councils and then by the Passenger Transport Executive at a regional level. Local government was accountable for the planning, delivery and performance of the bus system.

In 1986 the bus market in Great Britain was "deregulated" outside of London. Deregulation meant that bus services were no longer planned centrally by local governments. Anyone could run a bus service at any fare, route or timetable they decided.

Taking decision-making away from local elected politicians shifted priorities away from serving

Compared with 10, 20, and 50 years ago:

- Waiting times are **longer**.
- Journey times are **longer** (i.e. buses run more slowly), especially at peak times.
- Bus punctuality is **poor**.

communities and towards the convenience and profitability of bus operators, who were not permitted to cross-subsidise routes. Deregulation also broke the link between bus operations and local highway authorities: a critical relationship for an efficient, reliable and sustainable bus network.

Deregulation did lead to improvement and innovation in some areas, but the overall impact has been negative. Services were no longer joined up, and a lack of consistency led to confusion and a poor passenger experience in some cases.

Deregulation meant different operators competing for the same customers, causing problems for passengers and the wider public. The so-called 'Bus Wars' of the 1980s and 1990s saw the most lucrative routes (such as Manchester's Oxford Road corridor) flooded with buses as different operators competed for customers, often causing significant disruption in the process.

Over time, larger operators began to dominate areas, stopping new competitors entering the market. As car use continued to grow, bus journey times increased, fares rose, the number of people using the bus reduced and the bus network shrank.

This was the case across almost the whole of Great Britain, except in London, where a system of bus franchising was implemented. Thanks to additional investment, London saw patronage sustain into the 1990s, followed by 40% growth between 1999 and 2004.¹⁵

¹⁵ [TfL, 2006](#)

The bus today

Today, bus travel is seen by many people as a 'last resort' and, in recent years, levels of car dependency have dramatically increased. After decades of decline, Greater Manchester and many other parts of the country are caught in a vicious circle, where falling bus patronage leads to rising fares and costs of operation and a shrinking bus network.

Our network has shrunk

In 1977, buses in Greater Manchester travelled 137 million kilometres.¹⁶

In 2022, buses in Greater Manchester travelled 85 million kilometres.

This is a 38% decrease.

Length of bus routes in Greater Manchester (km) by year

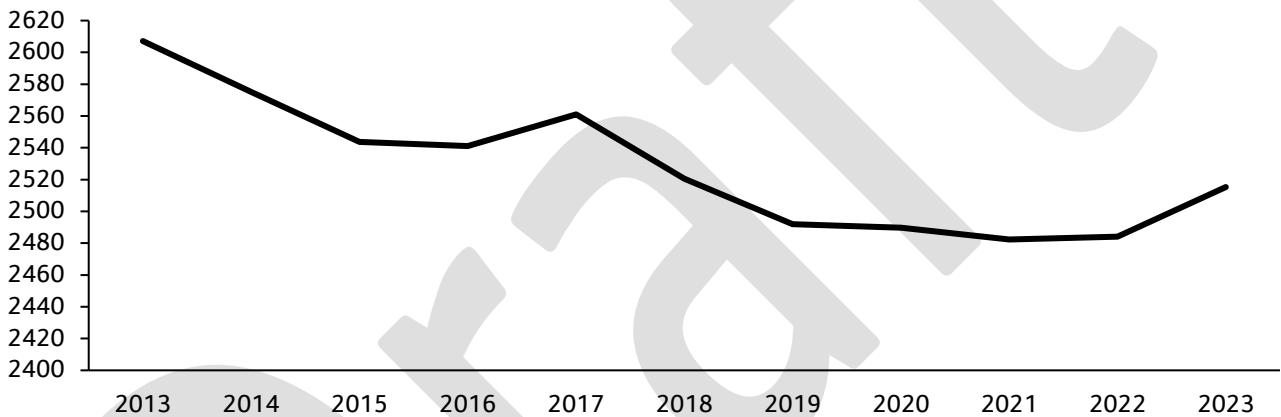
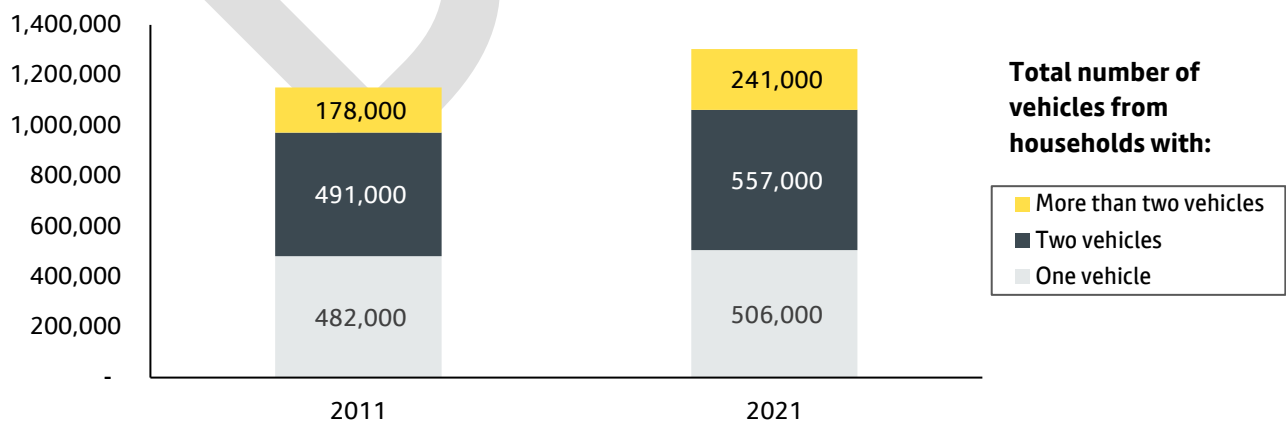


Figure 1: Over the last decade, and before, Greater Manchester's bus network has been shrinking.

Total cars / vans available for household use in Greater Manchester census data, household level



¹⁶ GMPTA/E Annual Reports and Accounts, 1987/88

Figure 2: While personal car-keeping in Greater Manchester has increased.

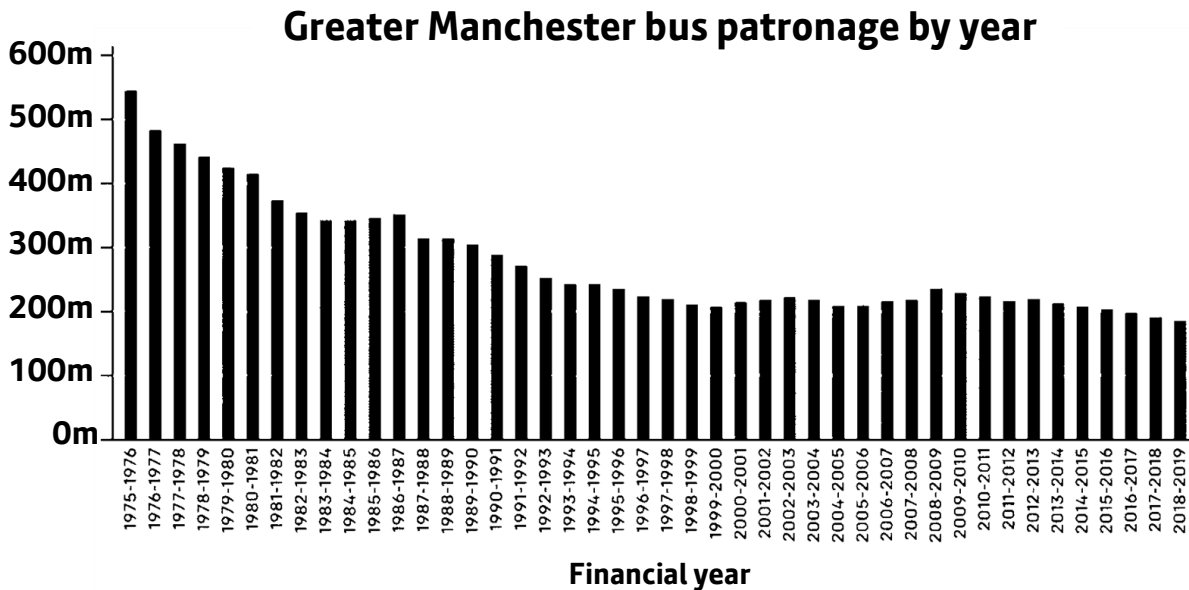


Figure 3: Bus patronage has fallen dramatically since the 1970s.

Local government bodies like TfGM have previously had limited ability to make improvements to the bus system. Where funding has been available, it has been necessary to use this to fill gaps in the network where commercial operators do not provide services. This job has been made harder by a lack of access to detailed data about who is using the buses, how often and on which routes.

Combined with an increase in private car use, the decline in bus use has contributed to many of the wider challenges faced by Greater Manchester:

- Decline of town centre shopping.
- Growing social and economic inequalities.
- Increased air and noise pollution.

To reverse this growing car dependency, buses need to provide attractive, reliable, accessible and affordable services across Greater Manchester to allow more people to access jobs,

More private cars

Between 2011 and 2021, the number of cars available for household use in Greater Manchester grew by **13%**.

essential services, and other opportunities. This is particularly important for people who do not own a car, and also for car-owners for whom improved bus services could mean car ownership is no longer necessary.

For more people to use the bus, we need to improve the network, so it serves more of our residents. Historically, Greater Manchester’s bus network was much larger: in 1977, buses here travelled 137 million kilometres. Today, buses travel about 85 million kilometres every year and only 28% of our residents live within 400 metres of a high frequency bus or Metrolink service.

Franchising – local control of bus services

In recent years, Greater Manchester has spent increasing sums of money to support and maintain the current bus network, filling gaps between commercially provided services. This is an inefficient use of funding and a poor way to plan a public transport system. Without change, we face either an unsustainable funding requirement or a diminished bus network.

To break free of this cycle, in 2021, the Mayor of Greater Manchester made the decision to implement bus franchising. Franchising is the system used to procure and co-ordinate bus services in London, and many other cities around the world.

Challenges remain

The possibilities unlocked by franchising are exciting, but we will need to make sure people can continue to make their journeys by bus during the transition to this new system. Initially, current routes and service patterns will be maintained, providing continuity and clarity for bus users.

Years of deregulation have meant that our understanding of the current network and the commercial performance of existing services is

Under franchising, we will contract with transport operators to deliver bus services we specify, with revenue risk and public accountability remaining with the transport authority.

This system provides Greater Manchester with a new, more effective way to manage bus services. Public bodies will plan the network and customer offer, and contract operators to provide services. For the first time since deregulation, integrated timetables, ticketing and information will become a possibility and fares will be set locally, with the public sector taking on the revenue risk for the system.

limited. For the initial period following the introduction of franchising, we will focus on gathering data and better understanding the system as it stands, to ensure informed decisions can be made.

As we better understand how people are using bus services, we will have the ability (subject to funding) to develop the network further, with new routes, increased service frequencies and other improvements.

What do we need?

Building a successful bus system

Increased bus patronage will be vital if we are to achieve our aims for the bus system and improve its financial sustainability.

We know there are many different drivers of increased bus use, and they vary significantly

Listening to our residents

If we are to increase ridership, the bus system will need to be responsive to bus users and non-users alike.

When we asked people from across Greater Manchester what they want their bus network to look like, they told us that they want bus journeys to be:

- More reliable
- Quicker
- Greener
- More affordable
- More integrated with other forms of public transport
- Safe and accessible¹⁷

Bus users are clear that the 'whole journey' experience needs to be improved – including information on and off the bus, customer care,

between bus users. For some, service reliability and frequency will be the most important consideration. For others, the key factor will be how direct the route is. For others still, safety and accessibility, or the overall price of the journey will be the primary concern.

ticket integration with other public transport modes, and better waiting environments.

It is important that the people who make decisions about the bus system understand the views of local people. As franchising proceeds, we will build upon existing engagement processes, and develop new ways to engage with local communities, businesses and bus users, to make sure they are involved in decision-making.

Throughout the process of developing our ambitions for the bus network, we have benefited from hearing a wide range of opinions about how it should develop. This process will continue over the coming years as our plans evolve and we will ensure that we speak to people we do not always hear from, as well as regular bus users.

¹⁷ [GMCA, 2020](#)

Learning from others

As we develop our modern bus network, we want to learn lessons from other parts of the United Kingdom that have successfully increased patronage and service satisfaction.



By their nature, bus networks are unique to the places they serve, but we hope to use these examples to build on the success that other areas have seen. Other lessons can also be learnt from places like Brighton & Hove, Nottingham and Reading, which have maintained high bus patronage over long periods of time.

