GREATER MANCHESTER
DOING THINGS DIFFERENTLY

OUR FIVE YEAR TRANSPORT DELIVERY PLAN 2021–2026

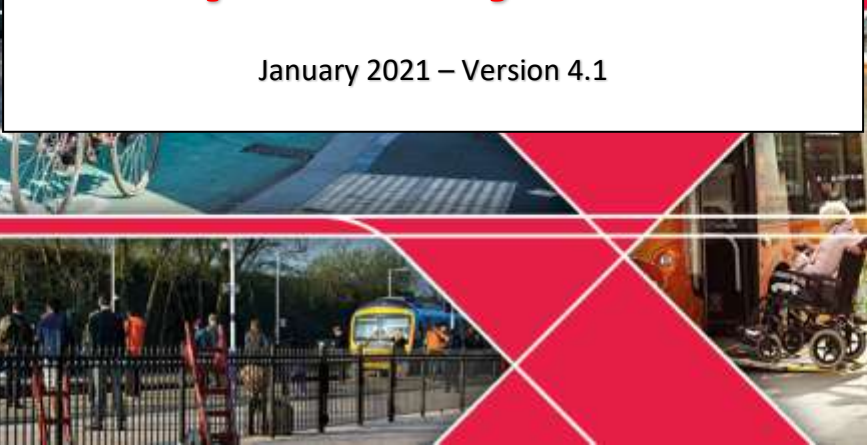
Part of the Greater Manchester Transport Strategy 2040

Published January 2021







FINAL DRAFT – subject to final adoption by GMCA

January 2021 – Version 4.1

Contents

Introduction by the Greater Manchester Mayor

The Covid-19 pandemic has had a profound impact on the journeys we make and the way that we travel. It is unclear how long it will be before travel returns to previous levels, and the long-term impacts of Covid-19 on the economy, on the environment and on the way that we all live remain to be seen. However, **now is not a time to pause. If Greater Manchester is to recover then we must press on and work harder than ever to realise the ambitious plans we have for our city region.**

Transport is absolutely essential to that recovery and that is why it remains one of my top priorities. In 2019 I launched **Our Network**, a vision to create a world-class, modern, integrated and reliable transport system. The Our Network vision has now been updated in light of the impact of Covid which presents new challenges, but also opportunities to change how we travel and the way in which our transport network operates.

Many of the challenges that we faced before Covid remain – poor air quality, congestion, radically improving our buses, greater local say on our rail services and stations and boosting cycling and walking, and **Our Five Year Transport Delivery Plan** sets out the shorter-term measures, schemes and development work needed to achieve the Our Network vision.

Importantly, I want this plan to deliver real and tangible improvements to people's everyday journeys.

As is the Greater Manchester way, this plan has been developed in close co-operation with TfGM, GMCA and the local authorities to ensure our transport investments support and are supported by new housing and commercial development sites that could be brought forward in future spatial plans.

The plan also has at its heart Greater Manchester's commitments to **tackle poor air quality and to be a carbon neutral city-region by 2038**. There are key measures, therefore, to reduce the dangerous transport emissions that are a blight on communities and people's health. There are also measures to reduce transport's carbon footprint, but tackling climate change is a national problem and we will need Government action and funding to support this.

In addition to publishing **Our Five Year Transport Delivery Plan** we have also refreshed the **GM Transport Strategy 2040**, GM's Local Transport Plan. This too has been updated to reflect our renewed focus on tackling climate change and clean air commitments along with key aspects of **Our Network**.

To deliver the ambitions set out in **Our Five Year Transport Delivery Plan** we will need further investment and reform. The case is now irrefutable that greater investment and devolution in the North, including in Greater Manchester, should be a national priority if the Government is serious about levelling up and rebalancing the UK economy. I was pleased, therefore, with the **Spending Review** announcement that city regions are set to benefit from devolved intra-city funding settlements.

Capital investment alone will not deliver the system change that is needed and I looked forward to Government plans for further reform in the forthcoming Devolution White Paper. Devolution is already starting to see Greater Manchester gaining some of the powers, if not all the resources, it needs. No city-region is in a better position to take advantage of any new powers available to improve and better integrate our transport. We continue to lead the way in this area, including exploration of the powers made available by the Bus Service Act, but there are further powers I want to see devolved to Greater Manchester and to local authorities, so we are genuinely able to provide the efficient transport network that businesses and residents need.

This plan builds on the unprecedented levels of local investment seen over the past decade including the expansion of the Metrolink network and contactless ticketing, the ground-breaking Leigh-Salford-Manchester guided busway, the development of new interchanges, major new highways schemes and the launch of the Bee Network - the UK's most ambitious cycling and walking investment programme.

All of this investment has delivered real benefits, now we must look to the future and what needs to be done in the years ahead to ensure Greater Manchester has the transport network it so sorely requires to recover, to grow and to prosper.

That is why **Our Five Year Transport Delivery Plan** is critical - it is by no means the last word on our transport ambitions, and I will continue to push for greater investment and reform - but it does represent a significant step on the way to 'building back better' to a better connected, cleaner and greener Greater Manchester.

Andy Burnham
Mayor of Greater Manchester

Purpose of this Delivery Plan

1. Our Five Year Transport Delivery Plan (2021–2026) details what Greater Manchester wants to achieve in the next five years as the first steps towards delivering our vision for transport. It sets out the practical actions planned to deliver the Greater Manchester Transport Strategy 2040 and achieve the ambitions of the Greater Manchester Combined Authority (GMCA) and the Mayor, providing a coordinated approach to transport investment. It is also intended to inform the development of the Greater Manchester Infrastructure Programme (GMIP) and outline Greater Manchester's future transport investment pipeline, highlighting our readiness to draw on funding announced in the 2020 Spending Review.

2. Covid-19 has had a massive health and economic impact on our city-region, affecting every person and business. The impact from the pandemic has not been equal or fair, highlighting inequalities across Greater Manchester. Travel demand remains well below levels prior to the pandemic and although they are increasing, we know our plans for transport and other policy areas will need to be adapt as we continue with the recovery.

3. Even though Covid-19 has been harmful to both our health and our economy, it has brought some benefits. Neighbourhoods, communities and towns across Greater Manchester has experienced lower traffic and cleaner air, and some workers have been able to embrace flexible working and accessing high-quality digital services. We want a future where walking and cycling are the obvious choice for shorter journeys and where the past dependency on the car is superseded by reliable and responsive public transport, a transport system befitting a leading city region. Our Delivery Plan sets out those first steps from a transport and placemaking perspective so that we can support the recovery and create a stronger, sustainable and resilient Greater Manchester.

4. Our Five Year Transport Delivery Plan sits alongside the Greater Manchester Transport Strategy 2040 (hereafter referred to as the 2040 Transport Strategy). The two documents form the Greater Manchester Local Transport Plan. It is recommended that this Five Year Transport Delivery Plan is read alongside the full 2040 Transport Strategy, which provides the long-term policy framework for transport in Greater Manchester. Further details on the 2040 Transport Strategy is provided in the section below and at www.tfgm.com/strategy.

5. A significant amount of ongoing work is required to develop, appraise and prioritise the interventions in Our Five Year Transport Delivery Plan – in other words to make tough choices about where limited funds can make the biggest difference. This work will be overseen by those responsible for transport in the region, including the GMCA and the GM Transport Committee.

6. Our Five Year Transport Delivery Plan supports the implementation of Our Network, a ten-year plan to create a world-class, modern, integrated and reliable transport system for Greater Manchester. It brings together different modes of public transport –- bus, tram, rail, tram-train and cycling and walking - in an integrated, easy-to-use system with seamless connections, and simplified ticketing and fares.

7. Transport for Greater Manchester (TfGM), on behalf of GMCA, has coordinated the preparation of Our Five Year Transport Delivery Plan. It has been developed in conjunction with, and reflects the priorities of, our key partners, each of whom have their own part to play in delivering the commitments set out in this document. They include:

- The elected Mayor of Greater Manchester – responsible for the transport budget our city-region receives from Government and for setting priorities for transport;
- The Greater Manchester Combined Authority – the GMCA is made up of the ten Leaders of the Greater Manchester Local Authorities and is chaired by the Mayor. It is responsible for delivery of a range of devolved functions including Fire, Waste, Police and Crime, Planning, Transport, Health and Economic Growth;
- The ten Greater Manchester Local Authorities – as the highways and planning authorities, the local authorities are responsible for ensuring that roads are safe and usable, for producing Local Plans and considering all planning applications. They are also responsible for neighbourhood planning, licensing taxis and private hire vehicles and for leading on the delivery of services in their area; and
- Wider Stakeholders – including Highways England, Network Rail, Transport for the North, neighbouring authorities, transport operators, emergency services, Manchester Airport and High Speed Two (HS2) Limited.

8. In the document when we refer to “we” it includes the aforementioned organisations.

9. Our Five Year Transport Delivery Plan has been prepared to respond to the transport opportunities and challenges facing Greater Manchester, in parallel with the spatial

planning processes. The aim is to provide an integrated approach to transport and land use planning by identifying the strategic transport interventions required to deliver the scale of growth envisaged across Greater Manchester. It also supports the priorities of the Greater Manchester Strategy (2018).

10. The 2020 Spending Review set out a number of positive actions that should help support many of the policies and funding priorities in the 2040 Transport Strategy and in this Delivery Plan. We will continue to work with key Government departments to identify the benefits of investment in the interventions identified in Our Transport Delivery Plan.

11. Our Five Year Transport Delivery Plan is supported by Local Implementation Plans (LIPs) for 2021 to 2026 for each of the 10 GM Local Authorities. These Local Implementation Plans will:

    - Complement the 2040 Transport Strategy and Our Five Year Transport Delivery Plan, providing detail on how the local outcomes will be achieved in each local authority;
    - Support wider GM and local authority strategy and policy documents (e.g. Local Plans, town centre masterplans, GM Clean Air Plan, Spatial Plans);
    - Summarise key local transport issues and opportunities in each local authority, providing an added layer of local detail that is not provided in the 2040 Transport Strategy;
    - Focus on neighbourhood and town centre spatial themes, to complement the strategic focus of the 2040 Transport Strategy;
    - Set out a programme of priority local transport / minor works interventions for the next five years (including infrastructure, services and behaviour change work);
    - Provide the basis against which future local transport / minor works funding can be allocated to local authorities for local delivery.

12. The LIPs are included in Appendix B. It is intended that each Local Implementation Plan is kept as a 'live' document for a period of time and will be updated as local authorities develop and publish transport plans and strategy (for example, Local Plan documents), or as new schemes are developed or delivered.

13. Further information on TfGM's business priorities can be found in its Business Plan, which highlights how TfGM works with and supports the local authorities to deliver on improving and integrating transport operations.

14. We are committed to reviewing and reporting progress on a regular basis to ensure we deliver our 2040 vision and will publish regular progress reports to update on the development and delivery of our transport policies and interventions, and to track progress against the key performance indicators.

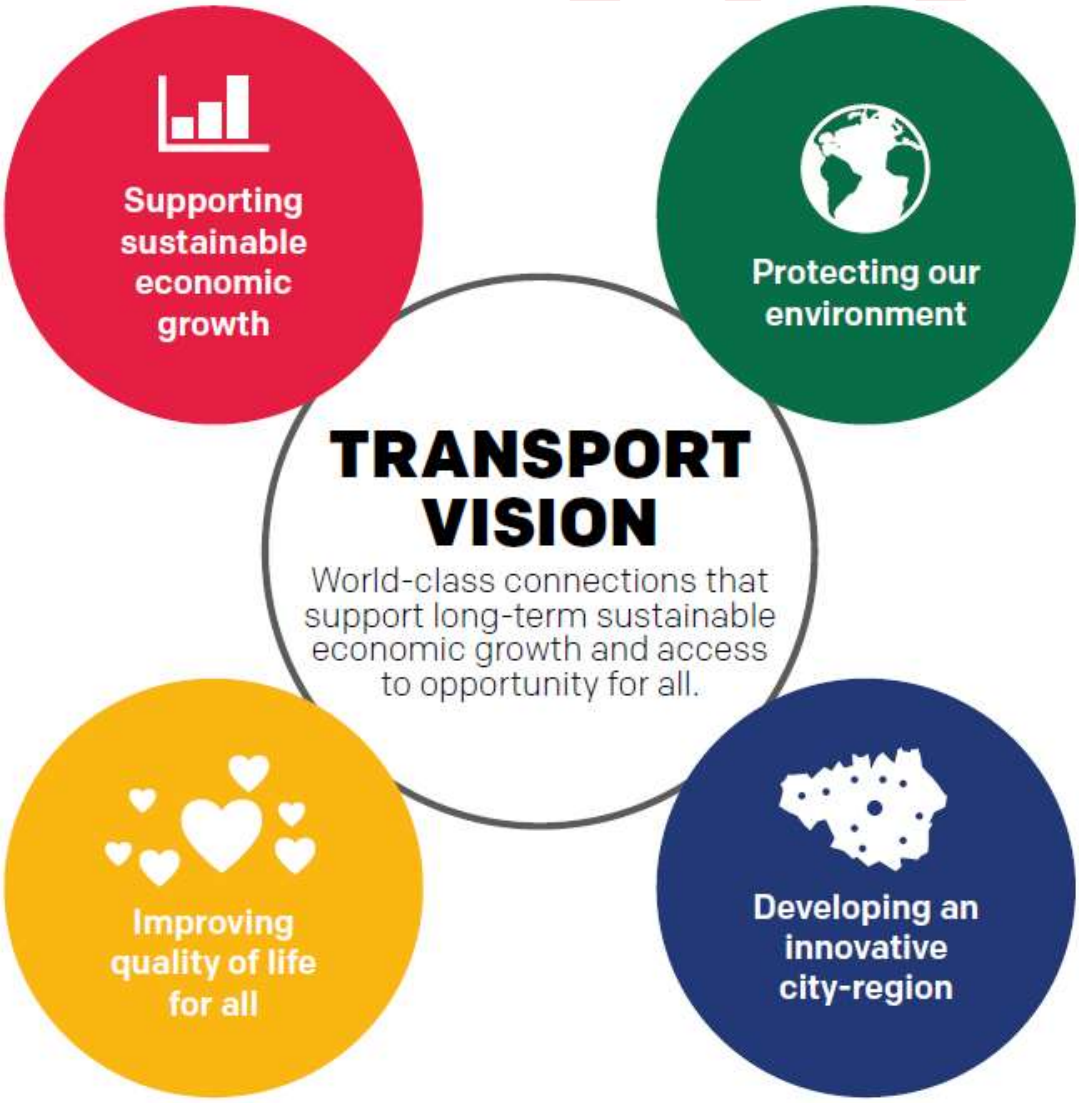
15. A glossary of the key terms in Our Five Year Transport Delivery Plan is included on page 70.

2040 Strategy Overview and Our Right Mix Vision

16. The Mayor's and GMCA's priorities are set out in the refreshed Greater Manchester Strategy (launched in autumn 2017) with a vision 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old'[1]. Key priorities include tackling climate change, creating a thriving economy, and supporting 'world-class connectivity that keeps Greater Manchester moving'.

17. The Greater Manchester Strategy is supported by the 2040 Transport Strategy and accompanying Five Year Delivery Plans. The 2040 Transport Strategy was first published in February 2017, is our city-region's statutory local transport plan. Over three years after the Strategy was first published, its 2040 Vision - for Greater Manchester to have *'World class connections that support long-term, sustainable economic growth and access to opportunity for all'* – remains highly relevant.

Figure 1: Greater Manchester transport vision, 2040 Transport Strategy



[1] https://www.greatermanchester-ca.gov.uk/ourpeopleourplace

18. The initial version of the 2040 Strategy made clear that we would 'review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities'. The Strategy has therefore undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017.

19. In particular, the refreshed 2040 Transport Strategy includes the Right-Mix ambition for at least 50% of all journeys to be made by active travel and public transport by 2040; details of the GM Mayor's Our Network plan to create a world-class, modern, integratedand reliable transport system; an increased emphasis on the importance of cycling and walking; the climate emergency declared by GMCA and all ten councils; and the development of the GM Clean Air Plan.

20. The document has also been updated to reflect the contemporary devolution agenda, including publication of the Bus Reform business case and GM Rail Prospectus; ongoing work to develop our 2040 sub-strategies including: Streets for All, City Centre Transport Strategy, Local Bus Strategy, Rapid Transit Strategy, Freight Strategy; and further development of spatial plans across Greater Manchester, including the growing emphasis placed on regenerating town centres. The refreshed 2040 Transport Strategy has been published alongside this Five Year Delivery Plan.

21. In the 2040 Transport Strategy and Our Five Year Transport Delivery Plan we set out a strong commitment to provide a transport system which: supports sustainable economic growth and tackles congestion; improves the quality of life for all by being integrated, affordable and reliable; protects our environment and improves air quality; and capitalises on new technology and innovation.

Our Customer Focus

22. Our customers are at the heart of our 2040 Transport Strategy, whether they are residents, businesses or visitors to Greater Manchester. We have identified some key principles that will be applied consistently across our networks over the period to 2040 to ensure that our entire transport system is more customer-focused and able to respond effectively to the challenges that lie ahead.

23. These network principles will be applied to all transport interventions to ensure that the transport system meets the needs of our residents, businesses and visitors. They are set out in the diagram below.

Figure 2: 2040 Transport Strategy Network Principles

Our Spatial Themes

24. Our 2040 Transport Strategy was developed around spatial themes so that we can implement the most appropriate interventions for different parts of the city-region and for different journeys. These interventions could range from transport improvements which improve global connectivity to support overseas trade, right down to local neighbourhood improvements to support trips that people make on a daily basis.

Figure 3: Our Spatial Themes

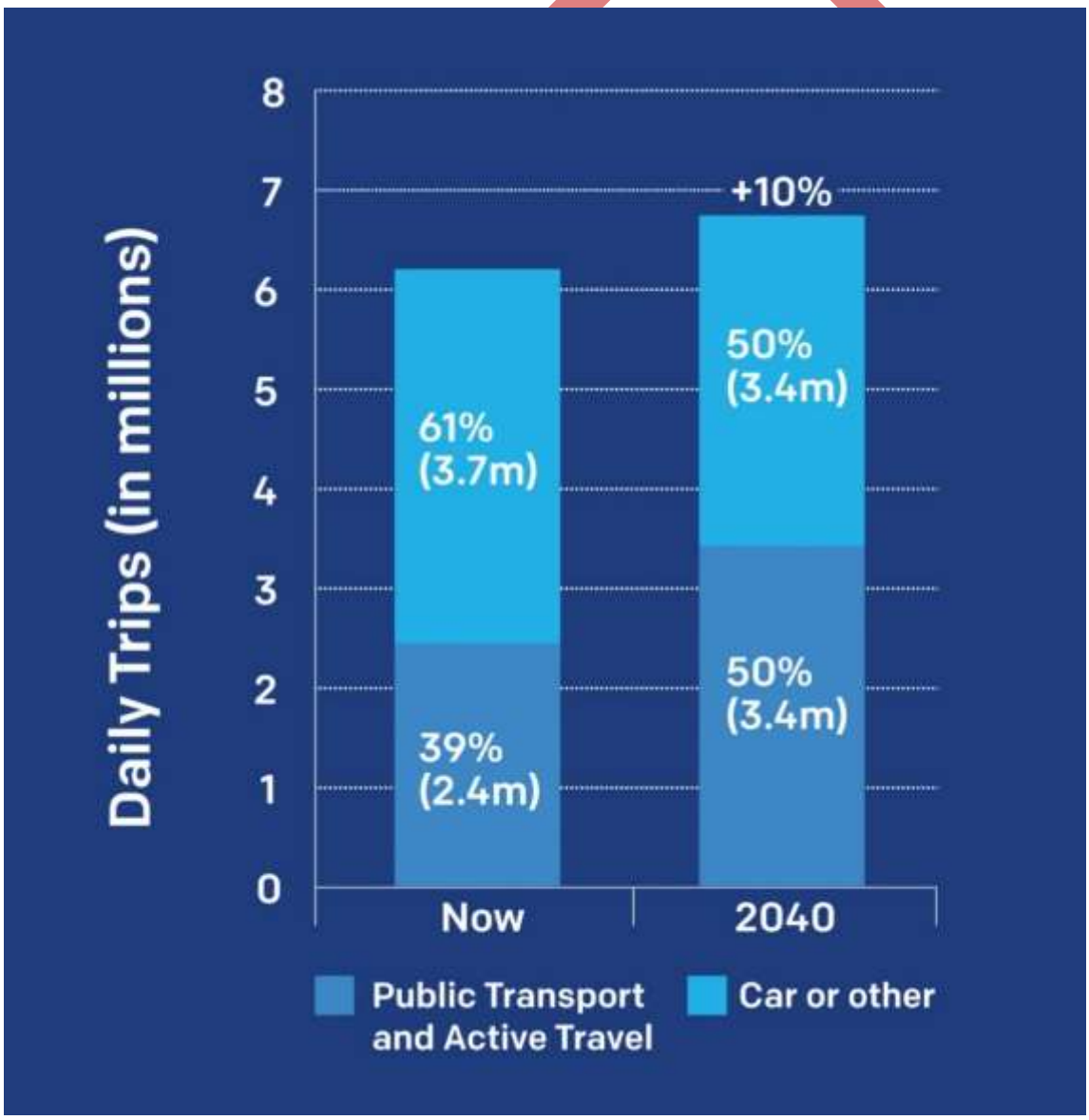
Spatial Theme	Includes	Except
Neighbourhood	Trips less than 2km (straight line) with at least one end within Greater Manchester	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre
Wider City Region	Trips with at least one end in Greater Manchester, and both ends no more than 10km outside the Greater Manchester boundary	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre • Trips under 2km
Regional Centre	Trips with an end in the Regional Centre	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end more than 10km outside the GM boundary
City to City	Trips with one end in Greater Manchester, and the other more than 10km outside the Greater Manchester boundary	• Trips with a non-work attraction end at Manchester Airport and surrounding developments

Our Right Mix vision for 2040

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

26. Through the Right Mix, Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our vision will be continually monitored and adjusted if needed to achieve our goal. This is important, given the potential for our plans to be affected by external events, such as Covid-19.

Figure 4: The Right Mix vision for travel in 2040



Climate Emergency and Meeting our Carbon Targets

27. Since the Right Mix vision was agreed by the Greater Manchester Combined Authority in 2019, we have been reviewing the pathway to achieve it, particularly in the context of the climate emergency and Greater Manchester's aim to be a carbon neutral city region by 2038. We are currently undertaking additional work to identify how the Right Mix contributes towards achieving Greater Manchester's carbon target and, importantly, our carbon budgets, alongside other measures to decarbonise the transport network, such as electric vehicles. Decisive action will be needed in the next five years to make meaningful progress towards meeting our carbon targets.

28. Recent evidence suggests that, to meet our carbon targets, we will need to significantly reduce motor vehicle traffic in GM, as well as decarbonising a large part of our transport system. This will be a huge challenge and will need co-ordinated action at both a national and a local level to invest in and incentivise sustainable travel, and to reduce incentives to travel by car. Land use planning will also play an important role, as key facilities, such as shops, offices and services, will need to be built in accessible locations close to where people live, thereby reducing the need to travel by car. Further detail on this will be published soon.

The outcomes we will aim for by 2025

29. As noted above, our Right Mix vision wants to achieve an increase in the mode share for non-car travel from 39% to 50%. We estimate that accomplishing this will enable us to deliver Greater Manchester's planned growth without an overall increase in motor vehicle traffic, despite an overall 10% increase in trips driven by a growing population. Achieving this target will be influenced by:

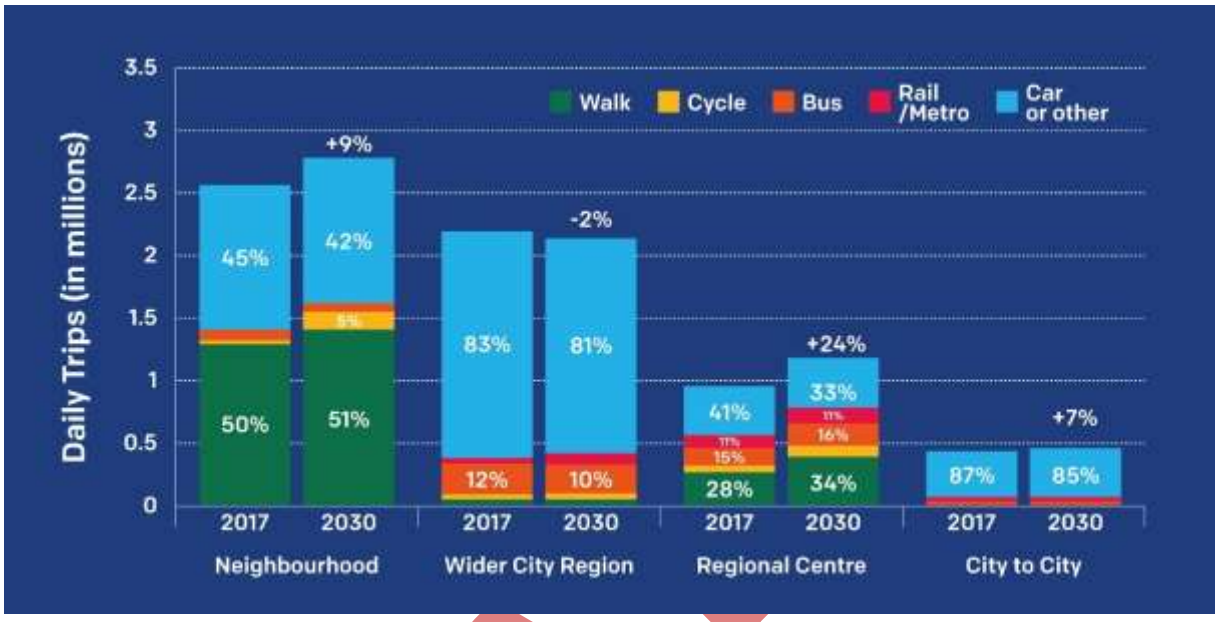
    - The quality of the transport offer, including the integration between modes;
    - Trends in travel behaviour, such as fewer young people choosing to get driving licences or more people travelling outside peak hours;
    - The spatial distribution of economic activity, with more concentrated development being easier to serve by sustainable modes; and
    - Trends in society such as increased remote working and online shopping.

30. The interventions within Our Five Year Transport Delivery Plan will influence the first two of these factors: developing the quality of the transport offer and influencing travel behaviour. Public policy such as spatial planning and where we locate public services, such as health facilities, will have some effect on the third factor by 2025, but we are unlikely to be able to influence or predict wider changes in society.

31. Figure 5 sets out the targets for the Right Mix vision for the year 2030 for the main spatial themes, based on following the pathway to the 2040. It shows we are aiming for increases in Neighbourhood and Regional Centre trips. At the Neighbourhood level we want to see an increase in walking and cycling. For the Regional Centre, both public transport and active travel mode share needs to increase.

32. Our targeted pathway position for 2030 is presented as a mid-way point to 2040. It is also a point where we expect that many of the interventions set out in Our Five Year Transport Delivery Plan will have been implemented and influenced travel behaviour.

Figure 5: The Right Mix vision for travel in 2030



33. These 2030 targets will be reviewed in the light of evidence on the longer-term effects on travel of the Covid-19 pandemic. At present these are uncertain. The uncertainty created by the pandemic illustrates the value of our adaptive approach to achieving the Right Mix, which involves reviewing progress and modifying our actions accordingly so that we remain on-track for achieving the 2040 vision.

Transport and Spatial Planning

34. Greater Manchester is already growing rapidly, and this growth is set to continue over the next twenty years. Greater Manchester's ambition is to deliver that growth in a sustainable and inclusive way so that everyone benefits, and the quality of our environment is improved.

35. Our Five Year Transport Delivery Plan has been prepared in an integrated way with spatial planning in Greater Manchester , and has used feedback from consultations on both the Draft Greater Manchester Spatial Framework and Draft 2040 Five Year Transport Delivery Plan in 2019. Further details on the planning processes underway in Greater Manchester can be found on the GMCA website.

36. Analysis of the existing land supply available for development across Greater Manchester suggests that the majority of housing and employment growth will be within the core of the conurbation (Manchester, Salford and Trafford core areas), while there are likely to be new sites coming forward, over time, across Greater Manchester to meet housing and employment need. Indications are that there will be continued development around Manchester Airport, as the global gateway to Greater Manchester and within a number of key new development sites that come forward through the planning process.

37. Connectivity to public transport and active travel are key factors in the selection process that underpins the allocation of land for housing and employment in the planning process; and alongside other criteria, sites aim to be selected to maximise the potential for public transport access.

38. To support the scale of housing and employment growth envisaged in Greater Manchester, the Greater Manchester local authorities and TfGM are working together to understand the potential implications of growth on the wider transport network. The work to-date has been used to identify the portfolio of strategic transport interventions that may be required to bring forward or support housing and employment growth at potential locations across Greater Manchester – such interventions will only be triggered for introduction if associated development sites come forward.

39. In addition, there will also be the need for more local interventions that will enable access to, or will mitigate the impact of, any new development sites. These are not included in Our Five Year Transport Delivery Plan unless they have strategic significance. Local authorities and developers will work together through the planning applications process to deliver appropriate local interventions for specific sites and when appropriate these will be incorporated into the Local Implementation Plans (see Appendix B).

40. There will also be continuing work with neighbouring authorities outside the Greater Manchester boundary to understand and mitigate the implications of their local plans on Greater Manchester's transport network.

Delivery

Our focus for the next five years

41. Over the next five years we need to focus on tackling climate change, improving air quality, supporting recovery from the Covid-19 pandemic, tackling social exclusion and helping to deliver expected housing and employment growth. Our focus will therefore be on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. This will deliver the Our Network plan to create a wold-class, modern, integrated and reliable transport system. In summary, our main programme includes:

Programme Area
Our Bus Bus priority measures Bus Rapid Transit Introduction of Quality Bus Transit corridors Town centre interchange development in Bury Upgrades / renewals
Our Metrolink Enhanced passenger facilities and access to stops New stops to support spatial growth priorities Network capacity and resilience Major schemes Tram train early development Upgrades / renewals
Our Rail Completing up to 4 Access for All rail station upgrades Delivery of up to 2 new rail stations Enhanced passenger facilities and access to stations Port Salford Rail Link
Our Streets Next tranche of £1.5bn Bee Network beyond the £160m TCF allocation Town Centre & Streets schemes Pinchpoint schemes Schemes that unlock delivery of the Existing Land Supply and new sites Major schemes, e.g. Wigan-Bolton HIF and Stockport A34 Upgrades / Renewals
Our Integrated Network Electric bus fleet and associated depot investment Electric Vehicle Charging Infrastructure ITS applications for Covid-19 recovery Future Mobility Zone

Developing future transport interventions

42. If our vision for Greater Manchester is to be realised, a long-term investment plan is needed to support sustainable growth across the city-region. A range of large transport investments in Greater Manchester are already underway or are in advanced stages of development. There is still much to do, however, and we have identified studies and early concepts that need to be developed further in order to achieve our vision for transport.

43. Our delivery programme, set out in the next sections, includes transport interventions that are at various stages of development. Transport schemes take time to develop and deliver, so it is crucial that we start work on our long-term delivery programme now.

44. Generally, transport interventions will emerge from one of our transport studies, before work is undertaken to develop a detailed business case (or 'investment case') for them. A business case sets out the strategic, economic, financial, commercial, and management justification for the intervention – in short, whether the intervention is the right thing to do and delivers good value for money. In most circumstances, a successful business case will be a condition for the award of funding. In all cases, there needs to be a strong rationale and justification for each intervention before it can proceed.