Designing our network differently

When planning routes and timetables, public control means that profitability will no longer be the primary focus for our buses, although financial sustainability will remain a key consideration. Instead, the transport network will be planned in a way that connects people and places and helps services arrive on time in an environmentally and financially sustainable way.

For the first time, we will have the opportunity to plan services as part of an integrated network. Rather than focussing on individual routes, we will consider how passengers can reach their destination, wherever it may be, using all available transport options.

Area-based network reviews

Rolling programme and overarching aims of network reviews are agreed by Bee Network Committee.

TfGM begins engagement with districts & communities & establishes baseline data.
Objectives for review are proposed & then agreed with relevant district(s).

TfGM undertakes analysis, option generation, appraisal & recommendations.

Where required, local consultation or engagement takes place.

TfGM reviews, refines & finalises recommendations. Operational preparedness considered.

Proposals considered by Bee Network Committee for approval.

c. 12 months

Following the arrival of franchised services, we will begin a programme of rolling 'Network Reviews'. These reviews will cover a geographical area of Greater Manchester and consider how its integrated transport needs can be better met by amending the bus, Metrolink, rail, demand responsive transport and active travel networks.

Before a network review can take place, the bus network will require several months to stabilise following the arrival of franchising and for data to be collected. Reviews themselves are usually expected to take approximately 12 months from inception to implementation of network changes.

Following the process set out in the diagram above, we will work with local people and elected representatives (e.g. through local Bee Network committees) to understand the needs of their area, the best use of available funding and how the bus system can support a better quality of life.

The reviews will include the application of our Public Sector Equality Duty and meaningful consideration of equality impacts, safety, accessibility and comfort. Significant changes to the network will be carefully considered and subject to assessment and consultation, with local politicians collectively agreeing how the network changes over time.

In some situations of low travel demand (e.g. in less populated locations or at less popular times of day), dynamic, demand responsive services may represent the most convenient and viable option. These services, like Local Link and Ring &

Ride, are booked by users in advance and do not run to a set timetable, supporting public transport connectivity in every part of Greater Manchester.

Network planning guidelines

When undertaking network reviews, we will apply seven planning guidelines to deliver on the bus's potential:

- **Integrated – because bus users need access to other journey opportunities.**
 - Design the detailed specification of services to facilitate interchange with shared mobility services (e.g., cycle hire) and other bus, rail, Metrolink services and Demand Responsive Transport (DRT).
 - Align timetables with other public transport, particularly for first and last services in areas of lower frequency.
- **Comprehensive – because people need access to convenient transport at all times.**
 - Aim to provide accessibility within 400 metres of a daytime local bus service, apart from instances where there are a small number of dwellings beyond this catchment.
 - Aim to ensure users can reach employment, education and key services. Where this cannot be provided directly, suitable facilities exist to change between services or Local Link (demand responsive transport) services are considered.
- **Reliable – because people need to be able to depend on their buses.**
 - Provide sufficient running time and space within the timetable to deal with unexpected delays.
 - Avoid routes with journey times that vary significantly from day to day.
 - Provide accurate timetables that take account of expected peak period congestion.
 - Avoid lengthy services crossing multiple major intersections and other areas with frequent delays.
- **Simple – because people need to find the network easy to understand and use.**
 - Ensure that the network is as simple as possible to make it easier to use for existing and potential users.
 - Where possible, schedule services to arrive at bus stops at the same time after the hour throughout the day.
 - Avoid different routes and numbers, particularly in the evenings and on Sundays.
- **Frequent – because keeping waiting times low makes the bus more attractive.**
 - Provide a minimum frequency of 1 bus per hour on Monday to Saturday daytimes on all routes.

- Provide a minimum frequency of 5 buses per hour on Monday to Saturday daytimes on key radial and orbital routes.
 - Provision of early morning and late-night services to be determined by travel patterns and user characteristics.
 - Sunday and evening provision to be determined by travel patterns and user characteristics.
- **Direct – because bus users value low journey times.**
 - Aim to provide bus services (either to ultimate destinations or interchange points) that run as directly as possible.
 - Provide direct, orbital connections between district centres.
- **Cost-effective – because our bus network needs to be financially sustainable.**
 - Minimise duplication between services on common sections of route to ensure efficient use of resources.
 - Better integrate school and general bus services to provide a better service for students and other customers.

The examples overleaf show changes that could be made to the bus network when these guidelines are applied. All proposals would be subject to further analysis and formal governance.



1

Comprehensive

Middlebrook Retail and Leisure Park is an important destination within Bolton district, although it is currently not well served by bus. To address this, through our Network Planning Guidelines, services between Horwich and Bolton, Wigan and Leigh would be replanned to provide a simpler service pattern, improved frequencies, and direct links to Middlebrook and adjacent employment areas where interchange opportunities would also be available.

2

Integrated

The Prestwich, Radcliffe, Whitefield and Unsworth areas of Bury district are served by lengthy routes which provide links into Manchester city centre and Bury, as well as local trips within these areas, but do not integrate well with Metrolink services. To address this, through our Network Planning Guidelines, the pattern of services would be reviewed to strengthen and simplify links from the residential areas to local amenities and the Metrolink stops in Whitefield and Prestwich, whilst also providing simplified radial bus links into Manchester city centre.

3

Reliable

The Chadderton, Royton and Shaw areas of Oldham are served by a network of lengthy and complex services which provide links to Manchester city centre and can be subject to on-road performance problems. To address this, through our Network Planning Guidelines, the pattern of services would be reviewed and, where possible, shortened and made more frequent to ensure that passengers continue to be able to make key links whilst also improving the reliability of the routes.

4

Simple

Areas around Pendleton and Eccles in Salford are well served by buses but there are a lot of different services run by more than one operator which makes the network difficult to understand. Through our Network Planning Guidelines, this would be addressed by removing the overlap between services to make the network easier to understand.

5

Frequent

There are current orbital services in Manchester and Salford which provide links to important destinations such as Salford Quays and the universities and hospitals on Oxford Road from communities including Gorton and Levenshulme, but these are not currently very frequent. Through our Network Planning Guidelines, this would be addressed by making orbital services shorter and more frequent and also extending some orbital services to provide improved links, such as from Cheetham Hill to Eccles and Trafford Park.

6

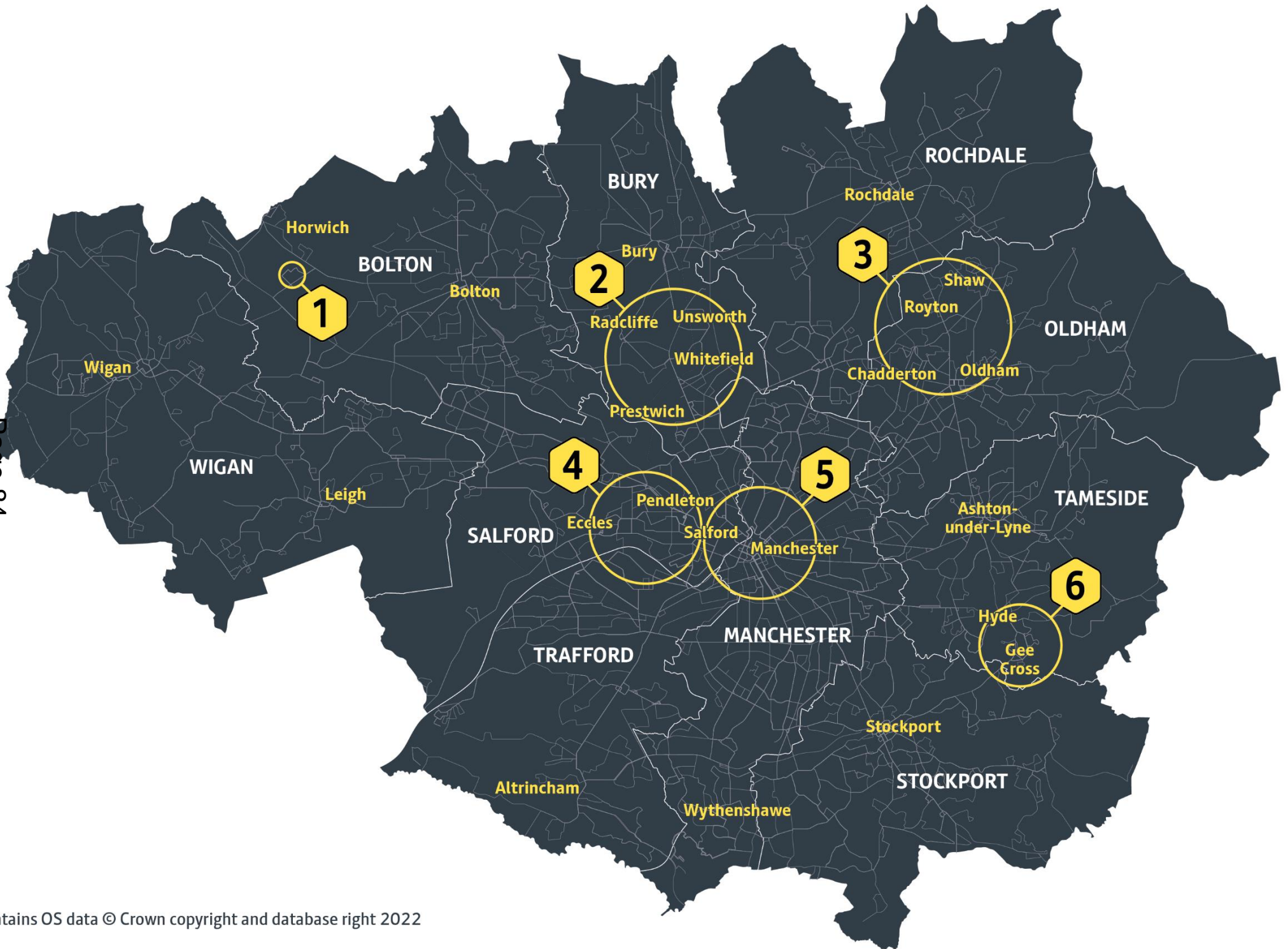
Direct

The Gee Cross area of Tameside does not have access to rail stations or Metrolink stops, and journey times on bus services to Manchester city centre travel are lengthy. Through our Network Planning Guidelines, this would be addressed by revising the pattern of services along the Hyde Road corridor to serve these communities directly whilst simplifying the routing to Manchester city centre to provide more attractive journey times.

7

Cost-effective

Whilst a specific, geographical example is not given here, cost-effectiveness will be an important consideration when any changes to the network are proposed.



Our network planning guidelines will help ensure that important local amenities, like hospitals, schools and shops are well-connected to their communities and integrated with other parts of the Bee Network. They will also help us to

provide enhanced orbital connectivity across Greater Manchester and ensure major new developments and strategic growth areas across the city region, like Atom Valley, are well connected to the bus network.

Trade-offs to build a better network

The finite available funding for bus services means that the process of planning routes will require trade-offs between journey times, frequency and coverage, as shown by the example below.

Our guidelines will help us to strike the right balance, alongside local engagement and an understanding of each place, including equalities impacts.

New bus lanes and other bus priority measures can help to support improved journey times, frequency and coverage, and lessen the impact of required trade-offs. When choosing where to

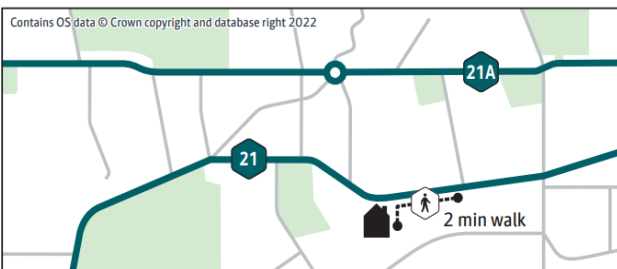
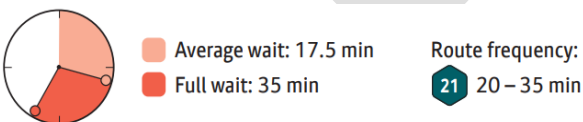
provide new services or enhance existing ones, traffic conditions and existing bus priority measures that allow for reliable journey times will be an important consideration.

Our planning guidelines will also help ensure that our bus network remains commercial. In the future, revenues from the most successful parts of the network will play an important role in supporting less commercial services that are important for connecting communities or provide links at times when demand is low.

Increasing patronage on the parts of the network with the greatest potential for growth will therefore be an essential part of maintaining and improving services across the whole city region.

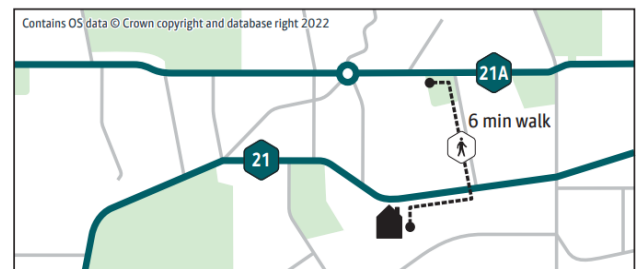
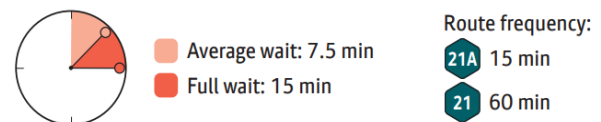
Minimise walking

Divide service into parallel, infrequent routes on all roads
Walks to a bus stop are short, but people spend a lot of time waiting



Minimise waiting

Concentrate service into frequent routes on some roads
Even with the longer walk, the shorter wait makes many people's journeys faster





Funding our buses

The growing costs of supporting the deregulated bus network mean that, increasingly, we cannot afford not to franchise. Greater Manchester already supports almost a quarter of bus services, with this figure having risen in recent years.

Our transition to bus franchising is locally funded but supplemented by significant Government support. This includes a (reduced) extension of the support provided during the pandemic; the City Region Sustainable Transport Settlement (CRSTS), and funding for our first Bus Service Improvement Plan (BSIP). The priorities and ambitions set out here are anticipated to require some additional funding to be delivered in full.

Government support

To achieve our ambitions, we will need to continue to plan and manage our transport network carefully and secure more investment. Government has already demonstrated its appetite for a strengthened, long-term approach to transport funding through recent funding announcements. Greater Manchester has an excellent track record when it comes to capital programme delivery, which will help to make the

case for more funding to deliver major improvements to our bus network infrastructure.

Local decision making

We also need to enable local decision makers to allocate funds across the whole network and generate revenue locally, including by identifying new funding sources. Our bus network will need to be commercial, and route specifications and fares will need to be set at a sustainable level that keeps buses attractive to customers but also supports the network we are building.

Developer contributions

Given the scale of housing and employment growth expected in Greater Manchester over the next two decades, more funding will need to be secured for bus network improvements in specific areas, including through Section 106 agreements with developers. Our city regional strategies, including the emerging Places for Everyone Plan and specific strategic site masterplan documents, provide the tools for better integration between strategic land use planning and transport planning to enable this.

Roadmap

Delivering our vision will require continued engagement with customers and stakeholders to ensure the network meets their current and future needs, while Greater Manchester meets its carbon responsibilities. Franchising is necessary, but not enough on its own - we need to invest in local highways, service integration and the customer offer alongside concessionary fares and subsidised bus services to achieve our vision.

Our envisaged delivery plan is set out below and will be expanded on as proposals are developed and funding secured.

By September 2023

- First Bee Network bus services operate in Bolton, Wigan and parts of Bury and Salford.
- Bus fares across Greater Manchester capped at £2 for a single ticket, £5 for a day ticket and £21 for a week ticket. New integrated bus and tram tickets launched.
- Bee Network app launched for live, integrated travel information and ticket sales.
- New zero emission buses in use on routes in the west of Greater Manchester.
- Ongoing programme of bus pinch point removal across the network.

By March 2024

- Second phase of bus franchising begins with Bee Network services operating in Rochdale, Oldham and parts of Bury and Manchester. New zero emission buses in use on routes in the north east of Greater Manchester.

By 2025

- All Greater Manchester buses operating as part of the integrated Bee Network.
- Contactless payment with automatic capping and integrated ticketing with Metrolink.
- New zero emission buses in use on routes in the south of the city region.
- Extend our programme of bus stop access improvements to cover more stops.
- Establish a new Travel Hub at the Tyldesley stop on the Leigh Guided Busway, including improved integration between buses, cycle parking and Park & Ride facilities.

By 2026

- Deliver new bus priority measures between Salford Crescent and MediaCityUK as part of a Quality Bus Transit Corridor

By 2027

- Deliver new orbital bus priority measures between Bury and Rochdale, Ashton and Stockport, Wigan and Bolton and Rochdale-Oldham-Ashton as part of Quality Bus Transit Corridors.

By 2030

- Buses will run at least every 12 minutes on key radial and orbital routes.

- 90% of the entire Greater Manchester population will be within a 30-minute frequency bus or Metrolink service on weekdays within 400m of their home.
- 500 more accessible stops will be provided - through measures such as raised kerbs and places to rest while waiting.
- The UK's first operationally carbon neutral transport interchange in Bury town centre will open, integrating bus, cycle parking and Metrolink.

Beyond 2030

- By 2032, all buses in Greater Manchester will be zero emission and depots will be electrified.
- We will continue to resolve highway pinch points which impact on bus journey times and reliability.
- We will deliver further infrastructure improvements for additional bus priority.



How we'll deliver better buses

This section of the Bus Strategy sets out how, with additional powers and funding, we will deliver improvements across all aspects of bus services in Greater Manchester.

If we are to meet our target, to **grow bus usage by 30% by 2030**, we need to transform our bus system, driven by innovation and new ways of thinking. The actions below are therefore split between improvements we commit to deliver by 2030, and areas for further investigation, learning from best practice elsewhere.

More reliable and consistent journey times

Bus services in Greater Manchester should be reliable. This means sticking to timetables or, on busier routes, running so frequently that checking a timetable is not necessary. This will allow customers to plan more effectively and have confidence that their journey will take the same amount of time every day, making them more likely to use the bus again.

- **On the highest frequency routes (served by one bus every 10 minutes) we will target excess waiting times of no more than 90 seconds.** On routes where buses are less frequent, 90% will depart on time (less than one minute early and five minutes late).

One example of infrastructure that can be delivered is bus priority schemes, including bus lanes, which make bus services reliable by increasing speeds and reducing delays.

- **We aim to increase bus speeds by 9% by 2030 on key corridors.** These corridors account for around 25% of bus trips in Greater Manchester. Our target is an average speed for buses of just over 13 mph (compared to 12 mph now) on all key roads outside the M60 by 2030 (and 11.6 mph on those at least partially inside). For all other routes, with a lower concentration of bus priority interventions, we will target an average increase in bus speed of 3% to 4%.

To deliver this, we will:

- Expect and require bus operators to meet specified schedules and adhere to timetables.
- Introduce a structured performance management regime for operators, monitoring reliability, punctuality, fleet condition and customer complaints. Financial penalties, worth up to 10% of the contract revenue, will be incurred by operators who fall below the set performance standard.

Bus Lanes

There are 55km of bus lanes in Greater Manchester. They play a key role in helping buses avoid congestion, making them more attractive and more financially sustainable.

Bus lanes can give the impression of being “empty” while general traffic queues alongside. As a result, highway authorities are sometimes asked to remove them.

But an “empty” bus lane is not a sign of spare capacity on a highway: bus lanes enable buses to overtake queueing traffic on the approaches to junctions, which are the main locations of traffic delays.

- Maintain and increase bus priority infrastructure and defend bus lanes and other priority measures. By 2030, we will deliver on-street bus improvements across 70km of high frequency, strategic bus routes across Greater Manchester.
- Put in place systems to share road works information between highways authorities, TfGM and operators at the earliest opportunity. This would help to minimise the impact on the bus network e.g. by putting in place temporary bus priority measures.
- Where road works do take place, work with the agencies responsible to prioritise bus movements during times of disruption.
- Protect existing bus infrastructure, for example, by prohibiting parking around bus stops and ensuring this is enforced effectively.
- Optimise all existing compatible traffic signal infrastructure to delivery priority for buses.
- Deliver a new Intelligent Transport System to improve network management, control centre operations and customer information. The new platform will support more efficient responses to planned and unplanned events across the transport network, reducing congestion and its impacts.
- Deliver a bus 'pinch point' programme to tackle localised highway issues that cause delays to buses and use new tools to identify 'pinch points' on the network to support planning and service design.
- Work with highways authorities and utilities to develop a Greater Manchester Roadworks Charter to reduce delays to bus services.

We will also explore:

- Ways to reduce 'dwell' times at bus stops such as moving to cashless onboard ticketing or using vehicles with additional doors for the busiest services.
- Increasing the hours of bus lane operation to reflect changed travel patterns and improved frequencies.
- Introducing a lane rental scheme or similar, where agencies who wish to undertake roadworks would pay local highway authorities for the duration of their works, incentivising quicker completion.
- New ways to make better use of data and technology to maximise bus performance efficiencies.

Comprehensive and frequent bus services

To make buses more people's first choice, we need to deliver a network with broad geographical coverage, which operates at a wide range of times of the day and week. The timing of network coverage is also critical for passengers, so increasing the frequency of services provided will be a priority.

Our network planning guidelines will prioritise access to shopping, health, education and employment locations (amongst others), although difficult decisions will sometimes need to be made about affordability and it will not always be possible to provide high frequency services to every destination.

To deliver this, we will:

- Aim to bring at least 90% of the entire Greater Manchester population within a 30-minute frequency bus or Metrolink service on weekdays within 400m of their home. Where this is not possible, we will put in place other options to provide connectivity as part of the Bee Network e.g. demand responsive transport (like Local Link).
- Aim to run buses at least every 12 minutes on key radial and orbital routes.
- Apply our new network planning guidelines to design a bus network that facilitates access to health, education, shopping and employment locations; not just in city centres but between Greater Manchester's towns too.
- Support cross-boundary connectivity by implementing a service permit scheme that enables buses from outside Greater Manchester to operate here without undermining or diluting the values of Bee Network bus services.
- Work with developers from an early stage to embed buses and bus friendly highways within plans for major new developments. New or amended public transport services should be subsidised by the developer where the development would otherwise have inadequate public transport access.
- Work with event promoters to enhance the network during events for the benefit of visitors as well as regular users.
- Continue to work with developers and local businesses to maximise opportunities to provide better services to and from major employment sites, events and large attractions, for example, Manchester Airport.
- Develop criteria to inform decisions between providing fixed-route or demand-responsive services (e.g. Local Link and Ring and Ride) in situations of low travel demand.
- Publish a dedicated school travel policy, setting out how we will use our franchising powers to support travel for education.

We will also explore:

- Providing services to major town and employment centres during the night, albeit on a less frequent basis than during the day. Continued connectivity and safe travel options are important for workers and users of the night-time economy, as highlighted by Unite the Union's 'Get Me Home Safely' campaign.
- Opportunities for new express, limited stop bus routes to support medium to long distance journeys on corridors where rail or Metrolink would not be feasible or affordable.
- Designing cross-city bus services where appropriate to make more efficient use of resources.



I'm getting ready to join the Bee Network



Manchester 37
via Farnworth & Walkden

DIAMOND



40759

MX20 KYR

A fully integrated public transport system

Buses are at the heart of the Bee Network and franchising is key to unlocking the benefits of an integrated transport system.

To provide people with the widest possible range of journey options, buses need to be better integrated with each other, and with other modes. This includes active travel, which is

critical for supporting journeys to and from the bus stop.

As well as finding it simple to change between buses, passengers should be able to travel easily to Metrolink stops and railway stations where high bus frequencies and integrated fares, timetables and information support easy interchange.

To deliver this, we will:

- Build bus ticketing, timetables, routes and real time information into the Bee Network app from launch and make data available to other app and website developers to build into their own systems.
- Provide a consistent ticketing offer across the Bee Network and extend integrated pay-as-you-go price capping to bus services and Metrolink.
- Invest in new multi-modal interchange facilities and travel hubs to support easy transitions from one form of transport to another.
- Install better crossings and wayfinding between modes and improve public realm and accessibility between stops.
- Build on measures we have introduced to make bus tickets more affordable and flexible by exploring options for expanding the contactless, pay-as-you-go system (currently on Metrolink) to other modes of transport, including bus services.
- Use the Bee Network app and information screens on board buses to provide updates and schedules for other parts of the transport system at relevant points in the journey e.g. when approaching an interchange.
- Share real time information with other journey planner and app providers (e.g. Google Maps, Citymapper) to ensure the best customer experience.
- Implement cross-modal timetables, aligning bus services with Metrolink and heavy rail, particularly where services are less frequent and at the end of the day.
- Ensure that bus infrastructure measures are integrated with active travel, as set out in the Streets for All Design Guide, including bus stop bypasses, cycle lanes within bus lanes and cycle parking at bus stops.
- Prioritise making cycling and walking to stops and interchanges an attractive option as we deliver Active Travel schemes.
- Ensure that Demand Responsive Transport Services, which cover some of the less densely populated areas of the City Region, continue to fill gaps which cannot be filled by timetabled services.

We will also explore:

- Relocating bus stops closer to Metrolink stops, rail stations and cycle hire stations where it would benefit passengers.
- Opportunities to enhance integration between buses, Metrolink, rail, active travel and shared mobility through our Travel Hubs programme.