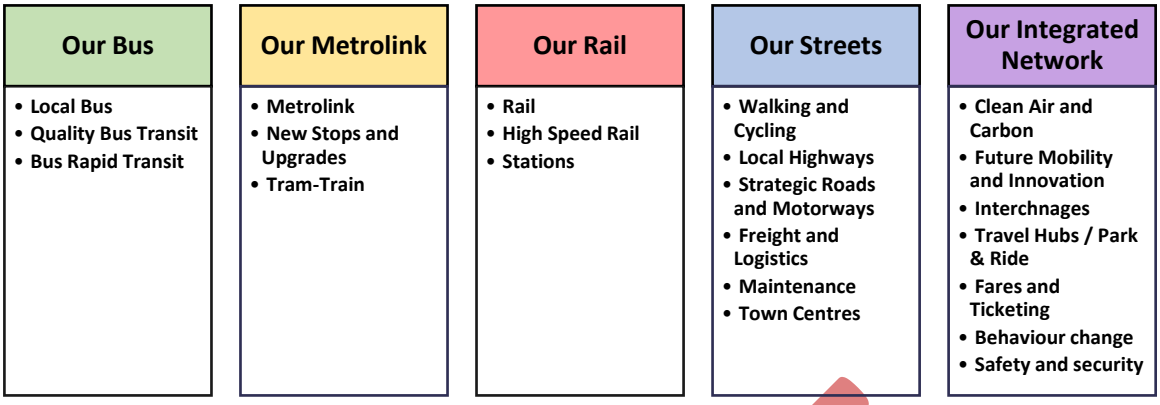
45. There will also be a process of prioritisation that we need to follow to align the available funding with the highest priority interventions. Future versions of the Delivery Plan will refine the programme of interventions – some may become priorities for delivery while others may prove to be unfeasible and won't be progressed. This is discussed in more detail in the Funding section of this Delivery Plan.

Structure of the Delivery sections

46. The following sections of this document present the delivery programme for achieving our long-term ambitions and Right Mix vision, with a focus on what is required in the next five years.

47. Our activities are grouped under the thematic headings set out in Figure 7. Delivery across these themes will need to be highly integrated and carefully co-ordinated to maximise the effectiveness and impact of future investment.

Figure 7: Structure of the Delivery sections



48. Each section includes some explanatory text on the theme and provides a summary of the interventions and their stage in the development and delivery process. These include committed, unfunded priorities for the next five years and our longer-term development priorities:

- The interventions that are committed for delivery in the next five years – see Map 1 and Appendix A

  These interventions have significant funding allocated and the case for change has already been demonstrated, although final funding arrangements and approval of the business case may still be needed. They also include some interventions with a degree of commitment in Network Rail or Highways England industry processes.

- The interventions for which we aim to complete the business case in the next five years, in most cases to secure funding – see Map 2 and Appendix A

  These interventions are those with potential to be delivered by 2025 subject to scheme development funding, prioritisation, capital and revenue funding for construction or implementation and approval of a business case which demonstrates value for money.

- Our longer term priorities that we will develop options for in the next five years – see Map 3 and Appendix A

  These are the interventions which need further investigation or development in order to identify future options and determine feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most are longer term projects that could be delivered in later years.

  Future versions of this Delivery Plan will explain the evolution of these interventions – some may become priorities for delivery while others may be unfeasible and won't be progressed.

- And the interventions due to be investigated beyond this Five Year Delivery Plan – see Appendix A

49. We recognise that there are proposals that we would like to investigate, but which are unlikely to start in this Delivery Plan period. These may ultimately be needed to achieve our long-term vision for transport, but there are currently no plans to start investigation work before 2025.

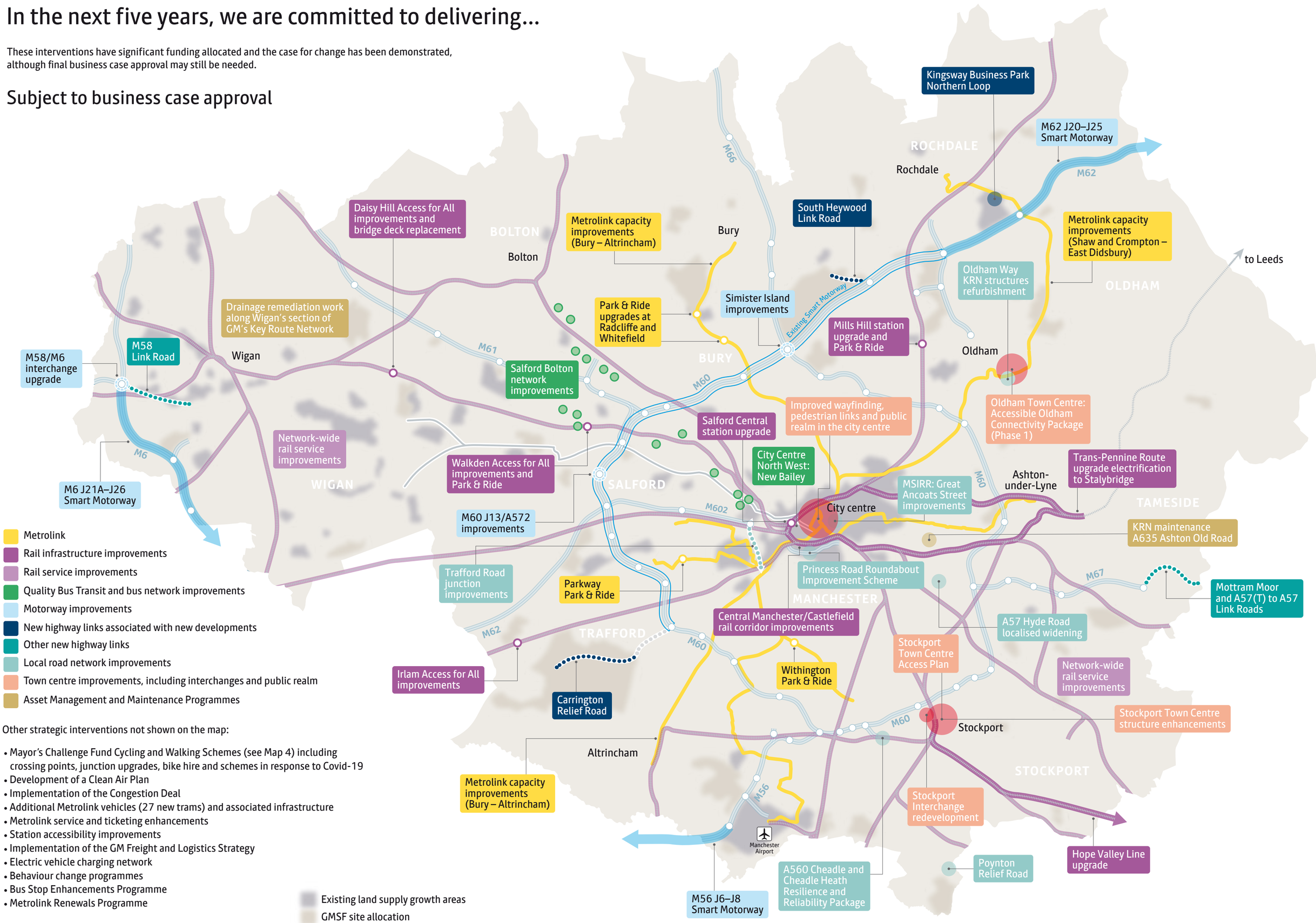
50. The three maps on the following pages illustrate our delivery programme.

MAP 1

In the next five years, we are committed to delivering...

These interventions have significant funding allocated and the case for change has been demonstrated, although final business case approval may still be needed.

Subject to business case approval



- Metrolink
- Rail infrastructure improvements
- Rail service improvements
- Quality Bus Transit and bus network improvements
- Motorway improvements
- New highway links associated with new developments
- Other new highway links
- Local road network improvements
- Town centre improvements, including interchanges and public realm
- Asset Management and Maintenance Programmes

Other strategic interventions not shown on the map:

- Mayor's Challenge Fund Cycling and Walking Schemes (see Map 4) including crossing points, junction upgrades, bike hire and schemes in response to Covid-19
- Development of a Clean Air Plan
- Implementation of the Congestion Deal
- Additional Metrolink vehicles (27 new trams) and associated infrastructure
- Metrolink service and ticketing enhancements
- Station accessibility improvements
- Implementation of the GM Freight and Logistics Strategy
- Electric vehicle charging network
- Behaviour change programmes
- Bus Stop Enhancements Programme
- Metrolink Renewals Programme

- Existing land supply growth areas
- GMSF site allocation

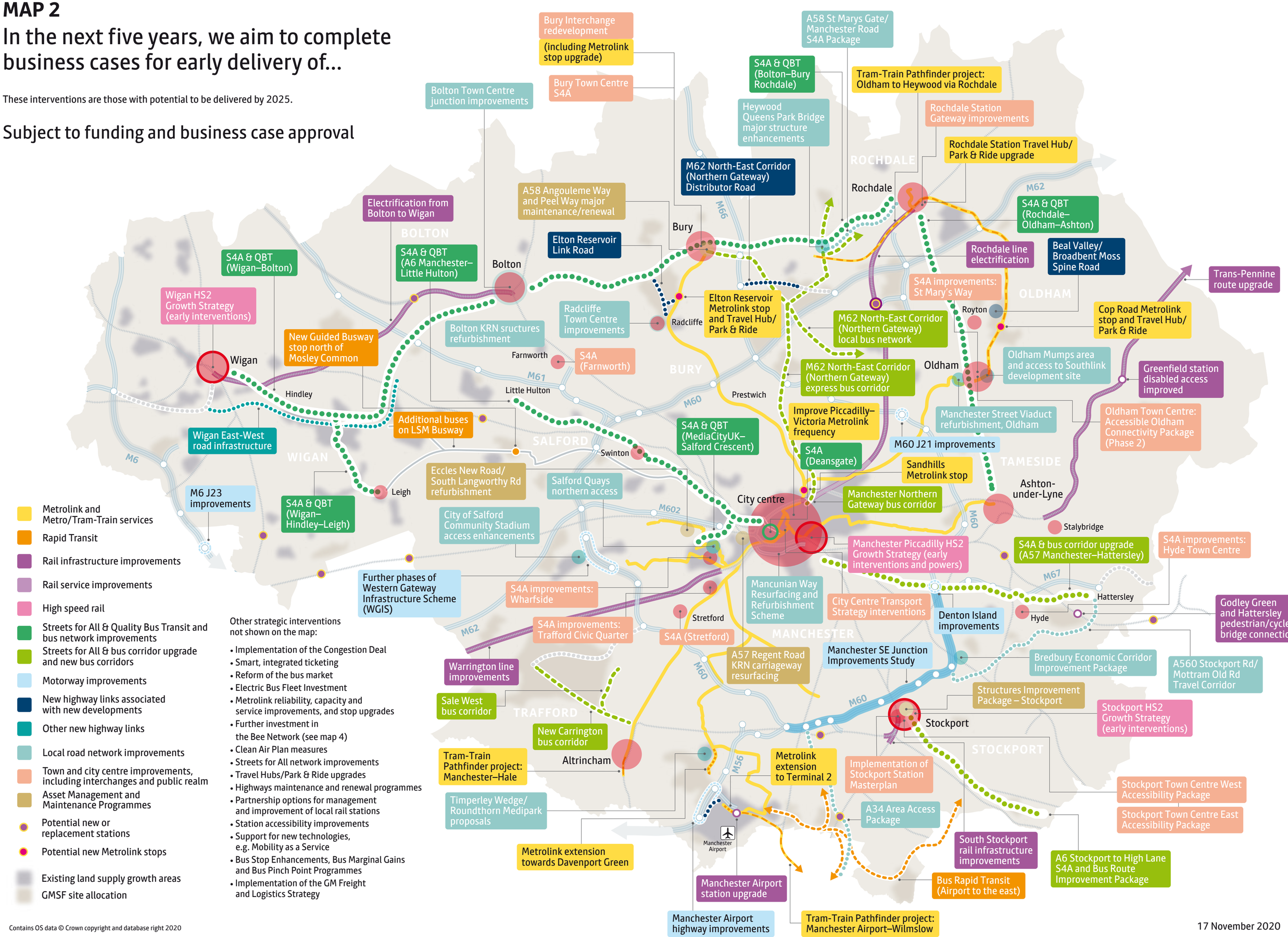
17 November 2020

MAP 2

In the next five years, we aim to complete business cases for early delivery of...

These interventions are those with potential to be delivered by 2025.

Subject to funding and business case approval



- Metrolink and Metro/Tram-Train services
- Rapid Transit
- Rail infrastructure improvements
- Rail service improvements
- High speed rail
- Streets for All & Quality Bus Transit and bus network improvements
- Streets for All & bus corridor upgrade and new bus corridors
- Motorway improvements
- New highway links associated with new developments
- Other new highway links
- Local road network improvements
- Town and city centre improvements, including interchanges and public realm
- Asset Management and Maintenance Programmes
- Potential new or replacement stations
- Potential new Metrolink stops
- Existing land supply growth areas
- GMSF site allocation

Other strategic interventions not shown on the map:

- Implementation of the Congestion Deal
- Smart, integrated ticketing
- Reform of the bus market
- Electric Bus Fleet Investment
- Metrolink reliability, capacity and service improvements, and stop upgrades
- Further investment in the Bee Network (see map 4)
- Clean Air Plan measures
- Streets for All network improvements
- Travel Hubs/Park & Ride upgrades
- Highways maintenance and renewal programmes
- Partnership options for management and improvement of local rail stations
- Station accessibility improvements
- Support for new technologies, e.g. Mobility as a Service
- Bus Stop Enhancements, Bus Marginal Gains and Bus Pinch Point Programmes
- Implementation of the GM Freight and Logistics Strategy

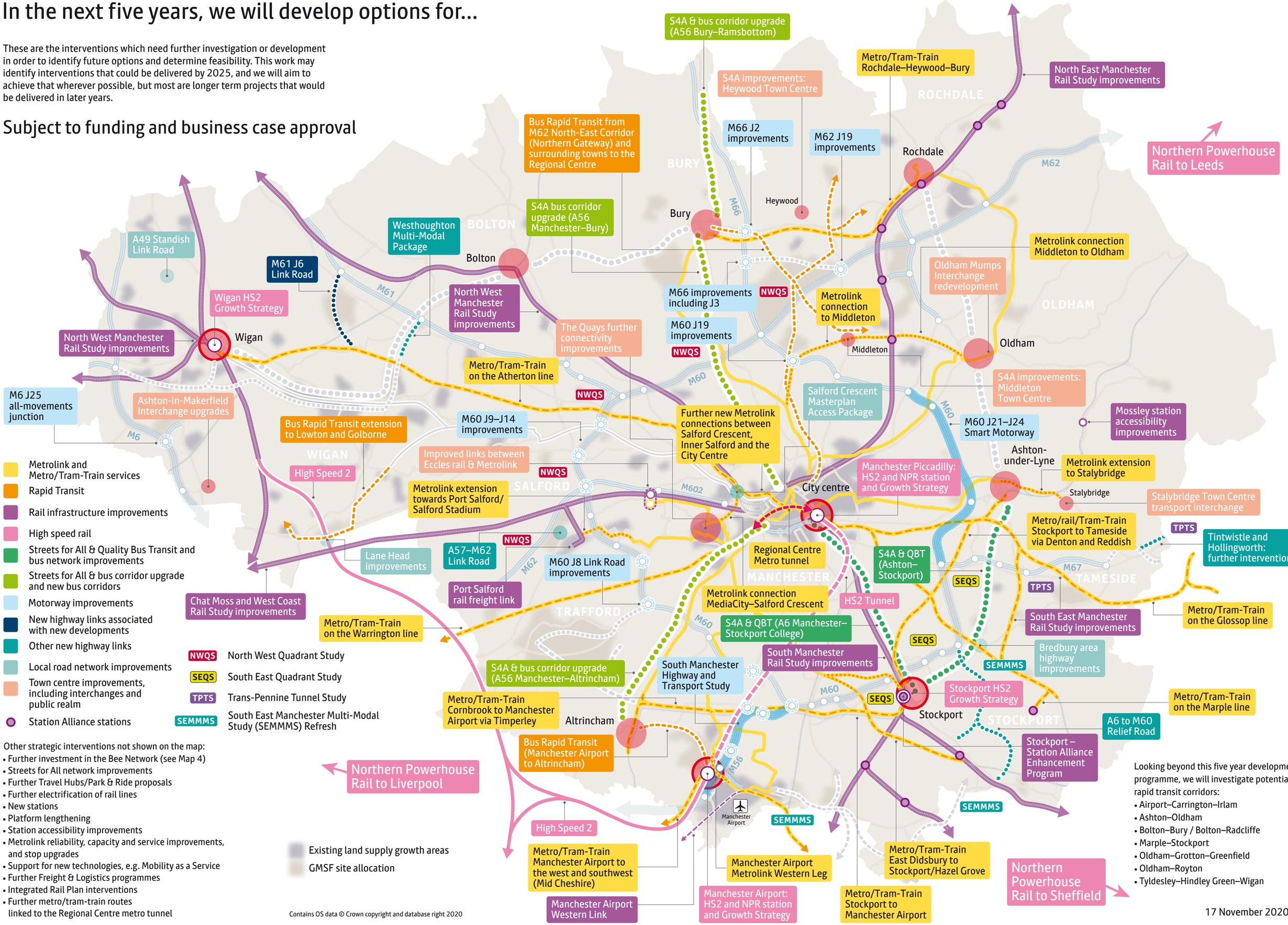
17 November 2020

MAP 3

In the next five years, we will develop options for...