An accessible and inclusive bus network

As the one form of public transport that covers all parts of Greater Manchester, it is critical that our bus system is accessible to everyone, whatever their background and wherever they live or work.

Bus services must be accessible for people who have a mobility or sensory impairment, a learning

To deliver this, we will:

- Ensure the whole fleet continues to be equipped with ramps as standard to allow access for wheelchair and pushchair users.
- Install hearing induction loops and two spaces for wheelchair users on every bus as part of a comprehensive renewal programme. All new buses will be equipped with these features from day one.
- Rollout display screens and audio systems across the fleet to announce approaching stops and improve onboard passenger information.
- Create a further 500 more accessible stops through measures such as raised kerbs and places to rest while waiting.
- Make sure bus drivers and interchange staff are given the training they need to support all customers.
- Produce Bee Network journey assistance cards, in line with the Confederation for Passenger Transport template, which allow passengers to indicate a request for specific assistance to the bus driver.
- Complete the programme of access improvements for 500 bus stops (currently underway), bus stations and interchanges and extend the programme to cover more bus stops.
- Where applicable, recommend improvements to local highway authorities and franchise operators, including tactile paving and making sure stops, walkways and crossings are clear of debris/overgrown hedges.
- Tackle pavement parking to remove obstacles and help people who are walking or wheeling access stops and services.
- Embed meaningful consideration of equalities in all planning and decision making including through engagement with representative groups at an early stage to shape future service and infrastructure design.
- Work with local highway teams to enforce parking and loading restrictions so inconsiderate parking does not impede buses or customers' access.

disability or who have other access needs – for example, a parent pushing a buggy. This will mean improving both the onboard experience and - as set out in our Streets for All Strategy - on-street infrastructure, including kerb heights, bus stop markings and parking restrictions, which will need effective enforcement.

**Please be patient,
I am deaf.**

Thank you!

 BEE NETWORK

An example journey assistance card.

An affordable and attractively priced bus system

Affordable fares will be critical in increasing the attractiveness of bus services and delivering a 30% increase in bus patronage.

Already, Greater Manchester's capped fares have contributed to a 12% increase in patronage between 2021/22 and 2022/23.¹⁸

Fares will need to be integrated between modes to provide customers with better value and set at the right level to safeguard the financial sustainability of the bus system. Reducing costs by improving reliability and increasing patronage will both be vital if we are to keep fares as low as possible.

To deliver this, we will:

- Seek to maintain the £2 single, £5 daily and £21 weekly adult fare caps until at least March 2025, when the franchising process is complete.
- Make Pay As You Go ticketing available to customers from January 2025, enabling people to simply 'tap and go' across both Bus and Metrolink, with a day or weekly cap.
- Introduce a single 'hopper' fare from January 2025, allowing unlimited bus travel within a given period.
- Make paying for travel in advance much simpler, ensuring customers can choose which product best suits their needs.
- Continue to support existing national and local concessionary schemes (including Our Pass) as we transition into franchising.
- Undertake a review of proposed new concessions to support people who need access to the bus network and ensure the most effective use of limited resources.
- Over time, standardise fare levels and remove anomalies to ensure fairness and consistency across the city region. We will work to understand the implications and complexities of any change before making it.
- Continue to make the case that taking the bus is an attractive and viable option for many people and cheaper than using and maintaining a car.

¹⁸ [GMCA, 2023](#)

A safe and secure bus network

When talking to us, people have been clear that negative perceptions of personal safety can be a key barrier to taking the bus, particularly for women and girls and people from minority groups. For our buses to work for everyone, people need to be and feel safe on board the bus, but also while walking to, and waiting at, bus stops and interchanges.

Through the GM TravelSafe Partnership, we will continue to work together with the police and operators to improve safety and security while

people are waiting for and travelling on buses, and deliver the aims of the [TravelSafe Strategy](#).

TfGM will also work continually to improve health and safety and reduce the number of accidents, incidents and near misses through performance monitoring, Bus Operator Safety Forums, and safety campaigns. This work will be undertaken in line with the development of a draft Vision Zero road danger reduction strategy for Greater Manchester.

To deliver this, we will:

- Deploy highly visible TravelSafe Support and Enforcement Officers across the network to support passengers to feel safe, deter anti-social behaviour, conduct ticket checks and answer customer queries.
- Install infrastructure that will improve safety and perceptions of safety, including CCTV on buses, better lighting at stops, improved lighting and CCTV at interchanges, crossings in close proximity to stops and more real-time arrival information.
- Ensure that incident reporting methods are simple, visible and effective.
- Reiterate our zero-tolerance approach to abuse of staff on the transport network and support staff where this does occur.
- Identify opportunities to make the on-board experience and waiting environments feel safer and more comfortable.
- Use TfGM's powers to exclude specific individuals from its bus stations and interchanges and remove or restrict travel passes in response to anti-social and criminal behaviour.
- Work with operators to improve health and safety and reduce the numbers of accidents, incidents and near misses on the network.
- Work with Greater Manchester Police to ensure the transport network continues to be patrolled by uniformed and plain clothes officers.
- Uphold recommended Counter Terrorism Security best practice and other regulatory standards to support the safety and security of passengers.

We will also explore:

- Working with Greater Manchester Police to enhance the powers available to TfGM staff through the Community Safety Accreditation Scheme and byelaws.

An environmentally friendly bus network

As the most efficient way to carry passengers on the highway, buses are an environmentally friendly choice, although there is more that can be done to support Greater Manchester's aim of carbon neutrality by 2038 and clean up our air.

- **Our ambition is for the full electrification of Greater Manchester's bus fleets (and supporting infrastructure) by 2032**, with 50% of the fleet to be zero emission by 2027.

Electric pioneers

Greater Manchester's **first battery electric bus** took to the streets in **1975**.

The latest number of zero emission buses in operation in Greater Manchester may be found [here](#).

To deliver this we will:

- Accelerate the roll out of zero emission and Euro VI compliant buses. This will limit the network's impact on local air quality, reduce carbon emissions and deliver many passenger benefits including a smoother and quieter ride.
- Work with operators to monitor services' fuel efficiency and support more economical driving styles.
- Support land use changes which bring bus services closer to where people live.



A high-quality passenger experience

Our bus system needs to provide customers with a more pleasant travelling experience, where they feel comfortable and informed, in a light and clean environment.

As an integral part of the Bee Network, bus services under franchising will also require a constant flow of marketing and communications activity to help drive revenue and patronage. In

recent years, passengers have had tens of operators and hundreds of tickets to choose from, each with differing offers.

The Bee Network bus system will have consistent standards, in line with our wider customer commitments, so users know exactly what to expect even before the bus arrives.

To deliver this, we will:

- Require partners to keep vehicles, bus stops and associated infrastructure clean and maintained to a high standard, including by regularly disinfecting commonly touched surfaces and keeping fresh air flowing.
- Make sure the areas around stops and interchanges are appealing, including by working with partners to ensure litter bins at stops are regularly emptied and graffiti around interchanges is removed.
- Work with providers to ensure shelters are consistently maintained to a high standard and are in the most appropriate locations.
- Deliver strong branding for bus services as part of the Bee Network, which will provide a consistent look, feel and point of reference for passengers when travelling around Greater Manchester.
- Provide clear online guidance on how to use the bus network, alongside improved signage at key interchange points.
- Install Real Time Customer Information displays at 300 stops in Greater Manchester, giving people confidence that their bus will arrive.
- Develop new initiatives as part of our school travel policy to attract young people to public transport and educate them on how to use it effectively.
- Ensure advertising on buses does not disproportionately impact the customer experience and is in line with our published advertising policy.
- Provide clear route maps on the Bee Network website, showing opportunities for interchange and points of interest.
- Build additional opportunities for feedback into the Bee Network website and app so customer comments can be addressed and, where appropriate, form part of franchising contract management.

The stop is the start

There are over **12,000 bus stops in Greater Manchester**, a third of which are equipped with shelters.

We will also explore:

- Using named services to highlight different types of service (e.g. limited stop) strengthen pride in bus services and encourage more people to recognise and use them. Witch Way branding for route X43 between Burnley and Manchester and the historic Trans-Lancs Express name, used on a service between Bolton and Stockport, have been used successfully to market bus travel (particularly express services) to new users.
- New ways to improve the clarity and simplicity of route numbering in Greater Manchester e.g. by using different numbers to indicate the type of route or adding letters to indicate interchanges that may be made with other modes.
- Ways to make the network easier to navigate e.g. by renaming bus stops to relate to nearby landmarks rather than street names alone.
- Appropriate opportunities for commercialisation of the bus system to generate additional revenue for reinvestment into the Bee Network.



A bus system that supports and values its employees

Bus drivers and people who work in interchanges and depots are engaged in rewarding but often challenging work. They deliver a key public service across our city region and often go beyond the expectations of their role to support

their community. Our future bus system must value them and their talent, whilst also providing them with training so they can support customers and play their part in a positive onboard experience.

To deliver this, we will:

- Support operators to recruit more bus drivers including from groups who are currently underrepresented in the profession.
- Work with TfGM and operators to ensure bus drivers and operational staff are provided with good training opportunities to enhance the customer experience and support professional development.
- Work with staff and their representatives, including trade unions, to ensure they are suitably valued and supported.
- Ensure payment of the Real Living Wage is a requirement for all franchise holders. Would-be operators will be strongly encouraged to subscribe to the [Greater Manchester Good Employment Charter](#) to provide confidence that they are delivering high employment standards across a range of criteria.
- Organise events with drivers and staff from multiple operators, trade unions and other stakeholders to hear from workers, build a 'one network' ethos, showcase good customer service on the Bee Network and celebrate their contribution.

A responsive bus system, accountable to local people

Under deregulation, the role of elected members in specifying and scrutinising the bus network has been minimal. Bus users themselves have also rarely had the opportunity to influence the development of their services.

Increased local decision-making power and accountability is a key part of developing the Bee

Network and will be at the heart of Greater Manchester's bus system.

The governance of our bus network will be accountable but also sufficiently dynamic and flexible to support efficient and effective operation of services.

To deliver this, we will:

- Improve our understanding of how passengers are using services, after the transition to franchising. As knowledge of what works well develops, we will start to review the services in a place as part of structured, area based 'Network Reviews'.
- Ensure that Network Reviews form part of a transparent, rolling programme so communities understand when they can feed into the process. This could entail ongoing feedback, regular insight, and meaningful public engagement activity.
- Review bus routes in an integrated, multi-modal way at a local network level, looking at groups of routes within a given area in a holistic way, linked to other transport modes.
- Follow agreed network planning guidelines to deliver a consistent level of service across Greater Manchester, with major changes to the network being subject to local consultation or engagement.
- Roll out the Bee Network app, which will give users the chance to rate their journey upon completion, with key satisfaction indicators reported publicly and opportunities to highlight good service they have received.
- Ensure that, where things have gone wrong, bus users are encouraged to submit a complaint to ensure issues are investigated and, where appropriate, incorporated into reviews of operators' performance.
- Publish quarterly bus performance data for the network, allowing passengers and elected representatives to hold TfGM and operators to account.
- Following completion of the franchising process, consult on how well the scheme is working, in accordance with the Bus Services Act 2017.

A stable bus network during the transition to franchising

Whilst franchising carries enormous opportunities for an improved bus service across Greater Manchester, it will not be fully implemented until January 2025. TfGM already supports over 20% of the bus network and will continue to have an important role to play in safeguarding services and coordinating between different operators.

The introduction of franchising represents a significant change to Greater Manchester's bus market and some operators may choose to change their business models in response. This,

alongside a challenging economic outlook, may mean that commercial operators reduce the frequency or even completely withdraw some services during this transitional period.

As Greater Manchester prepares to take on responsibility for the whole bus network, it is vital that disruption is minimised so bus users can still make essential journeys and are not pushed to other, less sustainable modes of travel by a reduction or total withdrawal of their services.

To deliver this, we will:

- Subject to funding, seek to replace withdrawn services at current frequencies (except for minor variants where there is no negative impact on network coverage). Where reductions are being made to service frequencies, these should be retained at current levels wherever possible.
- Work closely with local authorities and bus operators to plan roadworks and diversions and ensure bus movements are prioritised through any disruption.



Our destination

The bus network is a critical element of our city region's public transport system and our vision to improve it and broaden its appeal is clear. We intend to deliver a better bus system for everyone in Greater Manchester.

Our vision will not be delivered overnight, although improvements in reliability, service quality and integration should be felt as new franchised services are rolled out and as operators work to meet the new standards that have been put in place.

Over the coming years, we will need to work with national and local partners to put in place the resources and capacity to deliver on this ambitious Bus Strategy. We will use indicators to measure our progress against these long-term objectives and the improvements that underpin them.

By 2030, Greater Manchester will seek to deliver a bus network that provides an improved experience for bus users, much greater accountability for elected members and the wider public, and greatly increased bus patronage, with associated social, economic and environmental benefits.







Bee Network Committee

Date: Thursday 27th July 2023

Subject: Transport Capital Programme

Report of: Chris Barnes, Infrastructure Pipeline Programme Director, TfGM.

Purpose of Report

This report asks members to consider a number of CRSTS and Active Travel funding approvals in order to support the continued development and delivery of the Greater Manchester Transport Capital Programme.

Recommendations:

The Bee Network Committee is requested to:

1. Note that the Greek Street Bridge / Stockholm Road Bridge scheme has achieved Strategic Outline Business Case (SOBC) approval and approve a total draw-down for this scheme of £6.0m (comprising, £4.1m from the Tram-Train Package and £1.9m from Stockport Council's Strategic Maintenance Package);
2. Approve the draw-down of CRSTS funding as follows:
 - City Centre Bus and S4A Connectivity Programme (Radials) – £3.28m to progress individual Outline Business Cases for a number of radial corridors, noting that a further update will be brought to the BNC in due course;
 - Oldham Mumps Corridor Improvements – £0.68m to develop the scheme to Final Business Case, noting that a further update will be brought to the BNC at that stage;
 - Stockport Station – £1.35m to continue to progress design and development activity to a single preferred option, noting that a further update will be brought to the BNC in due course;
 - Salford Quays Northern Access – an additional £0.19m to develop the scheme to Full Business Case, noting that a further update will be brought to the BNC at that stage;

- Bury – Rochdale Quality Bus Transit - £0.96m to continue to develop the scheme to Outline Business Case, noting that a further update will be brought to the BNC at that stage;
 - Wigan – Leigh Quality Bus Transit - £0.56m to continue to develop the scheme to Outline Business Case, noting that a further update will be brought to the BNC at that stage;
 - Wigan – Bolton Quality Bus Transit – £0.43m to continue to develop the scheme to Outline Business Case, noting that a further update will be brought to the BNC at that stage;
 - Access for All Programme – £0.27m to complete development of four AfA schemes to Full Business Case and further study work to support the Rail Strategy. Noting a further update will be brought to the BNC upon completion of the procurement exercise; and
 - Bury Interchange - £2.72m to facilitate the completion of the Outline Business Case, noting that a further update will be brought to the BNC at that stage.
3. Approve the draw-down of Active Travel funding as follows:
- £2.55m to enable full delivery of the Bury Radcliffe Central Phase 1 scheme;
 - £2.45m to enable full delivery of the GM Average Safety Cameras scheme;
 - £0.75m to enable development of the ATF3, Manchester Alan Turing Way scheme; and
 - £0.24m to enable development of the ATF4, GM-wide Signal Junction Upgrades scheme.

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

Equalities Implications

Recommendation - Key points for decision-makers

The GMCA is requested to approve the funding draw down requests.

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation	G	
Housing		
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		

Further Assessment(s): Equalities Impact Assessment and Carbon Assessment

G Positive impacts overall, whether long or short term.	A Mix of positive and negative impacts. Trade-offs to consider.	R Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR Negative impacts overall.
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Climate Change Impact and Mitigation Measures:

Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport		
Roads, Parking and Vehicle Access		
Access to amenities		
Vehicle procurement	N/A	
Land Use		
Land use	N/A	
No associated carbon impacts expected.		High standard in terms of practice and awareness on carbon.
		Mostly best practice with a good level of awareness on carbon.
		Partially meets best practice/ awareness, significant room to improve.
		Not best practice and/ or insufficient awareness of carbon impacts.

The Bee Network is a critical enabler of Greater Manchester’s Net Zero ambitions; a truly integrated transport network across active travel and public transport will provide excellent public transport and active travel choices for all, promoting sustainable travel behavioural change through integrated spatial, digital and transport planning; and supporting the electrification of vehicles and public transport fleets.

Risk Management

The recommendations of this report will directly support Bee Network scheme delivery and enable prioritised infrastructure expenditure. This will directly assist in mitigating the programme risk of not fully expending the available budget. A programme risk register is maintained and updated regularly by TfGM.

Legal Considerations

Legal Delivery Agreements and legal side-letters will be produced and implemented for full scheme and development costs approvals as appropriate.

Financial Consequences – Revenue

No specific financial (revenue) consequences

Financial Consequences – Capital

Financial Consequences – Capital. Referenced throughout the report.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

- 24 June 2022 – City Region Sustainable Transport Settlement – Final Scheme list
- 30 September 2022 – GMCA CRSTS Governance and Assurance
- 28 October 2022 – GMCA 2022/23 Capital Update – Quarter 2
- 10 February 2023 – GMCA Capital Programme 2022/23 – 2025/26
- 26 May 2023 – GMCA Transport Capital Programme (re-baselined Scheme List)
- 30 June 2023 – GMCA CRSTS Governance and Assurance

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

Yes

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

Overview and Scrutiny Committee

N/A

1. Background

- 1.1. The transport infrastructure pipeline is a key enabler to achieving the Bee Network – Greater Manchester’s vision for an integrated ‘London-style’ transport system, which will change the way people travel across the city region and:
 - Provide a consistent and high-quality user experience across all travel in all parts of GM.
 - Promote a clear pathway to GM’s Net Zero Carbon Vision by:
 - providing real public transport and active travel choices for all;
 - promoting sustainable travel behavioural change through integrated city region planning;
 - supporting the electrification of vehicles and public transport fleets.
 - Promote levelling up through the provision of sustainable transport connectivity to key growth locations and the provision of affordable public transport options for all of our communities.
- 1.2. Following the submission of Greater Manchester’s CRSTS Prospectus in Autumn 2021 and subsequent Programme Case in early 2022, the Secretary of State wrote to the GM Mayor in April 2022 to confirm that Greater Manchester would receive an allocation of £1.07bn from the first City Region Sustainable Transport Settlement (CRSTS). When combined with Local Contributions totalling £170m, this resulted in an overall CRSTS budget of £1.24bn; thereby forming the majority component of Greater Manchester’s current transport infrastructure pipeline, which also includes funding from a range of other sources such as the Transforming Cities Fund, Active Travel Fund and Integrated Transport Block (ITB) allocation.
- 1.3. In May 2023, GMCA approved the proposed strategy to address budgetary pressures on the capital infrastructure programme, including the updated CRSTS Scheme List, which forms the basis of GM’s response to Government’s national re-baselining process that is expected to conclude in the autumn.
- 1.4. The report also sets out requests for the financial approvals required to enable individual scheme activity to continue to their respective next stages of development.

2. Funding Draw Down Requests: City Region Sustainable Transport Settlement (CRSTS)

Background

- 2.1. The requests set out in this report to approve the draw-down of CRSTS funding to facilitate the progression of development and delivery activities on the schemes below – are brought in-line with the governance and assurance arrangements approved at the 30 September 2022 and 30 June 2023 meetings of the Combined Authority.
- 2.2. Individual schemes are progressing through the assurance framework with £265.4m of funding now having been approved by GMCA across the CRSTS Pipeline.

Greek Street Bridge / Stockholm Road Bridge

- 2.3. Greek Street Bridge is a nearly life-expired Network Rail owned overbridge in Stockport. There is a total CRSTS funding allocation of £17.4m (including DfT and GM Local Contribution) for Greek Street Bridge: (i) £12m from the Tram-Train Package; (ii) £4.5m from Stockport Council's Strategic Maintenance Package; and (iii) £0.9m from Stockport Council's Streets for All (S4A) Town Centre Schemes Package, which does not form part of this draw-down request.
- 2.4. CRSTS investment at the Greek Street Bridge was originally proposed to:
 - i. safeguard for potential future TfGM tram-train schemes into Stockport;
 - ii. provide Stockport Council's 'Bridgeguard 3' contribution to Network Rail;
 - iii. provide Stockport Council with enhanced active travel measures at deck level;
(including development costs as needed).
- 2.5. Network Rail has subsequently selected a near like-for-like preferred option for the Greek Street Bridge that will be funded from the Control Period 7 Renewals Budget. This provides adequate safeguarding for tram-train at no cost to TfGM. Stockport Council will still be required to provide a 'Bridgeguard 3' contribution of 5% of the

total scheme cost upon completion. This contribution is currently estimated to be £1m, to be funded from the Strategic Maintenance Package.

- 2.6. Network Rail has also identified the nearby Stockholm Road Bridge as requiring renewal due to its poor condition. This bridge is sited on the same potential future tram-train routes into Stockport as the Greek Street Bridge, and also requires a 'Bridgeguard 3' contribution (estimated to be £0.9m). It is therefore proposed to reallocate a portion of the CRSTS Greek Street Bridge funding to the Stockholm Road Bridge to:
 - (i) Safeguard for potential future TfGM tram-train schemes into Stockport;
 - (ii) Provide Stockport Council's 'Bridgeguard 3' contribution to Network Rail; (including development costs as needed).
- 2.7. Based on the preferred design option for the Stockholm Road Bridge that safeguards for potential future tram-train at track level and enhances active travel provision at deck level, the current forecast cost for all works at the Stockholm Road Bridge is £9.2m. Network Rail would contribute £4.2m, the cost of a like-for-like replacement.
- 2.8. The CRSTS contribution is therefore forecast to be £5m in total at the Stockholm Road Bridge, subject to agreeing the final outturn, and therefore the final funding contribution with Network Rail. Of this, £4.1m for tram-train safeguarding is proposed to be funded from the Tram-Train Package, with the 'Bridgeguard 3' contribution of £0.9m proposed to be funded from the Strategic Maintenance Package. Both sums include development costs as needed.
- 2.9. In line with the agreed local assurance framework, following a review undertaken by an independent officer review panel, the Greek Street Bridge / Stockholm Road Bridge scheme SOBC has been approved. Given that this change falls within the financial threshold within which Mayoral Combined Authorities are permitted to progress scheme changes / developments at a local level, these updated scheme arrangements will now be notified to DfT as part of the regular CRSTS reporting process.
- 2.10. The next stage of development is estimated to cost £0.72m. However, due to the need to commit to a single option with Network Rail for the Stockholm Road Bridge (and taking into account the 'Bridgeguard 3' contribution that is still necessary at the Greek Street Bridge), progressing with this next stage of development means that,

in effect, the £4.1m from the Tram-Train Package and £1.9m from Stockport Council's Strategic Maintenance Package will be fully committed.

- 2.11. Conversely, £7.9m of the originally allocated £12m Tram-Train Package budget is intended to be released to assist with reducing budgetary pressures on the CRSTS programming (as reported to GMCA in May). A prudent approach is to be taken with £4m released now at SOBC approval stage, with the remaining £3.9m considered for release at a later stage.
- 2.12. The BNC is requested to: a) note that the Stockholm Road Bridge and Greek Street Bridge scheme has achieved SOBC approval; b) approve a total draw-down of £6m (of which £4.1m from the Tram-Train Package and £1.9m from Stockport Council's Strategic Maintenance Package); and c) approve the release of £4m from the Tram-Train Package to reduce CRSTS over-programming.

City Centre Bus and S4A Connectivity Programme (Radials)

- 2.13. The programme forms a key priority of the Bus Infrastructure Programme funded through CRSTS and will contribute to the delivery of GM's overall ambition for Bus as set out in Greater Manchester's Bus Service Improvement Plan. Working closely with GM Local Authority partners, this programme will deliver bus, active travel and streets for all improvements on five prioritised City Centre radial corridors in the next four years through CRSTS. It is part of a long-term programme to deliver bus and active travel improvements on 16 radial corridors up to 2040 to deliver City Centre Transport Strategy (CCTS) objectives.
- 2.14. The programme seeks to tackle key barriers to increase public transport and active travel journeys to and from the City Centre, including slow and un-reliable bus journeys, poor bus stop facilities, and poor perception of safety of active travel journeys. Measures will include whole-route upgrades to key bus corridors, with an emphasis on quality, reliability, supporting more bus and active travel trips and the integration bus within the City Centre and rapid transit stops in-line with our ambitions for an integrated Bee Network.
- 2.15. Investment will also support new development opportunities, improving public transport and active travel connectivity to key sites within the Central Growth Cluster, as well as growth sites within the Northern and Southern Growth Cluster.
- 2.16. The CRSTS Scheme List approved by GMCA (June 2022) included an allocation of £65m to deliver improvements to City Centre Radials and £9m to deliver City Centre

– Victoria North and Victoria North – Northern Gateway. Due to aligned objectives and dependencies, the latter 2 (Victoria North related) schemes will be rolled into the City Centre Bus and S4A Connectivity Programme (Radials), providing a total funding package of £74m for the delivery of Phase 1 improvements.