These are the interventions which need further investigation or development in order to identify future options and determine feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most are longer term projects that would be delivered in later years.

Subject to funding and business case approval



Other strategic interventions not shown on the map:

- Further investment in the Bee Network (see Map 4)
- Streets for All network improvements
- Further Travel Hubs/Park & Ride proposals
- Further electrification of rail lines
- New stations
- Platform lengthening
- Station accessibility improvements
- Metrolink reliability, capacity and service improvements, and stop upgrades
- Support for new technologies, e.g. Mobility as a Service
- Further Freight & Logistics programmes
- Integrated Rail Plan interventions
- Further metro/tram-train routes linked to the Regional Centre metro tunnel

Looking beyond this five year development programme, we will investigate potential rapid transit corridors:

- Airport–Carrington–Irlam
- Ashton–Oldham
- Bolton–Bury / Bolton–Radcliffe
- Marple–Stockport
- Oldham–Grotton–Greenfield
- Oldham–Royton
- Tyldesley–Hindley Green–Wigan

17 November 2020

Our Bus

Summary

51. Local bus, Quality Bus Transit and bus rapid transit are integral to the delivery of the Our Network concept set out by the Mayor of Greater Manchester in June 2019 and in our 2040 Transport Strategy.

52. Over the next five years we aim to develop an ambitious investment programme to ensure that buses play their full role in delivering a more integrated and sustainable transport system. This will include:

- **Developing detailed proposals for a 95-mile network of Quality Bus Transit corridors across Greater Manchester which will improve the whole-journey experience for local bus trips;**
- **Developing detailed proposals for bus rapid transit services that build on the success of the Guided Busway service on the Leigh - Salford - Manchester bus route; and**
- **Measures to tackle bus pinch points on the highway network to improve the reliability of bus journeys.**

53. Alongside physical improvements to the highway network, bus waiting facilities and interchanges, we will aim to deliver a range of complementary measures to increase the number of sustainable journeys made in Greater Manchester. In the next five years these will include:

- **Delivery of measures that support Our Network for bus by making services integrated, accessible and affordable, including continued consideration of Bus Reform and trial of Our Pass, allowing free bus travel for the city-region's 16-to-18-year olds;**
- **Development of cleaner and improved bus services to serve new housing and employment sites.**

54. Committed schemes, unfunded priorities (for the next five years) and longer-term development priorities for bus are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Bus

55. This section summarises the local bus, Quality Bus Transit and bus rapid transit delivery programme. Buses plays a vital role in tackling congestion and providing access to work, leisure and other destinations. Increasing bus patronage through improved services and infrastructure is key to achieving our Right Mix 2040 vision of zero net growth in motor vehicle traffic.

Local Bus

56. Bus is by far our most dominant public transport mode, accounting for four in every five public transport journeys in Greater Manchester, and it plays a vital role in reducing congestion and improving accessibility for people who have no access to a car. However, there is the potential for bus to contribute even more effectively to our overall public transport strategy, with 58% of our residents either using the bus occasionally, or would consider using the bus if a good service was provided.

57. A number of barriers prevent the bus reaching its potential in Greater Manchester. These include a fragmented bus market with multiple operators, a complex and ever-changing ticketing offer, lack of confidence that buses will turn up or arrive at destinations on time, and the perception that the bus is slow compared to other modes. Commercial and subsidised bus mileage also continues to decline (reducing by 21% and 33% respectively between 2010 and 2018), impacting residents who rely on buses to access work, school, essential services and leisure. Combined with changes such as the introduction of Metrolink, these challenges have contributed to a reduction in bus use, with patronage declining by 17% between 2008-09 and 2017-18.

58. Overcoming these barriers is essential to enabling bus to play its part in realising our aim for a fully integrated transport system that encourages people out of their cars. To achieve this, over the next five years we will need to invest in our bus network to better integrate services with other modes, such as rail, Metrolink, walking and cycling, deliver a simple and integrated fares system, improve the customer experience on the bus, and continue to grow our network. As with other public transport modes Covid-19 has resulted in a reduction in bus patronage. We will continue to review patronage levels following recovery from the pandemic and any potential medium to longer term influences on bus travel that may affect Greater Manchester's investment decisions. The following outlines key steps in our bus investment plans to achieve this up to 2025.

59. **Bus Reform:** Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a bus franchising scheme. After its completion and the conclusion of an independent audit the GMCA decided to proceed to consultation on a proposed franchising scheme which ran from 14 October 2019 to 8 January 2020. The Covid-19 pandemic has had a significant impact on Greater Manchester's bus market, including timetables, revenues, passenger numbers and the public's attitudes to public transport. Due to this, a further consultation is being undertaken to assess the impact of coronavirus on the bus reform process.

60. **Concessionary support:** TfGM, on behalf of the GMCA, will continue to provide access to government funded concessionary fares for elderly and disabled people. It also funds concessionary fares for children and for some women affected by changes in the state pension age In September 2019, Our Pass was launched as a 2-year pilot providing young people aged 16-18 free travel on local bus services. Please see the Fares and Ticketing section (page 57) for more information.

61. **Supported services:** The majority of Greater Manchester bus services are run by operators on a commercial basis. TfGM, on behalf of the GMCA, will continue to provide funding for parts of the bus network that operators consider not commercially viable but which are essential to connect people with work and local services such as education, healthcare, shopping and leisure. With a continuing reduction in commercial mileage there remains pressure on the supported network to maintain service provision with no additional funding available. In order to maximise the benefit to passengers obtained from limited funds, there will be a continued process of refining the criteria used to decide which services to support. Challenges include how to develop a sustainable network that supports the night-time economy and meets the needs of night-time workers as well as other passengers. TfGM will work with bus operators and major employers such as the Airport to achieve this.

62. **Accessible Transport:** TfGM, on behalf of the GMCA, funds and manages the delivery of the Ring and Ride service, which provides door-to-door, demand responsive transport to Greater Manchester residents who find it difficult to use conventional public transport due to disability or limited mobility. TfGM will ensure key service performance standards are maintained in order to meet the service's social inclusion objectives. Commitment to this service is highlighted by the support of the Combined Authority to procure twenty new vehicles for the fleet.

63. TfGM also funds flexible transport services under the Local Link brand for local journeys in areas where fixed-route public transport services are limited. TfGM is currently

reviewing Accessible Transport across the region to ensure that it is delivered in the most cost-effective manner: that includes exploring the introduction of new flexible bus services serving rail stations and Metrolink stops. Mobility as a Service is also an important concept in how Demand Responsive Transport evolves (see the Future Mobility section for more detail).

64. **School Travel:** As of November 2020, TfGM, on behalf of the GMCA, provides dedicated school bus services to 119 education establishments: one primary school, 114 secondary schools and four further education colleges. The provision of these services is undertaken through around 300 contracts which provide nearly 700 daily school journeys and carry approximately 30,000 passengers per day. TfGM also owns a fleet of 78 Yellow School Buses. These services promote modal shift and help to reduce congestion by providing dedicated transport to schools. TfGM is currently reviewing school services across the city-region to maximise their potential to reduce congestion and to ensure they deliver benefits to students and schools as cost-effectively as possible.

65. **New Development Sites:** It is likely that over the course of time a number of large new allocations of land to accommodate economic and population growth will come forward in Greater Manchester. These may have the potential to support new or improved bus services – for example, New Carrington and the North-East Corridor proposals that were in the consultation version of the Greater Manchester Spatial Framework in 2019. The planning process associated with such sites will need to ensure good public transport accessibility. Further studies will be required to test the detailed feasibility, potential routing, operating costs and funding mechanisms for new or improved bus services to such locations.

Quality Bus Transit

66. **Quality Bus Transit Corridors and Bus Corridor Upgrades:** TfGM is undertaking a study of potential Quality Bus Transit Corridors that create a step-change in the experience of taking the bus for local journeys, and for access to the rapid transit network and town centres. These corridors will be delivered through whole-route upgrades of key bus routes, transforming orbital and radial connections between local centres across Greater Manchester. There will be a strong focus on journey quality, reliability and integration of bus into an attractive urban realm.

67. Quality Bus Transit will include bus priority measures, attractive and comfortable waiting areas, and creation of a more attractive urban realm that will encourage the high-density land-uses that bus travel facilitates. Attention will also be paid to improving access to bus stops from homes and destinations, through enhancements to the surrounding walking and cycling networks. Quality Bus Transit will be particularly important to support the regeneration of our town centres and for travel across the wider city-region.

68. Quality Bus Transit is initially being investigated for the Rochdale-Oldham-Ashton corridor, with additional corridors being developed over the next five years:

- Wigan-Bolton
- Bolton-Bury-Rochdale

- MediaCityUK-Salford Crescent
- A6 Manchester City Centre-Little Hulton
- Wigan-Hindley – Leigh

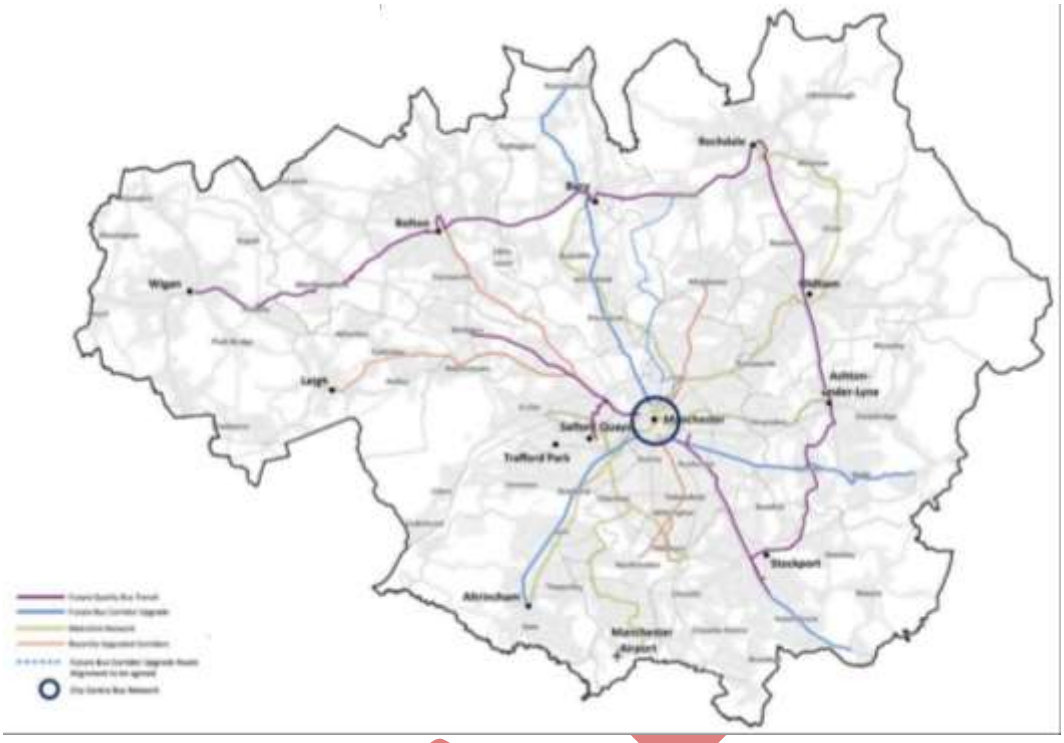
69. Alongside **Quality Bus Transit**, a number of bus corridor upgrade routes have been identified for development in Greater Manchester. Typically corridors that have less interaction with town centres and residential neighbourhoods, these routes will focus on delivering improvements to bus journey time and reliability, through bus priority measures. Figure 8 below shows the proposed network of Quality Bus Transit and bus corridor upgrades to be developed over the next five years.

Bus Rapid Transit:

70. Following the success of the guided busway service on the Leigh-Salford-Manchester corridor we are exploring options for new bus rapid transit links for longer and middle-distance journeys. Potential services include a network of routes from the Airport to the east (towards southern areas of the borough of Stockport) and a service to the west (from the Airport HS2 station towards Altrincham and Carrington) and also new links to the potential North-East Growth Corridor development area. There could also be potential to extend the Leigh-Salford-Manchester Guided Busway service further west, for example towards Wigan.

71. Further studies will be required to test the detailed feasibility, potential routing, and operating costs of new bus rapid transit links to these locations. Increasing the reach, reliability and capacity of our bus rapid transit network will also help us to reduce congestion, air pollution and greenhouse gas emissions by providing a fast and reliable alternative to the car. This will include exploring options to better connect bus rapid transit stops through travel hubs that support journeys by cycling, walking and emerging options, such as e-scooters or hire bikes, alongside park and ride facilities.

Figure 8: Greater Manchester's Future Quality Bus Transit and Bus Corridor Upgrade Routes



Our Metrolink

Summary

72. Metrolink, and its evolution through the use of tram-train technology, is a key element in the delivery of Our Network.

73. Our Prospectus for Rail (published in 2019) sets out what is needed for a transformational change in Metrolink light rail services – alongside National Rail services – so that all rail-based travel can play a full part in the future prosperity of Greater Manchester. Greater Manchester's record of success with Metrolink shows that you can deliver high quality rail-based services when those who design and deliver them understand and are accountable to the local customers they serve.

74. Over the next five years we plan to improve reliability, capacity, and customer experience on Metrolink. We aim to achieve this through:

- **Investing and renewing our Metrolink fleet assets through 27 new trams and associated infrastructure;**
- **Improving the Metrolink communications network and providing turnback facility enhancements to increase capacity and resilience across the network;**
- **Developing and introducing new stops to support potential new developments, enhancing passenger facilities at existing stops and providing better access to stops; and**
- **Exploring opportunities for new Metrolink connections, including testing the feasibility of tram-train on existing rail lines.**

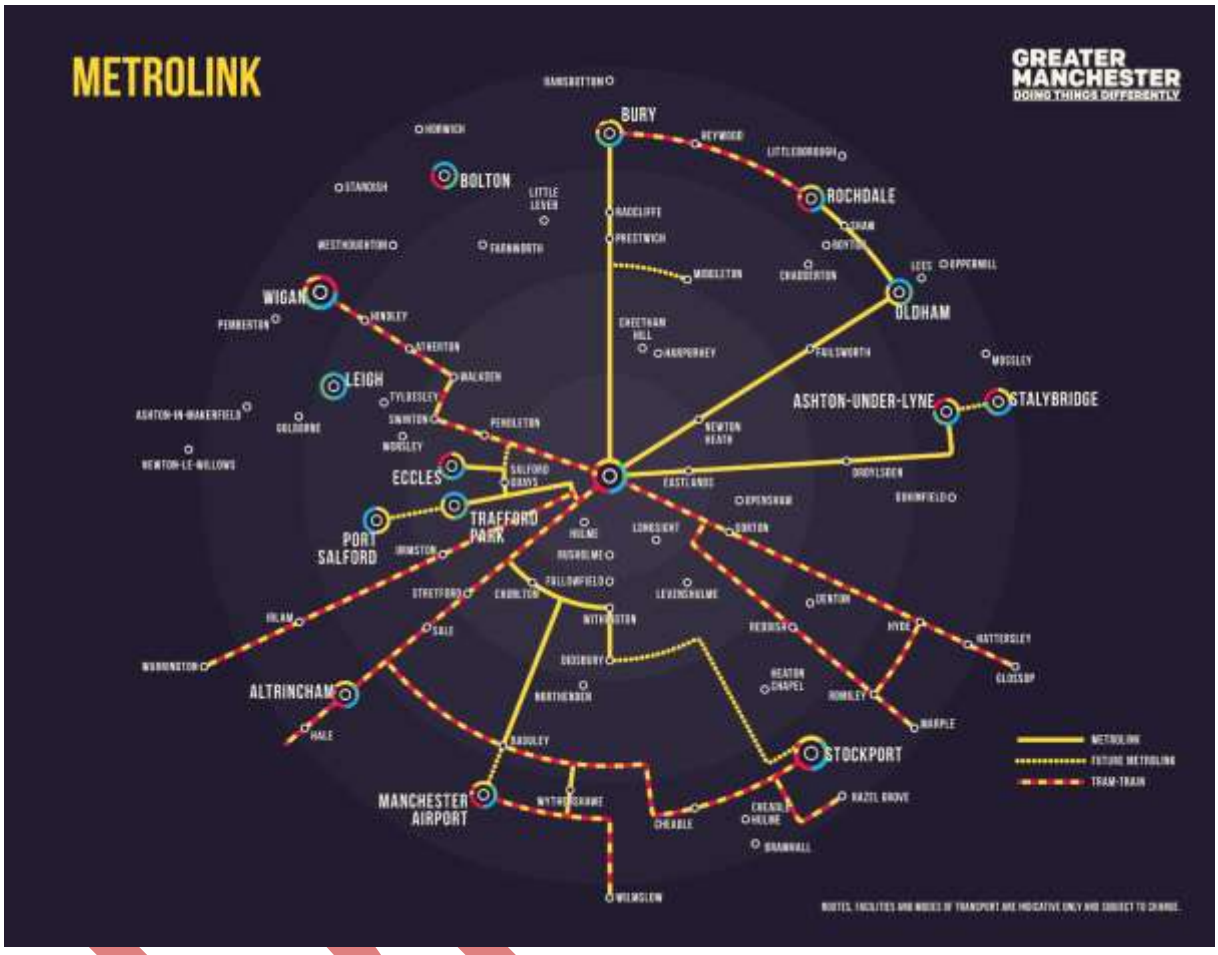
75. These activities represent a significant investment in the quality, capacity and reach of public transport in Greater Manchester, providing an attractive alternative to the private car and supporting our 2040 Transport Strategy vision.