- 2.17. Stockport Council and Manchester City Council will be the delivery partners, responsible for developing their schemes to detailed design and build in line with the strategic case, alongside securing the necessary powers and consents, tender the works, procure a contractor, and administer the contract. This proposed approach will help to ensure that the programme of works is coordinated with other schemes being developed by the local authority and that interdependencies are managed effectively. TfGM will fulfil the role of scheme promoter, with overall accountability and responsibility for the development and coordination of the schemes and the associated business cases.
- 2.18. In line with the agreed local assurance framework, following a review of the SOBC undertaken by an independent officer review panel, the scheme has been deemed to have demonstrated the appropriate strategic case, value for money and deliverability for the current stage of development. The BNC is requested to approve the draw-down of £3.28m CRSTS funding to commence work to progress 5 OBCs, one for each radial, noting a further update will be brought to the BNC in due course.

Oldham Mumps Corridor Improvements

- 2.19. The CRSTS Scheme List approved by GMCA included an allocation of £4.5m within the Streets for All programme for the Mumps Corridor Improvement scheme.
- 2.20. The scheme will play a role in delivering the ‘Creating a Better Place’ vision for Oldham by enhancing the eastern gateway to Oldham Town Centre including the area around the Mumps Interchange (for bus and tram) and the approach to the junction from A62 Bottom O’ th’ Moor and A669 Lees Road. It aims to improve bus journey times to the area, reduce severance for pedestrians and cyclists and enhance the surrounding public realm.
- 2.21. Oldham Council has developed the scheme to Strategic Outline Business Case (SOBC) and has identified a total scheme cost of £4.5m, which is proposed to be funded using the £4.5m allocation from CRSTS funding.

- 2.22. The scheme will be managed by Oldham Council, with delivery through their existing frameworks and will be planned to minimise the impact of construction works on the highway network.
- 2.23. In line with the agreed local assurance framework, following a review of the SOBC undertaken by an independent officer review panel, the scheme has been deemed to have demonstrated the appropriate strategic case, value for money and deliverability for the current stage of development.
- 2.24. This report requests the draw-down of £0.68m CRSTS funding to develop the scheme to FBC, noting a further report will be brought to the BNC at that stage.

Stockport Station

- 2.25. The Stockport Station scheme is included within the re-baselined CRSTS scheme list approved by GMCA (May 2023) with a funding allocation of £1.35m.
- 2.26. It will deliver a new primary eastern concourse, new segregated station footbridge for use by paid and unpaid customers, new Edgeley western entrance, refurbished platform buildings and a refurbished subway that will act a dedicated service and emergency access route.
- 2.27. The proposals form part of the Stockport Station Growth prospectus which focuses on the Town Centre West Mayoral Development Corporation redevelopment around the railway station. In March 2021, Stockport MDC chaired a Senior Roundtable meeting about the future of Stockport Station with the GM Mayor, Chairs of Network Rail & Homes England, TfGM, GMCA, DfT, TfN, SMBC and Avanti WCP.
- 2.28. In response, Stockport Council has developed the scheme to Strategic Outline Business Case (SOBC) and RIBA Stage 2 design, with the support of a senior rail industry steering group, and has identified a total scheme cost of between £59.4m and £64.7m, which is intended to be funded through a combination of funding sources, potentially including Network Rail's Rail Network Enhancement pipeline and future tranches of CRSTS.
- 2.29. The proposed Station redevelopment will support the vision for Stockport MDC and CRSTS objectives in the following ways:
- Deliver local permeability and station access enhancements including a high-quality pedestrian route, as part of the GM's Active Bee Network, through the

Station linking Edgeley (and new MDC neighbourhoods), the rail station, Stockport Exchange, Stockport Interchange and historic town centre;

- Future proof the Station and support further investment which will allow Stockport Station to be better connected into Metrolink via Tram-Train, Northern Powerhouse Rail and be HS2 compatible – providing Stockport residents will unrivalled access to employment opportunities across the sub-region.
- Reposition the western entrance to the Station – to provide a new at-grade access that will support new development to complement investment in the highly successful eastern gateway – Stockport Exchange.

2.30. Additional development work is now required to progress the scheme to a 'Network Rail compliant' single option (including approved design standards), to ensure the scheme can respond to future funding opportunities and associated delivery timescales. Noting that the Stockport Station scheme is included within the re-baselined CRSTS scheme list approved by GMCA (May 2023) with a funding allocation of £1.35m, the BNC is requested to approve the draw-down of that £1.35m allocation to continue to progress design and development works to a single preferred option, noting that further updates will be brought to the BNC in due course.

Salford Quays Northern Access

2.31. The CRSTS Scheme List approved by GMCA included an allocation of £4.5m within the Streets for All programme for the Quays Northern Access scheme.

2.32. The scheme supports the development of MediaCity Phase 2 releasing economic benefits through the provision of a new site access and encouraging greater use of active travel modes and public transport through improvements to the adjacent Broadway/Langworthy Road junction.

2.33. Salford Council has worked with the developer to prepare the Strategic Outline Business Case (SOBC), this has identified a CRSTS grant contribution towards the total scheme cost of £4.5m, with a developer contribution to cover the balance of the scheme budget to be confirmed alongside development of the Full Business Case (FBC).

2.34. In line with the local assurance framework, following a review of the SOBC undertaken by an independent officer review panel, a number of risks have been

identified that will require further work – though the development of a Full Business Case (FBC) – to ensure value for money and deliverability can be demonstrated at FBC approval.

2.35. Current risks include:

- The SOBC indicates the scheme does not currently meet the ‘good’ value for money threshold in transport terms alone; albeit that there are positive cost benefits derived from the development that are unlocked at this key growth location and which will be further developed as the FBC is progressed.
- Due to site constraints, the scheme layout requires a departure from LTN 1/20 guidance in respect of the facilities provided for cycling. This departure will need to be formalised with Active Travel England to ensure that the risk of funding claw back does not delay the project progressing.
- There is uncertainty around the timing and scale of the development benefits that can be delivered through the scheme, with risks around market conditions and the potential for the scale of development to increase beyond its currently consented form. These factors will need to be further addressed as the FBC is developed.

2.36. BNC is requested to note that the Salford Quays Northern Access scheme has now achieved SOBC approval, and further to GMCA approval of £0.68m CRSTS funding draw-down in February 2023, this report requests the drawdown of an additional £0.19m of CRSTS funding to complete the development of the scheme to FBC, with a further report providing an update on the scheme and the mitigation of the above risks to be brought to BNC at that stage.

Future Quality Bus Transit: Bury – Rochdale and Wigan – Leigh

2.37. Quality Bus Transit (QBT) forms a key priority of the Bus Infrastructure Programme funded through CRSTS and will actively contribute to the delivery of GM’s overall ambition for Bus as set out in Greater Manchester’s Bus Service Improvement Plan. The QBT programme comprises whole-route upgrades to key bus corridors, with an emphasis on quality, reliability, supporting more bus and active travel trips and the integration of bus into our town centres in-line with our ambitions for an integrated Bee Network.

2.38. The CRSTS Scheme List approved by GMCA (June 2022) included an allocation of £20m to deliver Quality Bus Transit improvements on the corridors between Ashton

– Stockport, Bury – Rochdale and Wigan – Leigh, out of a total of £75m of CRSTS funding for the QBT programme.

- 2.39. The Bury – Rochdale QBT scheme will be developed in conjunction with Bury and Rochdale Councils, who will be delivery partners with responsibility to develop the scheme designs across their specific sections of the corridor in line with the strategic objectives of the scheme. Wigan Council will be the delivery partner for Wigan – Leigh QBT with the equivalent responsibility for developing scheme designs on this corridor. TfGM will fulfil the role of scheme promoter for both corridors, with overall accountability and responsibility for the development and coordination of the schemes and the associated business cases.
- 2.40. To date, £0.17m of CRSTS funding has been released to commence work to progress Outline Business Cases (OBC) for these schemes, including undertaking an exercise to prioritise interventions for delivery. This exercise has now been completed and the BNC is requested to approve the drawdown of an additional £0.96m for the Bury – Rochdale QBT and £0.56m for Wigan – Leigh QBT to enable the completion of the OBCs for these schemes, noting that further updates will be brought to the BNC in due course.

Quality Bus Transit: Wigan – Bolton QBT

- 2.41. The CRSTS Scheme List approved by GMCA (June 2022) included an allocation of £5m to deliver an initial phase of Quality Bus Transit improvements along the Wigan – Bolton corridor, out of a total of £75m of CRSTS funding for the QBT programme.
- 2.42. The Wigan – Bolton QBT scheme seeks to tackle key barriers to public transport use and active travel journeys. It will deliver whole route upgrades to the corridor between Wigan and Bolton town centres, via Hindley and Westhoughton, with an emphasis on quality, reliability, supporting more active travel trips and the integration of bus into our town centres.
- 2.43. The scheme will be developed in conjunction with Wigan and Bolton Councils, who will be delivery partners with full responsibility to develop the scheme designs across their specific sections of the corridor in line with the strategic objectives of the scheme. TfGM will fulfil the role of scheme promoter, with overall accountability and responsibility for the development and coordination of the scheme and associated business case.

2.44. To date, £0.23m of CRSTS funding has been released to progress an Outline Business Case (OBC) for the scheme. Additional development work is required and the BNC is requested to approve the drawdown of an additional £0.43m to complete the OBC for the scheme, noting that a further update will be brought to the BNC at that stage.

Access for All

2.45. Utilising funds approved in November 2022, TfGM is progressing the following Access for All (AfA) schemes:

- Swinton (priority station 2)
- Reddish North (priority station 5)
- Hindley (priority station 6)
- Bryn (priority station 7)

2.46. These four AfA schemes, which are targeting the provision of step free access, have a strong alignment with wider policy goals such as Levelling Up. The AfA schemes aim to level-up rail services by providing equal access for mobility impaired passengers accessing the railway. From a Growth & Productivity perspective, accessible transport opens up participation in the job market, services and amenities to more people. In relation to Decarbonisation / Sustainable Travel, providing step free and more accessible public transport will encourage rail travel and result in fewer car journeys, in turn reducing carbon emissions. From a Social Value perspective, the scheme aims to make areas of GM more accessible and inclusive and improve the environment for all people to go about their daily activity.

2.47. The schemes are in the process of closing out Outline Design and securing railway industry approvals. TfGM intends to appoint a contractor in December 2023 to carry out the detailed design and build. Following GMCA approval of £0.3m in November 2022, BNC is requested to approve the drawdown of an additional £0.27m of CRSTS funding, which is within the approved CRSTS Scheme List budget, to complete the development of the four AfA schemes to Full Business Case – this includes an allowance for further study work to support the rail strategy. A further update will be brought to the BNC upon completion of the procurement exercise.

Bury Interchange

2.48. Bury is one of the few district centre interchanges in Greater Manchester yet to be redeveloped to modern standards. It is an aging asset (opened in 1980), with many

elements having reached and surpassed their intended lifespan. Building on the success of recent interchange schemes across Greater Manchester, the redevelopment of Bury Interchange is seen as the next step in the continued transformation of Greater Manchester's interchanges to deliver a transport network fit for the 21st century. It is therefore considered essential to transform the passenger experience and bring the standard of Bury's transport offer in line with that already being provided across the wider City Region.

- 2.49. The Transport Capital Programme Report, submitted to GMCA in December 2022, set out the background to the SOBC development process and the subsequent assurance process followed. This culminated in a submission of the SOBC to DfT in November 2022 as Bury Interchange is a "retained scheme" – as confirmed in the funding settlement letter for Greater Manchester dated 1st April 2022.
- 2.50. The DfT responded with approval of the SOBC on 23 March 2023 with the following conditions:
 - a. That TfGM bring forward a credible, descoping lower cost and carbon alternative option at the Outline Business Case (OBC) stage.
 - b. That proactive communications by TfGM, GMCA or its constituent authorities regarding Government approval of this project's business cases should be agreed beforehand with DfT officials.
- 2.51. A comprehensive tender exercise has now been completed for progression to OBC stage, which will include development of the design to RIBA Stage 2.
- 2.52. Noting the first DfT approval condition, TfGM and the appointed multi-disciplinary design team will work closely with stakeholders including DfT and HM Treasury colleagues to ensure that the preferred option is optimised as we move towards achieving OBC retained case approval.

3. Funding Draw Down Requests: Active Travel

- 3.1. As previously reported to GMCA, following programme entry, Local Authority partners can proceed with the development of their Active Travel schemes, including progressing the necessary powers and consents to obtain full approval of their scheme Business Cases and draw down the necessary delivery funding.

3.2. The recommendation to provide delivery funding approval for the schemes set out below, was endorsed by the Active Travel Programme Board on 6 July 2023, following a review of Full Business Cases (FBC) by TfGM's Active Travel programme team. Full approval will enable the schemes to progress to completion by means of a legal delivery agreement.

Full Approval: Bury Radcliffe Central (Phase 1)

- 3.3. The Bury Radcliffe Central Phase 1 scheme has been designed to reduce severance within Radcliffe and increase the number of neighbourhood walking and cycling trips, whilst enabling access by active travel modes to Radcliffe town centre and the Radcliffe Metrolink stop. The Phase 1 scheme includes the construction of a new bridge crossing over the River Irwell adjacent to Rectory Lane, providing a new walking and cycling connection between the Metrolink stop, the town centre, and existing and proposed residential areas to the east and south of Radcliffe.
- 3.4. Phase 1 is proposed to be funded through the MCF Programme, whilst Radcliffe Central Phase 2 forms part of GM's Active Travel Fund (ATF) Tranche 4 programme. The Phase 1 scheme will also integrate with the walking and cycling improvements proposed as part of the Radcliffe City Region Sustainable Transport Settlements (CRSTS) scheme which is in development.
- 3.5. The scheme has a total cost and MCF funding ask of £2.55m, and following a full business case review by the MCF programme team is regarded as having strategic value given its enabling capability.
- 3.6. BNC is requested to approve the draw-down of Active Travel funding of £2.55m to enable full delivery of the Bury Radcliffe Central Phase 1 scheme.

Full Approval: GM Average Speed Cameras

- 3.7. The GM Average Speed Camera project is the second element of the overall Greater Manchester Speed Camera renewal and upgrade scheme, for which the first phase (Spot Speed) was awarded GMCA funding approval in December 2022.
- 3.8. The Average Camera project will replace the camera equipment across 25 average speed routes across Greater Manchester, with the objective of reducing the number of killed or seriously injured collisions; reduce traffic vehicle speeds and support increased levels of walking and cycling. The scheme includes for the supply, installation and operational maintenance of the replacement cameras.

- 3.9. The Average Speed Camera scheme has an MCF funding ask of £2.45m, against a total scheme budget of £4.04m. The required match funding and annual operating costs are funding commitments from the Safer Roads GM (SRGM) Partnership reserves. The MCF funding commitment of £2.45m can be managed within the overall GMCA funding provision for the Mayor's Challenge Fund. A full business case review by the MCF programme team has been completed and the scheme demonstrates positive value for money.
- 3.10. BNC is requested to approve the draw-down of Active Travel funding of £2.45m to enable full delivery of the GM Average Speed Camera scheme.

Active Travel Fund (ATF): Development Funding Approvals

- 3.11. On 29 July 2022 and 26 May 2023, GMCA approved proposals to use the established MCF governance processes to provide scheme assurance and secure funding approvals for GM's ATF3 and ATF4 programmes.
- 3.12. Under MCF governance, scheme promoters submit a development cost budget which, once agreed, provides the confidence that all reasonable development costs will be funded.
- 3.13. Details of the Active Travel Fund schemes for which Development Cost funding approval is sought, is set out below. These forecast development costs have been reviewed by TfGM and are affordable within the relevant Active Travel fund budgets.
- **Manchester – Alan Turing Way** has an ATF3 development cost funding ask of £0.75m;
 - **GM-Wide - Signal Junction Upgrades** has an ATF4 development cost funding ask of £0.24m.
- 3.14. BNC is requested to approve the draw-down of: £0.75m Active Travel funding to enable development of the ATF3, Manchester Alan Turing Way scheme; and £0.24m of Active Travel funding to enable development of the ATF4, GM-wide Signal Junction Upgrades scheme. Note that further updates will be brought to the BNC in due course.



Bee Network Committee

Date: Thursday 27th July 2023
Subject: Transport for the North - Strategic Transport Plan 2
Report of: Martin Lax, Transport Strategy Director, TfGM

Purpose of Report

To advise Committee members on Transport for the North's draft Strategic Transport Plan 2 which had been published for public consultation. The report summarises the draft plan, and the key feedback areas for inclusion in Greater Manchester's response to the consultation. The report also references a number of consultations being carried out by National Highways and the Department for Transport which TfGM is responding to.

Recommendations:

The Bee Network Committee is requested to:

1. Note TfN's draft Strategic Transport Plan;
2. Note and endorse the key points for inclusion in Greater Manchester's response;
3. Delegate approval of the final consultation response to the Chief Executive of TfGM and GMCA; and
4. Note that TfGM officers are responding to a number of relevant consultations being carried out by National Highways and the Department for Transport.

Contact Officers

David Lacey, Transport Strategy Officer, david.lacey@tfgm.com

Jonathan Marsh, Head of Strategic Planning & Innovation, Jonathan.Marsh@tfgm.com

Martin Lax, Transport Strategy Director, Martin.Lax@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

N/A

Risk Management

N/A

Legal Considerations

N/A

Financial Consequences – Revenue

N/A

Financial Consequences – Capital

N/A

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

[Strategic Transport Plan | Transport for the North - Transport for the North](#)

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

No

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

N/A

Overview and Scrutiny Committee

N/A

1. Introduction

1.1. This report covers the following issues:

- Consultation by Transport for the North on their second Strategic Transport Plan (STP2)
- Consultation by the Department for Transport and National Highways on key documents relating to strategy and plans for the Third Road Period (2025-2030)

2. Transport for the North Strategic Transport Plan 2

2.1. The role of Transport for the North (TfN) was established in the "[The Sub-national Transport Body \(Transport for the North\) Regulations 2018](#)", which stated that:

"TfN has the following general functions:

- (a) to prepare a transport strategy for its area;
- (b) to provide advice to the Secretary of State about the exercise of transport functions in relation to its area (whether exercisable by the Secretary of State or others);
- (c) co-ordinate the carrying out of transport functions in relation to its area that are exercisable by different constituent authorities, with a view to improving the effectiveness and efficiency in the carrying out of those functions;
- (d) if TfN considers that a transport function in relation to its area would more effectively and efficiently be carried out by TfN, to make proposals to the Secretary of State for the transfer of that function to TfN;
- (e) to make other proposals to the Secretary of State about the role and functions of TfN

2.2. Transport for the North adopted its first Strategic Transport Plan in 2019, setting out an investment programme spanning 2020-2050.

2.3. TfN has been developing the second Strategic Transport Plan (STP2). A public consultation on the draft STP2 commenced on 25th May, running through to 17th August. STP2 is available for download on the TfN website, at <https://transportforthenorth.com/our-north/strategic-transport-plan/>

- 2.4. TfGM, along with the other LTAs in the north of England, have been provided with draft content of the STP2 during its development for review and comment.

3. Transport for the North STP2 - Key Points

- 3.1. TfGM, working with the GM Local Authorities, is reviewing the consultation draft of the STP2. The following list summarises the key topics planned for inclusion in response to the consultation.
- 3.2. **Priorities for Transport Investment** – Unlike the first STP, the version currently out for consultation does not set, and map out, priorities for investment in the north, such as those relating to Strategic Highways (Road Investment Strategy 3), where TfN has been working the LTAs on the case, and priorities, for investment. Neither does it set out Local Highways Authorities Major Road Network Schemes. We will request that this information is included.
- 3.3. On rail, “Our strategic priorities” and “The North’s strategic rail priorities” are separate sections, the latter being a series of studies. As with the road network, it does not map out what the issues are giving rise to the studies, nor the particular priorities for investment.
- 3.4. **Rail Investment and HS2/NPR** – STP2 welcomes the commitments in the Integrated Rail Plan for the Midlands and the North, stating that the version of Northern Powerhouse Rail set out in that plan is a foundation for “delivery of Northern Powerhouse Rail in full’. As the transport strategy for the North of England, making the strategic case for investment in transport infrastructure here, STP2 could be more explicit in setting out the strategic case for the TfN and Northern Leaders preferred option for NPR, differences between the two, and how the gap can be delivered.
- 3.5. The form of station for HS2 and NPR at Piccadilly is not mentioned in STP. The firm GM position is that it is imperative that an underground station be provided at Piccadilly, which would allow NS2 and NPR services to travel through between Liverpool / Manchester Airport to Leeds / West Yorkshire / North East without reversing. We will look for this to be included in the final version.

- 3.6. Given GM's current and planned future role at the heart of the rail network in the North, our consultation response will set out what the GM city-region needs and how future plans and their impacts need to be fully understood to ensure the right investment is brought forward.
- 3.7. **GM Devolution Deal** – The document does not reflect announcements in the Spring 2023 Budget and the GM Trailblazer Deal. We will look for this to be reflected in the final version.
- 3.8. **Local Transport Plans** – The policies and priorities of the STP2 should have strong links through to Local Transport Plans (LTP). GM's Local Transport Plan is the GM Transport Strategy 2040. New LTP guidance is expected from Government this summer. We will work with TfN to ensure that any future LTP guidance and potential new GM LTP (refreshed GM Transport Strategy 2040) ensures good alignment from sub-national policy and strategy to the local transport level and vice versa.
- 3.9. **Vision Zero** – The plan includes a commitment to adopt Vision Zero across the north, setting out an ambition for zero deaths and serious injuries on roads in the North of England by 2050. Greater Manchester's local highways authorities have raised concerns at this ambition being set by TfN. Greater Manchester is developing a strategy with a view to potentially adopting Vision Zero for GM, in a way that works for the GM city-region, with the 10 Local highways authorities working in collaboration with TfGM. This approach recognises the important role of GM Local Highway Authorities.
- 3.10. **Bus** – There is mention of some Combined Authorities seeking to gain more control over their bus networks. It is considered this could be strengthened, highlighting the leadership of GM with bus franchising and the opportunity to establish truly integrated transport networks – in GM through the Bee Network.
- 3.11. **Funding** – Issues related to the uncertainty of future transport funding in the North are set out in STP2. Increased long term investment in transport interventions, the simplification of funding streams and new settlement arrangements are supported. We will work with TfN to ensure the final STP2 is aligned with GM's position on long term financial sustainability of transport.

4. National Highways Road Investment Period 3

- 4.1. National Highways and DfT are consulting on three key documents in respect of the Third Road Investment Period – 2025-2030
- a) Strategic Road Network Initial Report (SRN IR) 2025-2030
 - Statutory consultation on policy, Feedback to inform draft RIS3
 - b) “Connecting the Country”
 - Long Term Strategic Plan to 2050
 - c) Route Strategies Initial Overview reports; 2 relevant to GM
 - London to Scotland West (North) – M6 through Wigan
 - South Pennines (West) – Rest of SRN in Greater Manchester
- 4.2. An officer response has been made on behalf of GM to the SRN IR consultation which closed on 13th July. Responses in relation to the Long Term Strategic Plan and Route Strategies are in progress, for submission by 11th August.

5. Next Steps

- 5.1. Subject to feedback from Committee members, TfGM officers will continue to engage with Local Authority officers to develop the final response to the consultations referred to in this report.
- 5.2. Some Greater Manchester local authorities have indicated that they may submit their own responses in respect of some of the consultations.
- 5.3. The formal GM response on Transport for the North’s STP2 will be submitted by Thursday 17th August, when the consultation closes.



Bee Network Committee

Date: Thursday 27th July 2023
Subject: Delivering the Bee Network: Fares and Products
Report of: Helen Humble, Head of Ticketing, TfGM

Purpose of Report

The report sets out the proposed introduction of fares and products that will be available to customers travelling on franchised bus services from 24th September 2023

Recommendations:





Committee members are requested to:

1. Note and approve the proposed range of fares and products that will be available to customers travelling on franchised bus services from 24th September 2023;
2. Note any recommendations or feedback from the GM Overview and Scrutiny Committee.

Contact Officers

Steve Warrener	Managing Director, TfGM	Steve.Warrener@tfgm.com
Helen Humble	Head of Ticketing, TfGM	Helen.Humble@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	
Health	G	
Resilience and Adaptation		
Housing		
Economy	G	
Mobility and Connectivity	G	
Carbon, Nature and Environment	G	
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment	
 Positive impacts overall, whether long or short term.	 Mix of positive and negative impacts. Trade-offs to consider.	 Mostly negative , with at least one positive aspect. Trade-offs to consider.
		 Negative impacts overall.

The Bee Network is a critical enabler of Greater Manchester’s Net Zero ambitions; a truly integrated transport network across active travel and public transport that will provide excellent public transport and active travel choices for all, promoting sustainable travel behavioural change through integrated spatial, digital and transport planning; and supporting the electrification of vehicles and public transport fleets.

Risk Management

The risks and opportunities resulting from the introduction of these products are set out in sections 2 and 3 of the report.