76. Our Metrolink committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

77. Some of Our Metrolink interventions are associated with potential development sites that will be subject to appropriate planning approvals and developer contributions before they could proceed.

Introduction to Our Metrolink

78. Our public transport network plays a vital role in tackling congestion and providing access to work, leisure and other destinations. Increasing the use of public transport is key to achieving our Right Mix objectives of a non-car mode share of at least 50% of trips in Greater Manchester by 2040, and zero net growth in motor vehicle traffic in Greater Manchester.



Metrolink

79. Fixed-track rail (including Metrolink and tram-train) and bus rapid transit (which in this Delivery Plan means using bus technology to create services with some of the same characteristics as rail-based rapid transit) services are popular alternatives to car for longer journeys. They form an important element of our integrated and comprehensive network. Greater Manchester has invested heavily in its rapid transit network in recent years, as demonstrated by the recent opening of the Metrolink Trafford Park line and the Leigh-Salford-Manchester guided busway service.

80. **Our Network Phase 1:** Metrolink introduced contactless payment in July 2019, enabling a daily fare-cap for journeys on the network; the Trafford Park Line opened in early 2020; an additional 27 new trams have been ordered, adding 15% more capacity to the network; further Metrolink extensions are being explored, including an extension of the Airport line to Terminal 2 and Airport City, completion of the 'Western Leg' of the Airport line, and longer-term proposals to consider new connections to Port Salford, Middleton, Stalybridge and Stockport; the travel hub concept – including expanded park and ride

provision – is being developed; and three tram-train Pathfinder development projects are underway (see below). A draft feasibility study of tram-train services on the Atherton line has also been completed.

81. **Building on Metrolink's success:** Following a decade of expansion and associated patronage growth, the Metrolink operation is now focused on improving reliability, capacity and the customer experience of the existing network in order to further grow ridership and revenue. The renewals programme will invest in timely asset renewal. Particularly high standards will be applied to the maintenance and renewal of 'golden assets' - those that are critical to the operation of the system, such as signals or overhead lines. The Tram Management System project will be completed: this provides capacity improvements and real time passenger information. Other interventions will be implemented to improve customer experience at existing Metrolink stops.

82. **More trams:** Service frequency has increased on services to Ashton-under-Lyne, and the network will also benefit from the 27 additional trams and associated infrastructure to be delivered through the Transforming Cities Fund during 2020 and 2021. These will be used to increase the number of double units on the busiest services.

83. **New Metrolink connections:** The Metrolink network has recently successfully opened a further expansion, through the completion of the new £350m Trafford Park Line in early 2020. A bid was submitted to Government in December 2017 to extend Metrolink to an expanded Terminal 2 and the Airport City development at Manchester Airport, as the first phase of completing the Western Leg of the Airport Line. When complete, the Western Leg could serve Wythenshawe Hospital, the MediPark development, existing and proposed housing at Newall Green and Timperley Wedge, the proposed HS2/NPR Airport Station and surrounding development, Terminal 2, Airport City and the existing Interchange at Manchester Airport. The Western Leg is envisaged as a core component of unlocking a network of future services to the Airport zone using tram-train technology. A number of other potential new Metrolink connections have been proposed (see Map 3). These require further prioritisation to determine the sequencing of scheme development activity. The emerging Rapid Transit sub-strategy, which we intend to publish in the coming months, will play a prominent role in that prioritisation. This will allow us to focus our finite scheme development resources on those interventions that most effectively deliver our Right Mix targets.

84. **Improved Metrolink Connections:** There is also an intention to provide increased Metrolink frequency between Piccadilly and Victoria stations. In the HS2 and NPR Growth Strategy[2], we set out a plan to reposition Metrolink in a new integrated Piccadilly Station which will allow for significant future growth – this will enable additional metro/tram-train service development and further the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly.

New Stops and Upgrades

85. Upgrades have already been made at Cornbrook and Shudehill, and further Metrolink stop improvements are planned. With an initial focus on the Bury line, improvements at some stops will include measures such as new track crossings and access routes to stops, better lighting and CCTV, shelter renewals and carbon reduction measures. The

[2] https://www.tfgm.com/press-release/hs2-npr-growth-strategy

interventions listed in the Fares and Ticketing section of this document (see page 57) will also help us to build on Metrolink's success. Expansion of the Cornbrook stop will be investigated in association with additional track to enhance the operational flexibility and capacity of this major junction on the Metrolink System.

86. Business cases are being developed for new Metrolink stops to serve existing populations and potential new developments at Cop Road on the Oldham-Rochdale line and at Elton Reservoir on the Bury Line.

Tram-Train

87. We are currently studying the feasibility of testing tram-train technology in Greater Manchester, enabling new light rail vehicles to run on the same rail lines as trains. Tram-train technology and operations are common in other countries and will initially be tested through pilot Pathfinder projects on the Oldham to Heywood via Rochdale, Manchester to Hale via Timperley and Manchester Airport to Wilmslow via Styal sections of the network. A vehicle manufacturer market engagement exercise will take place to understand what technologies and suppliers could be available to help deliver a tram-train vehicle in the future as part of a wider rapid transit network. If successful, this could pave the way for a further expansion of the Metrolink network to make much better use of and create direct connections with our existing, extensive rail network, by the 2020s and 2030s.

88. Whilst it is a potentially transformational solution to increase the reach of our rapid transit network, there are significant hurdles to be overcome before tram-train technology can be implemented. We will need to consider the integration with long-distance rail passenger and freight services; the impact on existing rail and Metrolink contracts; and the financial and operational management of the new services. As such, we are working closely with Network Rail to progress this and embed the concept into the existing network.

89. **Regional Centre Metro Tunnel**: Increasing demand on the rapid transit network will in the long-term need to be accommodated by a major increase in rapid transit capacity in the city centre. Besides providing a step-change in capacity, a Regional Centre metro tunnel would improve rapid transit services between locations throughout Greater Manchester through conversion of shorter-distance-focused suburban rail lines to create a network of high-capacity metro services. It should however be noted that a Regional Centre metro tunnel is a major undertaking and would take a long time to develop and years to deliver from the start of construction.

90. A high-capacity metro system for Greater Manchester would provide fast and frequent rail-based services with excellent access to network hubs including Manchester City Centre. New sections of segregated infrastructure – probably involving tunnelling – would deliver a step-change in capacity through permitting longer vehicles than are feasible on the Metrolink system at present.

Our Rail

Summary

91. Rail is the third key element in the delivery of the public transport aspirations of Our Network. The following activities represent a significant long-term investment in the capacity and connectivity of public transport in Greater Manchester.

92. Whilst HS2 and NPR are potentially transformational in terms of increased capacity and economic growth, further investment is needed in advance of these interventions to meet passenger needs. Greater Manchester believes that if rail is to offer more convenient journeys and higher capacity in the long term, a step-change in 'metro' capacity is needed, namely turn-up-and-go services offering excellent access to network hubs. A higher-capacity metro network would boost the growth of the city-region and provide capacity in Manchester City Centre to operate most or all of the metro services.

93. Metro conversion of suburban rail lines would release capacity on the National Rail network for improved services on other routes, including inter-urban services. Access to HS2/NPR at Manchester Piccadilly would be much-improved and would not be impaired by the capacity constraints that will otherwise adversely affect rail access to Manchester City Centre by 2040. However, metro conversion is a long-term project, and there are urgently-needed improvements to the National Rail network in Greater Manchester in the short to medium term. Many National Rail services will not be suitable for metro conversion, and long-term investment will be needed in the infrastructure used by these services

94. Over the next five years, working with rail industry partners, we plan to progress a number of key priorities for GM and continue to develop long-term, large-scale projects that will improve the reliability, capacity and customer experience of rail travel through:

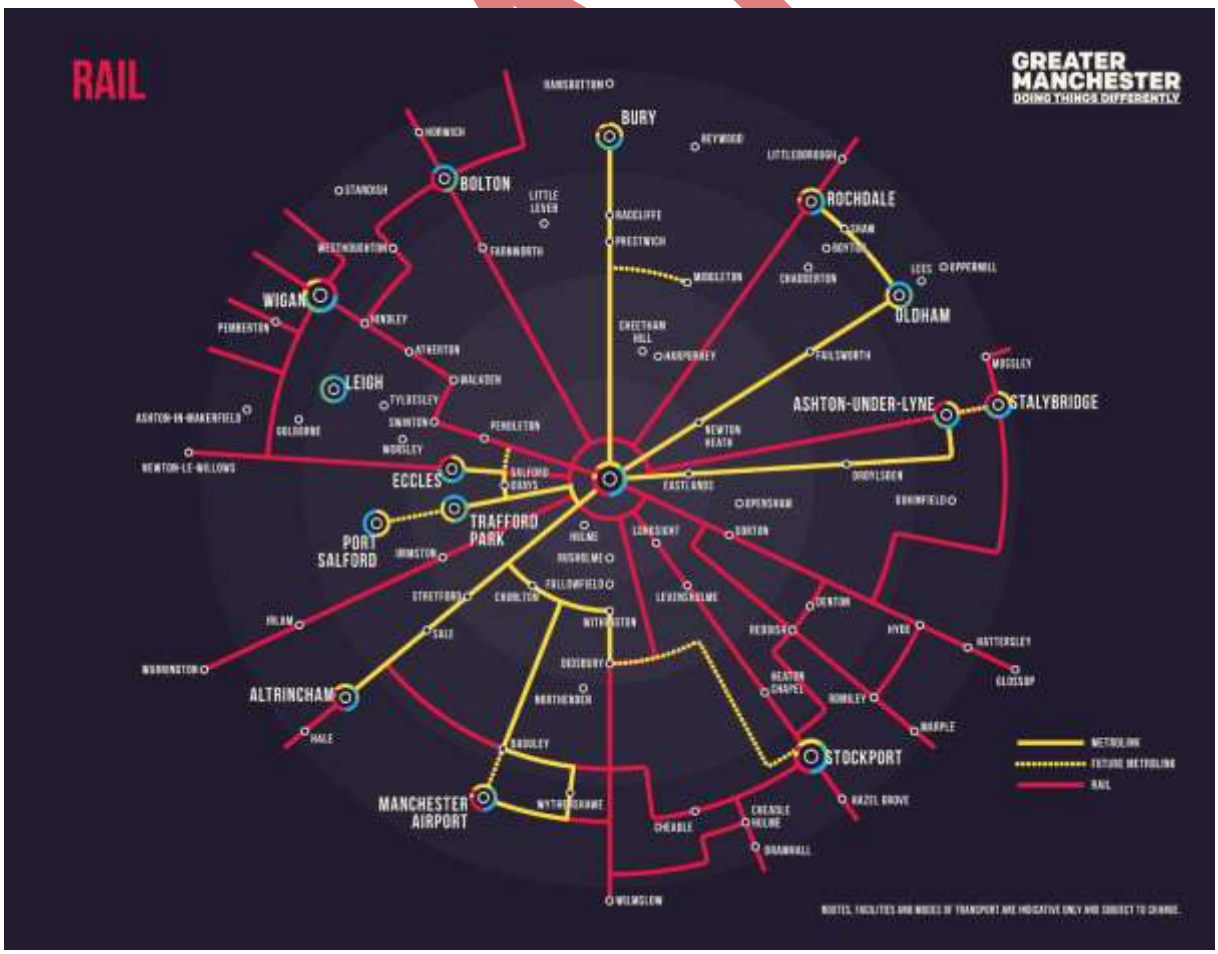
- **Central Manchester Rail Network (including Castlefield corridor) enhancements;**
- **Stockport area rail infrastructure improvements;**
- **A programme of rail improvements on key rail corridors such as the Warrington rail (CLC) line;**
- **Station enhancements including access for all improvements and platform lengthening;**
- **Train lengthening and introduction of new rolling stock;**
- **Development of new stations proposals; and**
- **HS2 / NPR (Northern Powerhouse Rail) including growth strategies at Piccadilly, the Airport, Stockport and Wigan, as well as Northern Chord and Golborne Link.**

95. Rail committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Rail

96. The National Rail network in GM has seen sustained growth in passenger and freight volumes over the last 20 years, as a result of the growth of the city-region and in particular the Regional Centre. Passengers are dependent on rail to access jobs, education, leisure and other opportunities available across the area. The current rail offering includes local services for commuters, regional services between core cities and to the city- region's airport, and long-distance services that connect GM with the rest of the country.

97. The network doesn't always meet passenger expectations, however, and customer satisfaction is low. GM launched its Our Prospectus for Rail in 2019, a masterplan to transform rail-based transport and deliver a doubling of the number of rail-based journeys in the city-region by 2040. In support of Our Prospectus for Rail, this section (as well as many of the improvements outlined in the previous Our Metrolink chapter) outlines the committed, planned investments and longer-term priorities for rail in Greater Manchester, including improvements to the classic rail network, new rail stations, and looking ahead to High Speed Rail.



Our Prospectus for Rail

98. In September 2019, the Mayor (on behalf of the GMCA) launched Our Prospectus for Rail, which sets out Greater Manchester's requirements for a transformational change in rail-based modes in the city region.

99. It made the case for greater devolution, and an alignment of governance procedures across TfGM, Transport for the North, HS2 Ltd and the Department for Transport. It also outlined a delivery plan and time frame for integrating fares and ticketing across all modes, reshaping rail franchises, introducing additional rolling stock, longer and more frequent trains, and for testing tram-train operation in Greater Manchester.

100. The Rail Prospectus makes clear Greater Manchester's ambition for a world-class metro system - similar to those found in other successful city-regions - which is high-capacity, high-quality, fast, frequent, reliable, accessible, and fully integrated with the wider transport network.

101. In addition to these interventions, we also view the delivery of High Speed 2 – including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan – as a committed intervention. High Speed 2 will be delivered beyond the timescales of this Delivery Plan, with Phase 1 now due to be complete between 2028-2031, and Phase 2 complete between 2035-2040. HS2 is illustrated on Map 3.

102. The most recent Northern and TransPennine Express rail franchises - which commenced in 2016 - were contracted to deliver an additional 40,000 seats on services every day across the North by December 2019. This commitment - and other franchise commitments, such as major investment in new rolling stock for local services, and a 'step-change' in service levels on many local routes - represented a significant step towards achieving many of Greater Manchester's strategic rail priorities. Whilst these operators have faced many well-publicised challenges – culminating in Northern's franchise being terminated early, and replaced by a government-run Operator of Last Resort (OLR) - Greater Manchester's position is that we will continue to work with the Government, the Rail North Partnership and Transport for the North to ensure these substantial improvements are delivered for the benefit of Greater Manchester's residents.

103. In future, it is hoped that the rail operations can be shaped so that they are better aligned with Greater Manchester's wider objectives. Taking the opportunity of reform in the railway industry being brought about by the Williams Review, we are pursuing greater devolution for rail – as set out in the Prospectus. This work will be aligned and consistent with progress being made by TfN for further devolution of powers from central Government, which would enable the North of England and potentially TfGM to shape future rail arrangements around our specific requirements, make better use of funding, and take firmer control over the management of rail service delivery.

104. **Rail Capacity Studies:** We are conducting a number of studies to understand where improvements are needed on our rail network and where we can work with Network Rail and train operators to provide more seats and more journeys. These include routes in Greater Manchester but also look at how we better connect with our neighbours in Merseyside, Lancashire, Cheshire, Yorkshire and across the North. These studies are crucial to building a strong evidence base to explore options for meeting future demand

and will help make the case for rail investment for the future. In addition, Rossendale Borough Council has undertaken a study to investigate options to introduce rail passenger services between Greater Manchester and Rossendale. Greater Manchester may offer its support in the future, should a sound business case be demonstrated.

105. **Rail Infrastructure:** TfGM will continue to work with the rail industry to develop options for further electrification to address capacity and crowding issues as well as in reducing the carbon footprint and air-quality impact of rail operations. Greater Manchester supported the development of the 2015 'Northern Sparks' report which identified a prioritised list of electrification projects and will continue to press the case for cost-effective electrification on routes which would offer the greatest benefits for the city-region. We will also continue to work with Network Rail and operators to deliver the Salford Central station upgrade. Investing now to deliver a fit-for-purpose station for the needs of the future is a key short-term delivery objective.

106. The upgrade of the Trans-Pennine route to Leeds is a national priority, with up to £3bn of investment earmarked by the Secretary of State for medium-term delivery in advance of Northern Powerhouse Rail. Electrification from Manchester to Stalybridge is committed. In Greater Manchester we would like to see this extended to Huddersfield / Leeds coupled with enhanced local train service frequency from Manchester on this route. In July 2020, the scheme was allocated an additional £600m by Government to ease congestion and improve reliability along the route, with an ambition for full electrification, digital signalling and additional freight capacity.

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

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

109. The case for intervention to improve the situation is already made and we will support industry and government in making these interventions at the earliest opportunity; including the case for expanding/redesigning Manchester Piccadilly so that it is fit for purpose for generations to come. There are still significant operational challenges which make it difficult to run the Castlefield Corridor reliably. Planned frequency enhancements are undeliverable, and to address this, and to get better, more reliable use from the corridor, the following changes are needed:

- Improved day to day operational fixes;
- A comprehensive review of services operating along the corridor;
- Tactical infrastructure interventions to support and optimise a revised effective, reliable service pattern; and
- Long-term investment in the Castlefield Corridor.

110. A Transport and Works Act Order for new platforms 15 and 16 at Piccadilly was submitted for consideration by the Secretary of State in 2015. We are yet to hear a conclusion from this process, pending further options analysis by Network Rail at the request of the Secretary of State. Greater Manchester is a key stakeholder in this analysis and will continue to apply pressure for the original solution proposed.

111. **Restoring Your Railways**: At the start of 2020 the Department for Transport (DfT) launched the Restoring Your Railway fund. This scheme is an invitation for MPs, local councils and community groups across England and Wales to propose how they could use funding to reinstate axed local services and restore closed stations. Greater Manchester has been successful with two of the submitted bids. These are Bury-Heywood-Rochdale which is in progress and Bury/Radcliffe to Bolton, which will commence work in 2021. A further round of bid submissions is expected to be announced by the DfT in 2021.

112. **Stations Alliance**: TfGM has developed alternative proposals to test working in partnership with operators and other industry stakeholders at many Greater Manchester rail stations. The key benefits set out in the GMCA Case for Change for these proposals include the ability to undertake station improvement and community developments; strategic development and regeneration; targeted accessibility improvements; and improved station operations and multi-modal staffing. In parallel, TfGM is exploring the option of gaining a station licence at Horwich Parkway which will allow us to take over responsibility for the management and operation of the station, improving customer service, strengthening our management capabilities, creating efficiencies and enabling more multi-modal working.

113. **Rail freight:** The movement of freight is a national and international issue, and the growth of the sector will have implications across Greater Manchester boundaries. A TfGM commissioned rail freight study showed significant opportunity for future rail freight growth in Greater Manchester if additional capacity on the network could be secured. TfGM will work with both private and private sector stakeholders, such as TfN, to adopt a pan-Northern approach to grow the market for rail freight.

114. We will also support activities to increase the amount of freight using the Manchester Ship Canal from the Port of Liverpool in order to minimise road miles. The opportunity to introduce rail and waterborne freight into Port Salford will be key to facilitate the delivery of Port Salford as a tri-modal logistics hub. We will also support the development of rail connections at other proposed and existing freight terminals which are brought forward by the private sector.

HS2 & Northern Powerhouse Rail:

115. Development work is underway to ensure that the phased arrival of HS2 from 2028 to 2040 brings the maximum possible benefits to Greater Manchester. This includes the preparation of Growth Strategies to capitalise on the benefits of HS2 at Manchester Piccadilly, Manchester Airport, Wigan and Stockport, and working with Transport for the North to develop a compelling case for investment in east-west rail connections through Northern Powerhouse Rail (NPR). Greater Manchester's aspirations for high-speed rail are summarised in our recent HS2 and NPR Growth Strategy. The Greater Manchester authorities support HS2 and NPR and want to ensure that the proposals have no detrimental impact on local services. TfN is also investigating the potential for a Manchester Airport Western Rail Link from the rail station at Manchester Airport to the Mid-Cheshire line near Knutsford; this would likely serve a strategic role beyond Greater Manchester – for example facilitating faster services from Manchester to Chester and North Wales.

116. The anticipated arrival of HS2 will put pressure on capacity on the conventional rail network at Stockport and more widely in South Manchester. The capacity pressure will be most significant during the period in which HS2 utilises the conventional rail network between Crewe and Manchester, before the opening of the new route via Manchester Airport. The network is already operating at capacity in the area, with it proving difficult for the railway to accommodate additional planned train services. We will continue to press for complementary interventions in the conventional network that will allow the full benefits of the major projects to be achieved, as well as providing additional capacity to improve local and regional services in the longer term.

New stations and stops

117. New stops and stations may be required to serve major potential new developments and there is also potential for adding new stops and stations to serve large towns that are presently not served by rail-based transport.

118. Following on from earlier work, we are further exploring the location of potential new stations in Greater Manchester. The ultimate purpose of this work is to provide new public transport options for people who live and work in the city region, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable. Findings from this work continue to emerge, but the intention is to progress sites with a positive economic and strategic case over the next five year period.

119. Over the next five years, we aim to complete business cases for the early delivery of stations in the areas of Leigh, Lostock Parkway, Little Hulton, Golborne, Slattocks, Dewsnap, Gamesley, Stanley Green and Cheadle. Continued engagement with rail industry partners and central government is a crucial element of this ongoing process, in order to identify opportunities to deliver and fund these new stations. It should be noted

that only a small number of them could feasibly be delivered between now and 2040 due to operational constraints, including the need to maintain a reliable and workable timetable. Greater Manchester will have to ensure all issues are considered before determining which are to be taken forward to delivery.

120. In the next five years, we will also develop options to enhance station facilities across Greater Manchester. This work will be focussed on access to and from stations, and will support efforts to provide residential, commercial and community facilities. It is proposed that - subject to planning approvals and developer contributions - existing stations will undergo major redevelopment, and in some cases, there is the potential for a new station to support development. Work across Greater Manchester is being undertaken in collaboration between the Greater Manchester Station Alliance, individual local authorities, Network Rail, Northern Rail, TfGM, the GMCA and transport regeneration body LCR.

121. Beyond the five year time period covered by this Delivery Plan, we will investigate opportunities for new stations where demand for rail travel has increased - and where investment in the network makes this possible - in locations such as Diggle, White City and Timperley East.

122. **Station Accessibility**: In April 2019, Department for Transport announced 73 stations to be awarded funding through the Access for All programme. In Greater Manchester, two stations were successful: Daisy Hill and Irlam. In March 2020 Government announced funding to create step-free access at Walkden station. TfGM will be working closely with Department for Transport, Network Rail and the train operator to progress these important projects. All work at successful stations is to be completed by the end of March 2024.

123. In addition to these significant improvements, in October 2019, TfGM (in partnership with Northern Rail) applied for Department for Transport Access for All Mid-Tier programme funding. The £20m programme was focussed on stations where accessibility improvements (such as the introduction of handrails) could be delivered with up to £1 million of Government support. TfGM and Northern were successful in their nomination of small-scale improvements at 22 stations in GM. It is anticipated that all interventions that make up that programme will be delivered by April 2024.

Our Streets

Summary

124. Transforming Greater Manchester's streets will be an essential component of achieving our Right Mix target and the network principles of our 2040 Transport Strategy. We will apply our Streets for All framework for everything we do on our streets. This approach will deliver changes across all types of street in Greater Manchester, including neighbourhood streets, high streets, connector streets and strategic roads and motorways. The ambition is to enable more people to walk, cycle and use public transport, and improve reliability for, in particular, buses and freight vehicles on the key route network serving our towns and Regional Centre.

125. Over the next five years we aim to invest in the GM highway network to deliver change that meets the aims of Streets for All. This will include:

- **Opening 420 miles of the Bee Network through construction of £275 million of high-quality walking and cycling schemes, and development of an additional £215 million of schemes proposed by the 10 local authorities;**
- **Implementation of town centre Streets for All schemes that unlock regeneration, make streets accessible to all, and support journeys by sustainable modes at Farnworth and Stretford, and development of 15 further town centre schemes across Greater Manchester;**
- **Realisation of the City Centre Transport Strategy through delivery of proposals including Streets for All schemes on Deansgate, Whitworth St as well as public realm improvements in key city centre squares such as Albert Square and Piccadilly Gardens;**
- **Developing Quality Bus Transit Corridors that will provide reliable, attractive bus facilities on bus routes across Greater Manchester, prioritising connections between Rochdale, Oldham and Ashton – See Our Bus section;**
- **Delivery of 55 miles of new routes and 140 new crossings across Greater Manchester by December 2021;**
- **Implementation of a Greater Manchester Bike Hire scheme, the first phase in the regional centre, will aim to provide access to public bikes within 500 metres of 100,000 households; and**
- **Delivery of £17m of Emergency Active Travel Measures across Greater Manchester, including over 60km of high quality cycling and walking routes enabled (subject to a successful funding bid).**

126. Our Streets committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Streets

127. We need to plan and manage how we use our roads and streets to enable more people to travel by public transport, walking and cycling. Growth in motorised vehicle use has resulted in congestion, air and noise pollution, road traffic injuries and increased severance between communities due to high traffic levels and speeds. We cannot build our way out of congestion; we have to tackle it by delivering a reliable bus network that competes with private car travel in terms of journey times and comfort, and a walking and cycling network that enables people to leave the car at home for short trips.

128. Delivery of the 2040 vision will require **developing new approaches to designing and managing streets** across Greater Manchester. To establish this, TfGM and local authorities have been working to deliver pilot schemes that support the Streets for All objectives detailed in the 2040 Transport Strategy. These include development of the **Bee Network**, undertaking **Streets for All Corridor Studies** on some of the busiest roads in Greater Manchester, establishing new ways of **managing freight and deliveries**, and applying Streets for All principles within **town centre regeneration projects**.

129. New approaches to appraising and developing new highways schemes will be required to support our Right Mix and zero-carbon objectives, to ensure new developments prioritise sustainable trips, and to make best use of our assets. Importantly, where schemes provide capacity for motor traffic, improvements will be delivered for walking, cycling and public transport by integrating new facilities, and where communities are bypassed, 'locking-in' benefits through measures to reallocate provide more space to active travel and public transport to ensure that traffic does not return to these streets.

130. To support this new approach, GM will be publishing a **Streets for All Strategy**. This strategy will set out why a change in how Greater Manchester's streets are designed and used is needed, the aims and objectives of Streets for All, and TfGM's approach to delivery. This strategy will be complemented by a **Streets for All Design Guide**, which will support the application of this new approach. This will establish key principles for new infrastructure on our streets based on street type and local needs, identify best practice to support scheme design, delivery and maintenance, and provide an audit tool to ensure proposals meet the needs of all people who use our streets. Key street types to Greater Manchester are shown in Figure 9 and sections below.

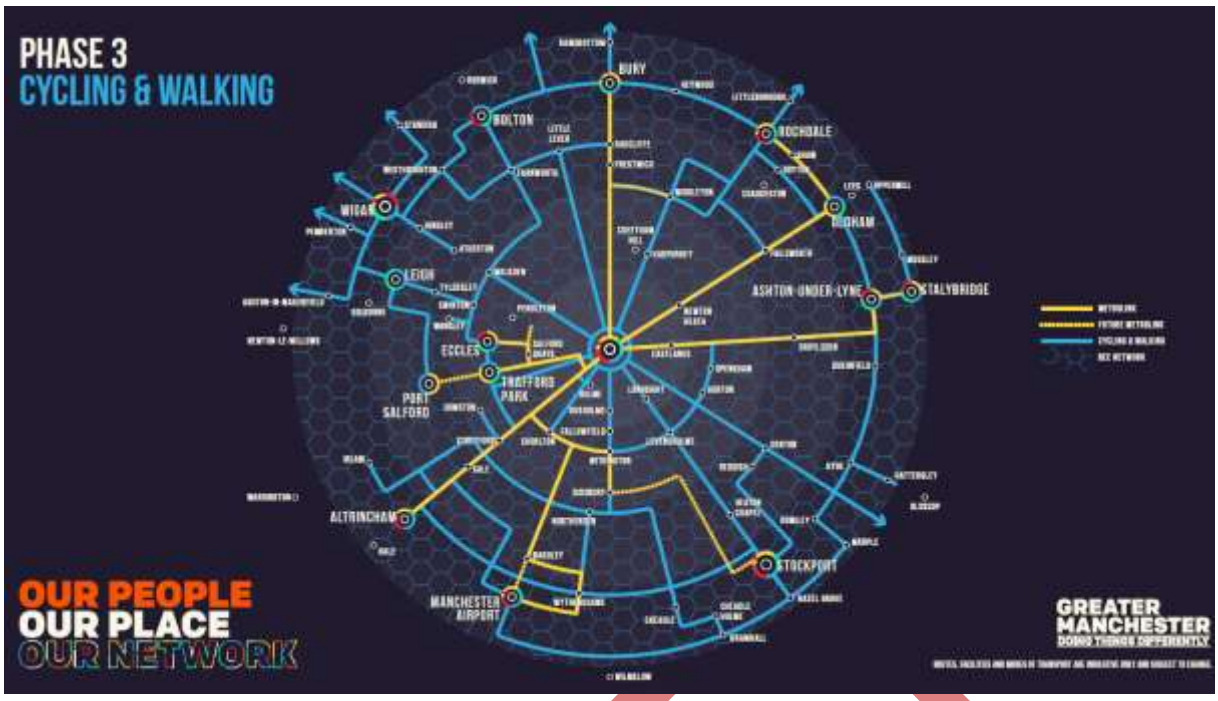
Figure 9: Our Types of Street in Greater Manchester

131. Building on this work, as part of the Congestion Deal, TfGM is updating our **Sustainable Communities Guidance** that seeks to guide delivery of sustainable transport measures within new development. This will form an essential tool in realising the growth across Greater Manchester, ensuring new development in the city-region enables and prioritises healthy, sustainable journeys through the delivery of well-connected places that support the Streets for All aims.

132. The following sections provide an overview of how we will deliver Streets for All through our ambitious walking and cycling programme, activities to transform journeys across our multiple street types, and our approach to managing our streets, including freight and maintenance. Details on individual schemes are provided in the supporting information for Maps 1: committed schemes to be delivered in the next five years, Map 2 - schemes for business case development and Map 3 – schemes for option development.