Legal Considerations

The introduction of a *Bee AnyBus* and a *Bee AnyBus and Tram* Group ticket will be subject to approval by the Greater Manchester Travelcards Limited (GMTL) Board.

Financial Consequences – Revenue

See Section 3.

Financial Consequences – Capital

N/A

Number of attachments to the report: None

Comments/recommendations from Overview & Scrutiny Committee

This report will be considered by the GM Overview and Scrutiny Committee on Wednesday 26th July 2023.

Background Papers

GMCA Report - Towards the Bee Network - Network Review, Market Renewal and Bus Service Improvement Plan, 24th June 2022.

GMCA Report - Delivering the Bee Network: Bus Fares, Zero Emission Buses, Bus Depots and CRSTS, 29th July 2022.

GMCA Report – Delivering the Bee Network: Annual Review of Capped Bus Fares, 30th June 2023.

GMCA Report – Delivering the Bee Network Multi Modal Fares and Products, 30th June 2023.

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

No.

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

Bee Network Committee

This report will be considered by the Bee Network Committee on Thursday 27th July 2023.

1. Background

- 1.1. Greater Manchester's move to bus franchising provides the mechanism to deliver transformational change in bus service delivery. This all builds towards delivering the Bee Network, an integrated 'London-style', high patronage, low fare, transport system, which will transform the way people travel across the city region.
- 1.2. The continuation of maximum / capped bus fares and the introduction of a range of multimodal ticketing products were approved by GMCA at its meeting on Friday 30th June, subject to any recommendations made by the GMCA Overview and Scrutiny Committee.

2. Proposals

Franchised Services

- 2.1. It is proposed to introduce a range of further ticketing products for customer groups, including students and those travelling across the GM boundary, who will be traveling on franchised bus services, from the commencement of Tranche 1 of bus franchising on 24th September 2023.

Students

- 2.2. Whilst there are some student products currently available, they are all priced differently, with many only available on operators' own services.
- 2.3. It is therefore proposed to introduce *Single Term* (e.g. Autumn Term) and *All Term Bee Bus* products for students from the commencement of Tranche 1 of bus franchising on 24th September 2023. The products will be valid for use on any franchised bus services with a valid Student ID. The proposed pricing of the Autumn term product is set out in Appendix A to this report. Pricing for future terms will be confirmed in due course.
- 2.4. The existing GMTL AnyBus, GM wide, student monthly product will continue to be available and it is assumed that operators will continue to offer their own student products on non-franchised services.

Cross Boundary

- 2.5. The draft Greater Manchester Bus Strategy, that is included as a separate item on the agenda for this meeting, emphasises the importance of maintaining cross boundary connectivity, as well as simplifying and standardising fares across Bee Network services.
- 2.6. To support customers traveling on franchised services outside of Greater Manchester and the Greater Manchester Travelcard (GMTL) boundaries where the *Bee AnyBus* tickets would not be valid, it is proposed to introduce 1 and 7 day Adult and Child *Bee Bus* products. These products would be priced at the same level as the *Bee AnyBus* tickets.
- 2.7. Cross boundary services that come into the Franchised Area from outside of Greater Manchester will require a Service Permit. The conditions of the Service Permit Scheme will ensure that customers who use these services wholly within GM will have access to the same ticketing products as they would have on any franchised service.

Discounted Corridors

- 2.8. From 24th September 2023, it is also proposed to introduce 7 day Adult and Child Salford Corridor discounted products which will only be valid on specific services/parts of specific franchised services where discounted fares are currently offered by operators. We will continue to promote the *Bee AnyBus* products to encourage customers to purchase products that give access to the wider GM network and therefore drive up patronage. As we move through transition, we will continue to review the current discount proposition on non-franchised services.
- 2.9. The plan however is to remove these anomalies by 2025, to ensure that there is a consistent proposition for all customers.

Single Operator Products

- 2.10. Building a simple, integrated ticketing offer will mean removing a number of remaining anomalies in the existing ticketing product set. This will include the removal of single operator products in franchised areas and replacing them with the standard products that currently exist as part of the capped scheme, i.e. single, day and weekly *Bee AnyBus* products.

- 2.11. Although this change may see a very small proportion of customers' journeys costing more than they do currently, these single operator products typically provide significantly less connectivity than comparable *Bee AnyBus* products; and for bus users currently travelling on multiple operators' networks and purchasing multiple tickets, the pricing of the *Bee AnyBus* products would provide an overall saving compared to the cost of their current journeys.
- 2.12. Whilst inflationary increases could occur on individual operator fares, this will, following the decision taken by GMCA in June 2023 to continue to hold maximum / capped bus fares at existing prices until at least September 2024, not impact on the single, day and weekly *Bee AnyBus* products which will make up the significant majority of bus fares. For the very small proportion of customers' journeys where differences do continue to exist, we will seek to ensure no one faces a detrimental financial impact, by recompensing users on a case-by-case basis.
- 2.13. Operators in non-franchised areas will continue to sell and accept their own products before the services are franchised. Those single operator products will not be valid on franchised services.
- 2.14. As the transition to franchising continues, we will work to review further opportunities to simplify and standardise fares and products.

GM Wide

- 2.15. Bus & Tram multimodal ticketing products in the city region are currently owned by Greater Manchester Travelcards Limited (GMTL), a company co-owned by Greater Manchester's private bus, rail and tram operators and Transport for Greater Manchester (TfGM).

Bee AnyBus and Bee AnyBus and Tram Group Travel

- 2.16. In addition to the fares and products that will be available to customers travelling on franchised bus services from 24th September 2023, work is also underway with GMTL to introduce a *Bee AnyBus* Group Product (and, in time, to also launch a *Bee AnyBus and Tram* product) to support group / family travel across the network. Details of these products continues to be worked through with GMTL, with the intention that they will be introduced for 24th September 2023.

Annual Travel

- 2.17. In order to make travel affordable for all customers in the context of the cost of living crisis, work is also progressing to introduce arrangements whereby annual travel can be procured via an arrangement with a credit union, with the intention that this will also be introduced for 24th September 2023.

Working with Employers

- 2.18. As part of the Market Renewal programme, to increase patronage and revenues, work is progressing to develop a range of products to help incentivise employers and to enable them to promote them to staff. Further details will be provided to GMCA in due course.
- 2.19. A full list of products and pricing that will be available from 24th September, including those proposed in this report, is set out in Appendix A.

3. Affordability

- 3.1. The products outlined in this report represent a very small proportion of existing bus travel. Marketing these new products effectively will provide significant potential to increase total journeys - and total revenues to support and invest in the bus network.

Appendix A

Fares & Products – Subject of this Report	
On Franchised Services only	
Term 1 Bee Bus (1st Sept to 31st Dec)	£140
Term 2 Bee Bus (1st Jan to 31st March)	To be confirmed
Term 3 Bee Bus (1st April to 30th June)	To be confirmed
All Terms Bee Bus (1st Sept to 30th Jun)	£300
1-day Bee Bus	£5 adult
	£2.50 child
7-day Bee Bus	£21 adult
	£10.50 child
7- day Bee Bus Salford	£15.60 adult
	£7.80 child
On all GM Bus Services	
1-day Bee AnyBus Group	To be confirmed
1-day Bee AnyBus + Tram Group	

Fares & Products – Approved by GMCA in June 2023	
On all GM Bus Services	
Single fare	£2 adult
	£1 child
1-day Bee AnyBus	£5 adult
	£2.50 child
7-day Bee AnyBus	£21 adult
	£17 Young Person/Student
	£10.50 child
28-day Bee AnyBus	£80 adult
	£58 Young Person/Student
	£40 child
	£6 – £9.50 adult

1-day Bee AnyBus + Tram (Anytime) zonal variants	£3 – £4.80 child
1-day Bee AnyBus + Tram (off- peak) zonal variants	£5.40 – £7.80 adult
	£2.70 – £3.90 child
7-day Bee AnyBus + Tram zonal variants	£24.80 – £41 adult
	£12.40 – £20.50 child
28-day Bee AnyBus + Tram zonal variants	£91.40 – £136 adult
	£45.70 – £68 child

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Bee Network Committee

Date: Thursday 27th July 2023

Subject: Extension of the Metrolink Operations and Maintenance Agreement – Part A

Report of: Daniel Vaughan, Head of Metrolink, TfGM

Purpose of Report

To seek approval to trigger the extension option within the Metrolink Operations and Maintenance Agreement (MOMA) with Keolis Amey Metrolink Ltd (KAM) to extend the contract until 25 July 2027.

Recommendations:

The Committee are requested to:

1. Note the contents of the report;
2. Approve the proposed terms of an extension to the MOMA with KAM from 21 July 2024 to 25 July 2027.

Contact Officers

Danny Vaughan Head of Metrolink, TfGM

daniel.vaughan@tfgm.com

Equalities Impact, Carbon and Sustainability Assessment:

Recommendation - Key points for decision-makers

To seek approval to trigger the extension option within the Metrolink Operations and Maintenance Agreement (MOMA) with Keolis Amey Metrolink Ltd (KAM) to extend the contract until 25 July 2027

Impacts Questionnaire

Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion		
Health		
Resilience and Adaptation		
Housing		
Economy		
Mobility and Connectivity		
Carbon, Nature and Environment		
Consumption and Production		

Contribution to achieving the GM Carbon Neutral 2038 target
 There should be no change as a result of extending the existing contract with Keolis Amey Metrolink Limited, who will continue to operate and maintain the existing Metrolink asset base. Any impacts of the contract would have been captured under the equivalent exercise in 2016.

Further Assessment(s): N/A

G	Positive impacts overall, whether long or short term.	A	Mix of positive and negative impacts. Trade-offs to consider.	R	Mostly negative, with at least one positive aspect. Trade-offs to consider.	RR	Negative impacts overall.
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Carbon Assessment

Overall Score #DIV/0!

Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New build non-residential (including public) buildings	N/A	
Transport		
Active travel and public transport	N/A	
Roads, Parking and Vehicle Access	N/A	
Access to amenities	N/A	
Vehicle procurement	N/A	
Land Use		
Land use	N/A	

No associated carbon impacts expected.	G	High standard in terms of practice and awareness on carbon.	B	Mostly best practice with a good level of awareness on carbon.	A	Partially meets best practice/ awareness, significant room to improve.	RR	Not best practice and/ or insufficient awareness of carbon impacts.
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Risk Management

Risk considerations are set out in the Part B report.

Legal Considerations

The 3 year extension being proposed is the enacting of an existing extension option within the contract and the changes being proposed to the contract are permitted under the agreement, either via specific contractual provisions or via the existing change procedure.

Financial Consequences – Revenue

Financial implications are set out in the Part B report.

Financial Consequences – Capital

Financial implications are set out in the Part B report.

Number of attachments to the report: 0

Comments/recommendations from Overview & Scrutiny Committee

N/A

Background Papers

GMCA Report “Metrolink 2017 Project” – 25 November 2016

GMCA Report “Extension of the Metrolink Operations and Maintenance Agreement – Part B” – 28 July 2023

Tracking/ Process

Does this report relate to a major strategic decision, as set out in the GMCA Constitution?

Yes

Exemption from call in

Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?

No

Bee Network Committee

The report will be considered by the Bee Network Committee on Thursday 27th July 2023.

Overview and Scrutiny Committee

N/A

1 Introduction/Background

- 1.1 At its meeting on 25 November 2016, the GMCA considered and approved the appointment of Keolis Amey Metrolink Ltd (KAM) as the Metrolink Operator and Maintainer, effective from 15 July 2017.
- 1.2 The initial term of the Metrolink Operations and Maintenance Agreement (MOMA) is seven years, expiring on 24 July 2024. However, the contract can be extended, at TfGM's sole discretion, for an additional period of three years from 24 July 2024 to 25 July 2027.

2 Proposal

- 2.1 It is proposed to trigger the extension option within the Metrolink Operations and Maintenance Agreement (MOMA) with Keolis Amey Metrolink Ltd (KAM) extending the contract until 25 July 2027.
- 2.2 TfGM has undertaken a 'Contract Review' exercise with KAM, which focused on opportunities for efficiencies and net revenue improvements. Via this process, it has been agreed that additional resources will be deployed to tackle fare evasion across the network, with additional incentives included in the contract to drive operational performance. The new terms, financial implications and risks and opportunities are set out in the Part B report that is also on the agenda for this meeting.

3 Next Steps

- 3.1 Subject to GMCA approval, TfGM will finalise the contractual details with KAM before entering formally into the extension.
- 3.2 The contracting strategy for the Metrolink network upon expiry of the extended term will be reviewed, in the context of the Bee Network, throughout 2024.

By virtue of paragraph(s) 3, 3a of Part 1 of Schedule 12A of the Local Government Act 1972.

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