Cycling and Walking

133. The provision of world-class walking and cycling infrastructure, supported by strong community engagement, will enable active travel to become the natural choice for short journeys and, in turn, will make Greater Manchester a healthier, cleaner and safer place to live. The interventions in this section will primarily target shorter distance journeys of 5km or less and will contribute to achieving our Right Mix vision of 50% of trips to be undertaken by walking, cycling or public transport by 2040, as well as the objectives of Streets for All.



134. **Greater Manchester's Walking and Cycling Investment Plan** sets out bold plans to enable the majority of the 1 million more sustainable journeys needed each day to meet the Right Mix target to be made by foot and bike. This document set out the vision for **the Bee Network,** Greater Manchester's masterplan to transform travel on foot and by bike. The network is the longest planned walking and cycling network in the UK and, when complete, it will connect every neighbourhood of Greater Manchester. Developed through extensive consultation in 2018, the network will cost an estimated £1.5bn to deliver, and is made up of three core components:

- Protected Space: 435 miles of main road corridors and town centre streets with protected links, junctions and public realm improvements
- Removing points of severance: 2,400 crossings of busy roads or other points of severance (including rivers, canals and railway infrastructure) to connect quieter streets, providing 1,397 miles of the Network
- Filtered neighbourhoods: 17 identified to date where walking and cycling is prioritised.

135. Adhering to extremely high design standards, adopting and indeed going beyond those required in the Government's recently published on Cycle Infrastructure Design Guidance, and alongside a comprehensive wayfinding system, these elements will deliver a network that removes many of the barriers currently preventing Greater Manchester residents from walking and cycling for short, everyday journeys.

136. An updated Bee Network was published in June 2019 (see below). The network will ultimately connect all neighbourhoods, but early priority is intended for routes to key destinations such as town centres and major employment areas. The network will be regularly reviewed and updated in consultation with local people.

MAP 4

Walking and Cycling Committed Interventions, Unfunded Priorities and Longer term Development Priorities

Busy Beeways & Beeways

In the next five years...

Committed to delivery

Active Neighbourhoods

Upgraded junctions or New Crossing Points

Aim to complete business cases for early delivery

Upgraded junctions or New Crossing Points

Not shown on the map:

- City Centre Transport Strategy: Pedestrian improvements
- GM Public Rights of Way upgrades

Subject to planning approvals and developer contributions:

- GMSF Allocations walking and cycling improvements

Develop options

Not shown on the map:

- City Centre Wheel - cycle improvements

Cycling and walking schemes in response to Covid-19

Active Neighbourhoods in response to Covid-19
Cycling and walking prioritised

3 November 2020

137. **Mayor's Challenge Fund (MCF):** The GMCA has allocated £160m from 2018-2022 to fund the first phase of delivery of the Bee Network through the Transforming Cities Fund. At the time of writing, six rounds of scheme applications have been approved for programme entry by the GMCA, totalling 82 schemes with a total value of around £493m. With the existing available funds, Transforming Cities funding, combined with a total of £135m in local contributions, there is a funding gap of around £200m.

138. The current funding package will deliver approximately 10% of the Bee Network and the ambition is to deliver 10% of the network per year so it is complete within 10 years, estimated to require a further £1.3 billion in funding to deliver.

139. Map 4 presents the specific walking and cycling schemes that have been given programme entry through MCF. A range of other specific walking and cycling interventions to deliver the full Bee Network will be identified, funded and delivered throughout the life of this Delivery Plan.

140. **Active Travel Fund (ATF)**: Two tranches of Active Travel measures, with a value of £19m, are planned for delivery during 2020/21 in response to the Covid-19 pandemic, supporting the Greater Manchester economy to build back better.. These will enable over 60km of walking and cycling routes, schemes in seven town/city centres across GM, and over 50 modal filters restricting through motor traffic on local streets that will help address immediate challenges presented by Covid-19. These proposals will support town and city centres and access to employment and services, in particular for the most deprived communities. The measures will also help tackle longer-term critical public health challenges associated with physical inactivity and road safety, the climate emergency and the impact of congestion on the city-region's economy.

141. **Bike Hire:** Alongside the Bee Network, the GMCA is committed to delivering a network of easy access hire bikes. 74% of households in Greater Manchester do not have access to a bicycle, limiting their travel options. Greater Manchester Bike Hire seeks to address this issue and make accessing a bicycle more convenient. The first phase is planned to provide public bikes within 500 metres of 100,000 households. The scheme will be an important element of Our Network, with a phased approach to delivery. Phase 1 will focus on the regional centre which will help to develop the right model for a Greater Manchester-wide approach.

142. **Highways England Designated Funds:** There is also potential to secure additional funding from Highways England's Designated Funds for walking and cycling improvements. This is particularly the case where opportunities are identified to overcome barriers caused by heavily trafficked strategic roads, or where there are opportunities for people to switch to walking or cycling from existing short car journeys on the Strategic Road Network. Please refer to the Motorways and Trunk Roads section for further details.

Local Highways

143. To realise the aims of the Streets for All and 2040 Transport Strategy, we need to transform how Greater Manchester's local highways perform for people who travel along or spend time on them. This includes improving the way in which roads move people and goods across the city, but also their functionality as High Streets, neighbourhoods and local destinations where people live, shop, work and spend time.

144. To achieve this change, Greater Manchester is working to develop a more holistic approach to the delivery of street infrastructure that improves journeys for all users, alongside wider measures to better manage traffic and road safety. To support this change, a street typology approach is being developed through Streets for All that will seek to ensure that infrastructure we deliver meets the needs of all people, communities and businesses that live on and use our streets.

Active Neighbourhoods

145. Neighbourhood journeys are the most numerous type of trip identified under the four 2040 Transport Strategy spatial themes. These currently account for around 2.5 million journeys every day made in Greater Manchester, and it is expected that these and will need to increase by 20% by 2040 to meet our spatial theme targets.

146. Defined as local trips under 2km in length, these neighbourhood trips have highest potential to be made by foot and bike. However, 45% of these journeys are currently made by private car. To meet Right Mix targets, by 2040, we want many long trips to be replaced by short trips in Greater Manchester, with people having better access to local services close to where they live, and for at least 64% of these short journeys to be made by active travel. We will focus on delivering a significant shift to walking and cycling for these journeys from private car over the next five years.

147. To achieve Active Neighbourhoods, local streets need to be pleasant places to live and provide a safe and attractive environment for people to make every day local journeys by foot and bike: neighbourhoods where it comes naturally to travel actively as it is simply easier than getting the car out. In the next five years we will deliver Active Neighbourhoods projects across all 10 local authorities, alongside wider measures such as School Streets, and local road safety schemes.

148. More detail on our GM-wide approach to enabling this change is provided in the Walking and Cycling section of this document, with locally specific approaches and schemes presented in the appended Local Implementation Plans for each of 10 GM local authorities.

Town Centres

149. Greater Manchester's town centres contain many of our Destination Places and High Streets, which are essential to supporting our local economies and the quality of life of our residents. Transforming these places will be essential to enabling economic growth across Greater Manchester, as well as increasing the number of people travelling to them on foot, by bike and by public transport.

150. A renewed focus on town centre vitality and regeneration will result in more people living in and around our town centres and high streets. This will help to support local shopping, health, education and leisure facilities. Regeneration initiatives need to be underpinned by Streets for All principles, with a strong focus on improving the experience of walking, cycling, using public transport and spending time on streets, while ensuring other essential functions, such as deliveries, can happen efficiently and reliably.

151. Achieving this will require measures to improve walking, cycling and public transport infrastructure, minimise the impact of motorised traffic on people and public spaces, and

improvements to the public realm. Significant investment in access to town centres is committed through the Mayor's Challenge Fund for cycling and walking improvements, Growth Deal for public space and accessibility improvements, and new public transport interchange facilities such as in Stockport.

152. Work has also been undertaken as part of Streets for All Corridor Studies to develop opportunities to improve access by foot, bike and public transport at town centres and high streets located along some of the most heavily used roads in Greater Manchester. Following these studies, proposals to transform streets at Farnworth and Stretford have been submitted as part of Future High Street Fund bids to secure additional investment in the vitality, accessibility and attractiveness of these town centres. Further transport interventions to support the Mayor's Town Centre Challenge towns will be developed alongside regeneration proposals at Prestwich, Swinton, Stockport, Stalybridge, Stretford, Rochdale, Leigh and Royton.

153. More information on plans to integrate town centres with our public transport network can be found in the Our Rail, Our Metrolink, and Our Bus sections of this document. Quality Bus Transit will play a particularly important role in connecting our town centres, providing an accelerated programme that will strengthen links between bus and local centres through reliable, attractive services, integrated within wider public realm and active travel networks.

154. Details on challenges and future plans for key of town centres across Greater Manchester are provided in more detail within the appended Local Implementation Plans for each of 10 GM districts.

City Centre Streets

155. Formed of streets across the Greater Manchester street typology, from Destination Places to Strategic Roads, streets within the city centre are the most used in GM. To transform streets within the city centre, a new **City Centre Transport Strategy** is being prepared to set out a masterplan to provide the city centre with a world-class transport system, and make it a better place to live, work, invest and relax.

156. The measures within the Draft City Centre Transport Strategy include an action plan for infrastructure investment to support the vision for "a well-connected, zero carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit." This will deliver on the central aim for at least 90% of all trips to the city centre to be made by walking, cycling or using public transport before 2040, and for walking to become the main mode of travel within the city centre.

157. Key investment priorities for city centre streets within the strategy include redevelopment of Albert Square as one of the finest civic spaces in Europe, formalise the temporary arrangement that has removed traffic along Deansgate to make it a more attractive street for people on foot, and new and enhanced city centre cycle routes, including the Northern Quarter Cycle Route and Chapel Street. More information on schemes planned on city centre streets is available within the Draft City Centre Transport Strategy.

Connector Roads (including the Key Route Network and Major Route Network)

158. Connector Roads perform the widest number of roles across Greater Manchester. These roads support the movement of people across the city-region and beyond by bus, bike, foot, taxi and private cars, enable freight and goods to be delivered, while also providing place functions when they pass through local centres and residential neighbourhoods. Change in how these roads function will be essential to enabling people to travel by active and sustainable modes, while also reducing the impacts of congestion and supporting new residential and commercial development.

159. **Key Route Network:** A significant proportion of connector roads in Greater Manchester are part of the 600km Key Route Network. TfGM are responsible for monitoring and evaluating performance of this network and working with our local Highway and Traffic authorities to develop shared approaches to management and investment. Work to enhance this network include a continued programme of maintenance, incorporation of Streets for All principles within new infrastructure, and measures to support new development. More information on these approaches are in sections below.

160. **Streets for All Corridors:** Applying the Streets for All approach across Greater Manchester's highways network will be essential to increasing the number of sustainable journeys made by foot, bike and public transport. TfGM has undertaken seven Streets for All Corridor studies across 72 miles of the Key Route Network and highways in Greater Manchester. These studies have identified opportunities to improve these streets for all users, enhancing integration and quality of public transport on our roads, access to town centres and rapid transit hubs, and connectivity to and within local neighbourhoods. We will look for opportunities to develop and deliver these ideas and to study opportunities on other parts of the Key Route Network.

161. **Road improvements to support new development:** There are currently nine major street schemes, programmed for delivery within this plan that benefit from Growth Deal funding from Government. Each is linked to specific growth areas within Greater Manchester or to address specific congestion bottlenecks. These schemes willl apply the principles of Streets for All in design, and will deliver facilities to manage severance, support people travelling by foot or by bike, and improve public transport reliability and comfort.

162. Proposed new routes include new east-west connections in Wigan and Bolton; Carrington Relief Road, to enable the development of the Carrington growth area; and further phases of the Western Gateway Infrastructure Scheme (WGIS) to facilitate development at Trafford Waters and the tri-modal freight terminal at Port Salford. Integration of Streets for All principles will be essential to these schemes, and facilities to improve walking, cycling, and public transport journeys will be required on both new and bypassed routes.

163. These proposals will only be taken forward when there is an evidence base that shows the development proposals would not be deliverable without them, even with other on- and off-site mitigations. Where new roads are built to remove traffic from heavily congested local communities, projects will reallocate space on existing streets from

motor vehicles to walking, cycling and public transport as well as providing new and improved public spaces, to 'lock in' the benefits for local communities.

164. **Major Road Network:** The Government has established a Major Road Network (MRN) for England. This consists of the busiest and most economically important local authority roads across the country and is intended to complement the SRN. The MRN is supported by dedicated funding provided through the National Roads Fund, which utilises money raised through Vehicle Excise Duty. We have worked with Transport for the North to advise Government on priorities for investment in the first five years of the MRN (2020-2025). We will continue to work with Government and TfN to ensure that the MRN in Greater Manchester meets the requirements of our economy and residents, and to identify potential interventions for funding that apply the Streets for All principles (for example supporting buses on key corridors and overcoming severance by foot and bike).

165. **Congestion Deal:** The Mayor's Congestion Deal (2018) identified five clear causes of congestion: too many people travelling at the same time; too many short journeys by car; roadworks; poorly timed traffic signals; and people having no alternative to driving. The actions identified in the Congestion Deal embedded in this Delivery Plan will continue to be implemented over the next few years, including further investment in smart traffic signals, improvements to sustainable alternatives to cars and road freight, and working with businesses and communities to support people to make changes to when, how and where they travel so that they are less affected by congestion.

Strategic Roads & Motorways

166. Greater Manchester's network of motorways and trunk roads (forming part of the national Strategic Road Network) is managed by Highways England. Over the next five years, we will continue to work with Highways England to tackle congestion and deliver improvements to the network, particularly where such improvements can help directly to unlock new development. We will also work with Highways England through its Route Strategy process to identify the requirements for the SRN in Greater Manchester in the next Road Period (2025-30).

167. **Smart Motorways:** Highways England has delivered Smart Motorway projects on the M60 through the north and west of Greater Manchester (junctions 8 to 18) and M62 over Chat Moss (junctions 10 to 12) and is planning to convert further stretches of motorway to Smart Motorway in Greater Manchester, including on the M6, M56, and the M62 over the Pennines. Smart motorway projects increase road capacity and reliability faster and at less cost than traditional road widening schemes. They do this by using the space within the current motorway boundaries. Highways England, working with the Department for Transport, will also deliver actions emerging from the recent stocktake of safety on Smart motorways, including stopped vehicle detection and other technology enhancements. These actions focus on making smart motorways even safer and increasing public confidence in their operation. Smart Motorways will not fully address congestion issues, however, so a wider series of interventions across all modes are set out in this Delivery Plan.

168. **M60 North West Quadrant:** The next five years will see the completion of the M60 North West Quadrant Strategic Study which will produce proposals for action on and off the strategic road network. The next phase will focus on identifying packages of small schemes that can be developed to support the M60. Delivery of these interventions is

likely to start in the late 2020s. Within this study area Highways England is already committed to delivery of an improvement scheme at Simister Island (the junction of the M60, M62 and M66), work on which will commence in the next five years.

169. **Trans-Pennine Road Connections:** Highways England will shortly be delivering the Mottram Moor and A57(T) to A57 Link Roads, as part of a package to improve Trans-Pennine road connectivity between Greater Manchester and South Yorkshire. Options for the longer term are currently being considered as part of the Trans-Pennine Tunnel Strategic Study.

170. **Airport Growth**: Improvements to access Manchester Airport by road are planned to support its future growth. In addition to the implementation of Smart Motorway on the M56 between Junctions 6 and 8, Manchester Airport have planning obligations to upgrade the road network serving the Airport from the west via Junction 6 of the M56. The timing of this project is dependent on passenger growth, which will be influenced by the impact of the Covid-19 pandemic on air travel. Their design and implementation will need to be coordinated with highway access for the proposed HS2 station. It is likely that in the longer term, an increase in motorway capacity will also be required to accommodate the growth of the Airport. Highways England is leading a study to determine the interventions required to address demands in the airport area. We will continue to work closely with Highways England on this and future studies to determine the interventions required and to ensure that the role of and impact on local roads and sustainable travel are fully understood.

171. **Designated Funds**: Department for Transport has allocated £900m to Highways England over the six-year period from 2015 to 2021 to support a set of national Designated Fund'. These currently cover air quality; cycling, safety and integration; environment; innovation; and growth and housing. Greater Manchester has already benefited from these funds, especially for projects to reduce the severance impacts of the motorway network for people walking and cycling. Highways England's business plan for 2020-25 confirms that £936m will be allocated to a restructured set of Designated Funds covering safety and congestion; users and communities; environment and well-being; and innovation and modernisation. Confirmation is awaited of the exact criteria for allocating these funds.

172. **Environment:** Highways England is starting a speed limit trial to improve air quality at four locations on the motorway network in England, including on the M602 in Salford. The new reduced 60mph speed limit on the M602 between Junctions 1 and 3. We will continue to cooperate with Highways England to understand the environmental impacts of the SRN in Greater Manchester and the scope for and impacts of mitigation such as this speed limit restriction.

Managing Our Streets

173. **Moving traffic offences:** Moving traffic offences such as blocking yellow box junctions can contribute to congestion but currently need to be enforced by police officers. We will continue to promote the need to secure the powers from government for local Highway Authorities to enforce moving traffic offences that contribute to congestion because it would be a more cost-effective way of policing.

174. **Road Safety:** To achieve our ambition of Streets for All, we need to tackle the dangers that result in road collisions with the consequential loss of lives, serious injuries and the perception of these dangers that discourage cycling and walking. The 2040 Transport Strategy has set out our ambition to reduce deaths on our roads as close as possible to zero. Please refer to the Safety and Security section (page 61) for further details.

175. **Network Management:** Congestion can represent a significant barrier to economic growth, or blight surrounding communities. We need to increase the reliability of our existing network to ensure future growth is not constrained, with a particular focus on better managing the use of available road space and providing information to road users. Encouraging more sustainable and space-efficient modes of travel, as well as improving the connections between locations are other key elements.

176. The ten Greater Manchester local authorities, TfGM and Highways England will continue to work together to create a more integrated approach to the management of the highways network to minimise the impact of congestion on local communities, including managing longer routes that cross districts, a 24/7 control centre to manage the traffic lights, and better management of roadworks.

177. **Maintenance:** Each of the ten local authorities, in their capacity as Highways Authorities, has a statutory duty to maintain their highway, with TfGM coordinating strategic asset management of the Key Route Network through a KRN Asset Management Strategy developed in collaboration with the ten local Highway Authorities.

178. An indicative five year maintenance investment programme to 2022/23 has been developed for the main assets on the Key Route Network. Asset management investments for the maintenance of the key route network will focus on increasing preventative and planned maintenance, while reducing long-term reactive maintenance. A common scheme prioritisation framework will help determine future priorities, including a shared approach to bridge maintenance.

179. It is important to continuously monitor and manage key components. The performance of the key highway assets on the KRN will be reported and benchmarked wherever possible against similar regional KRNs. This involves regular reviews and checks to implement improvements quickly. Success is monitored through:

- Assessing annual condition survey results of key assets;
- Ensuring accurate and up to date data;
- Evaluating performance targets and service levels for key assets;
- Evaluating claims for compensation through injury or vehicle damage; and,
- Evaluating the results of the National Highway and Transport customer satisfaction surveys.

180. **Asset Management**: Ensuring that the transport system is in good condition is essential to supporting people to walk, cycle and use public transport more and continue to travel safely by car. TfGM is directly responsible for the maintenance and renewal of a range of transport assets, including: the Metrolink fleet and stops, bus stations, interchanges, offices, commercial estates, cycle hubs and car parks. TfGM continues ensure that we are

making the best use of capital investment, and operating budgets are efficiently applied to extend asset life and sustain long-term performance.

181. **Electronic Traffic Equipment Asset Management Strategy:** TfGM also act, on behalf of the GMCA, as owners and maintainers of electronic traffic equipment across the region. TfGM has deployed an Electronic Traffic Equipment Asset Management Strategy for 2018, to further embed integrated management for the long-term maintenance of these assets. Lifecycle plans and renewal strategies will now be developed through scheduled asset condition surveys to ensure we undertake the right treatment/renewal at the right time.

Freight and Logistics

182. Changes in consumer behaviour and the rise of omni-channel retailing - where customers engage with brands using a combination of different platforms, including physically, using a laptop and via smartphone - has a significant impact on the movement of goods. Balancing the needs of freight and passenger demand on our transport network will be increasingly important as freight continues to grow. A key challenge over the next five years will be how to deal with the growing demand for deliveries into Manchester city centre as it expands as a location for both retail, employment and residential development.

183. Influencing the movement of heavy and light goods vehicles on our roads is a key focus of this Delivery Plan. We will need to maximise the benefit to the economy while also managing the negative impacts on our local road networks and communities. In particular, enabling freight deliveries to be made more efficiently in urban areas could help us achieve major air quality benefits (see the Clean Air and Carbon section on page 55).

184. **Working with partners:** Giving practical assistance to developers and other organisations to minimise, re-mode or re-time freight, or to use more environmentally friendly and safer vehicles, will continue to be an important project over the next few years. For example, we will work with retailers to reduce the number of delivery vehicles serving premises at peak times, and with town and city businesses with the aim of reducing the number of waste collection trips. Given the levels of growth in housing and jobs planned over the coming years, it will also be important to work with developers to carefully manage the impact of major construction sites on our roads and local communities, through the implementation of construction logistics plans.

185. **Consolidation:** TfGM and the 10 local authorities will also work with the freight and logistics industry and large public sector organisations such as the NHS to introduce sustainable distribution where possible, including consolidation in urban areas and for public sector organisations. We will work with couriers and other delivery companies to support micro-consolidation and ‘last mile’ using greener vehicles.

Our Integrated Network

Summary

186. This section sets out the work in Greater Manchester that is progressing across a wide range of wider initiatives, in addition to the Our Bus, Metrolink, Rail and Streets interventions, to ensure that the transport system as a whole works more effectively; to reduce carbon and create cleaner air as well as to eliminate barriers to travel; and to proactively respond to changing transport innovations.

187. Over the next five years we aim to invest in developing and delivering interventions in the following key areas:

- **Clean Air - a package of interventions forming the Clean Air Plan that are reasonably expected to reduce NO_2 concentrations to legal levels and have wider air quality benefits;**
- **Carbon Reduction – measures that support the 2040 Right Mix, Five Year Environment Plan and the long-term aim for carbon neutrality by 2038;**
- **Innovation - Roll-out and mainstreaming of future mobility technologies that support the 2040 Transport Strategy Network Principles;**
- **Fares & Ticketing - Further phases of Greater Manchester's smart ticketing;**
- **Behaviour Change – targeted behaviour change activities through established programmes;**
- **Safety and security – road safety measures and programmes to make our transport network safe and secure for all users; and**
- **New multi-modal interchange facilities and travel hubs, including in Bury.**

188. Our Integrated Network committed schemes, unfunded priorities (for the next five years) and longer term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

Introduction to Our Integrated Network

189. Previous sections of this Delivery Plan have focused on projects specific to key modes of transport or enhancing infrastructure on our streets to improve the quality of places. The Our Bus, Metrolink, Rail and Streets interventions are proposed as they will also contribute to reducing carbon and creating cleaner air. We are also progressing a wide range of wider initiatives intended to ensure that the transport system as a whole works more effectively, to reduce carbon and create cleaner air as well as to eliminate barriers to travel and proactively exploring transport innovations. These activities are all in support of achieving the seven Network Principles set out in out 2040 Transport Strategy (see Page 10).

190. Motorised transport has brought great benefits to society, giving wide access to a range of employment, leisure and other activities, but its impact on the environment is damaging. Poor air quality is the largest environmental risk to public health in the UK and the evidence suggests that long-term exposure to air pollution contributes to the deaths of many people. The health impacts of air pollution impair residents' quality of life, reduce productivity and increase demand on public services. Cleaning up Greater Manchester's air is therefore a key priority for the Mayor, the local authorities and TfGM.

191. In the next five years, across the Our Integrated Network programme, we are committed to delivering a range of schemes including a number of clean air schemes (such as working with operators to retrofit buses) and customer-facing schemes (such as the smart ticketing programme and Mobility as a Service (MaaS) trials). Beyond the next five years, we will also be continuing our work with the TravelSafe partnership, to provide travel information and deliver innovation projects.

Clean Air and Carbon

192. Our proposals for a **Clean Air Plan** and reducing greenhouse gas emissions (including carbon dioxide) are crucial to improving the air we breathe and to protecting our planet for future generations.

193. Greater Manchester is currently developing a Clear Air Plan to tackle roadside nitrogen dioxide (NO_2) concentrations and to bring them down to legal levels. Our proposal, submitted to Government in March 2019, identified a package of interventions that are reasonably expected to reduce NO_2 concentrations in the 'shortest possible time', as required by Government. These measures, which propose a Class C Clean Air Zone with a daily penalty for non-compliant buses, taxis/PHV and HGVs from 2022 will extend to non-complaint LGVs from 2023. Further details on the policy behind the Clean Air Plan can be found on the GMcleanair.com website. Support for people who drive non-compliant vehicles will be provided in the form of Vehicle Renewal Schemes supported by a Clean Freight Fund, Clean Taxi Fund, Clean Bus Fund and Loan Finance. This will be assisted by ongoing activity, as summarised in previous sections, to improve Greater Manchester's active travel and public transport networks.

194. It should be noted that the Greater Manchester local authorities have been directed to identify measures for reducing NO_2 concentrations within the 'shortest possible time'. Therefore, although the interventions below are included in this Five Year Delivery Plan,

the 'shortest possible time' is likely to be well before 2025 and the interventions below are likely to be delivered much earlier than this.

195. Greater Manchester is committed to playing its part in delivering the international Paris Agreement target of containing rising global temperatures to well below 2^0C. Many interventions in this Delivery Plan contribute towards achieving our vision of creating a carbon efficient, climate resilient city-region with a thriving natural environment.

196. One of the ways Greater Manchester is acting is through the **5-Year Environment Plan** (launched in 2019, at the second Greater Manchester Green Summit). The Environment Plan includes key priorities for improving our air quality and reducing emissions caused by travel, including reducing the distance we need to travel, increasing the use of public transport and active travel, phasing out fossil fuelled vehicles, establishing a zero-emissions bus fleet and decarbonising road freight transport.

197. Greater Manchester has also demonstrated clear commitment, alongside global cities, to tackling climate change by becoming a signatory to three international commitments on climate change: The Integrated Covenant of Mayors, The Compact of Mayors, and the Under 2 Memorandum of Understanding.

198. In summary our commitments include:

- Investment in and expansion of the electric vehicle charging network: to support the transition to electric vehicles in Greater Manchester;
- Assessing and developing a roadmap to deliver a zero-emission bus fleet from 2025: electrification of the bus fleets will deliver significant emissions savings. Public transport is also far more carbon efficient on a per person basis;
- Transformation of cycling and walking infrastructure in Greater Manchester: Encouraging walking and cycling could significantly reduce fossil fuel use for short local journeys (see interventions in the Walking and Cycling section on page 43); and
- Reducing freight emissions: Assessing and developing a roadmap to reduce freight emissions through modal shift, increased efficiency and alternative fuels for heavy vehicles: goods vehicles are essential to our city-region but have limited zero emission alternatives. Low emission fuels and changes to logistics infrastructure could significantly reduce emissions output (see interventions in the Freight and Logistics section on page 53)

Future Mobility

199. Greater Manchester has a strong record in supporting and testing innovative transport solutions. We developed a Future Transport Zone bid in 2019 and although not successful in securing funding we plan to take forward many of the planned initiatives if funding can be secured. Our Future Mobility work would aim to test and trial transport innovations where they support our 2040 Transport Strategy ambitions such as: dynamic demand responsive public transport, e-mobility solutions (including e-bikes and e-scooters), first/last mile mobility hubs, autonomous transport services, dynamic kerbside management, e-freight consolidation, car clubs and a mobility platform that integrates

existing and new services bringing together customers and providers in new ways. We intend to pilot a new mobility platform, with the potential to bring together all mobility services from public and private transport providers, allowing people that live and work in GM to make end to end trips using different modes, charged against a personal mobility account.

200. In addition, we are involved in ongoing trial projects which explore how transport infrastructure, including smart bus stops, lighting and air quality monitoring can be connected to the 'Internet of Things'. Digital connectivity and technology are vital to enabling people to choose the best option for their journey. TfGM, working jointly with GMCA, will build on GM's strong digital industry to deliver a clear strategic vision on 5G, super-fast fibre optic, and commercial opportunities to maximise the value of GM assets.

Interchanges

201. In recent years Greater Manchester has invested in interchanges in a number of our town centres. There are projects in construction, committed schemes and those in development. Investing in key interchanges not only facilitates the integration of different modes of transport but also supports wider regeneration of key centres in Greater Manchester. The development of new interchanges, including in Stockport and Bury, is in our programme for the next five years.

Travel Hubs / Park and Ride

202. Future work in Greater Manchester will develop the concept of travel hubs – an evolution of the existing approach to park and ride. Travel hubs intend to take a more rounded view of improving the access to rapid transit stops and stations. The aim is to increase rapid transit customer numbers and support the Right Mix vision, while de-carbonising the access to our rapid transit stops and stations.

203. Subject to feasibility and business case, the travel hubs ambition extends beyond traditional park and ride to include integration of active travel, public transport, demand-responsive transport, such as Local Link, shared mobility, such as bike hire, and pick-up/drop-off provision. Features to be investigated include parking, storage and electric charging infrastructure for both private and shared vehicles. Facilities that benefit our customers and could generate net revenue for TfGM such as commercial businesses and logistics will also be investigated.

204. Parkway on the Trafford Park Metrolink Line is an example of a park and ride that is currently under construction, while Rochdale station is a candidate for developing the travel hubs approach.

Fares and Ticketing

205. TfGM has developed its get me there smartcard and Metrolink zonal fare structure to better integrate travel across Greater Manchester. Over the next few years, we will also be continuing work with Transport for the North to collaborate on ticketing initiatives that make travel by public transport across the North.

206. **Further phases of Greater Manchester's smart ticketing initiative:** TfGM are undertaking further work to explore wider ticketing & payment opportunities within

Greater Manchester. In particular, and in line with the principles of the 2040 Transport Strategy, there may be a strong strategic case for expanding contactless, pay-as-you-go on Metrolink including to other modes of transport which would result in a multi-modal ticketing customer offering across Greater Manchester. At present, the powers of the Mayor and the GMCA to introduce such a system are limited and may depend on the preferred option for the potential reform of bus in Greater Manchester. With that in mind, TfGM will continue to develop new opportunities for modern payment methods which travelling customers will increasingly want and expect for all modes

207. On behalf of the Mayor and the ten local authorities, TfGM provides funding for young, old and disabled people to travel at reduced fares or for free. Recent initiatives include:

- Our Pass: Launched as a two-year pilot in 2019, the pass entitles young people aged 16-18 to free travel on local bus services, as well as access to a range of exclusive opportunities.
- The Women's Concessionary Travel Pass: Launched in 2018, the pass entitles thousands of women affected by the change in the state pension age to free off-peak travel on bus, train and tram.
- Access to Apprenticeships: TfGM is supporting apprentices across the region with a free 28-day travel pass valid on bus and tram services.

208. In 2017, TfGM launched the get me there smartcard, which complements the get me there Metrolink app launched in 2016. This enables passengers to make integrated journeys by purchasing multi-operator and multi-modal products which are loaded on to the get me there smartcard. In July 2018, the GMCA approved a new zonal fare structure for Metrolink. This reduced the number of different types of fares available from 8,556 to just 10. This simplified the offer to customers, and also helps to achieve the full benefits of contactless pay-as-you-go ticketing by replacing return tickets with zonal daily capping. The zonal fare structure was introduced on Metrolink in January 2019 and was followed up later that year with Contactless pay-as-you-go on Metrolink, which provides a convenient and simple way to pay for travel, enabling customers to simply 'touch in' and 'touch out' with their debit/credit cards. The daily price is capped, and customers don't need to carry a separate travel card or ticket.

209. We are now seeing increasing numbers of people working or studying on a part-time, flexible or short-term contract basis, or home-working on some days. This means that flexible ticketing options are vitally important to support our rapidly changing economy. In response to this, TfGM has introduced the Clipper Metrolink ticket to enable customers to save money if they are working more flexibly or travelling less often than the conventional Monday to Friday working week. Clipper tickets can be purchased for use with get me there smart cards. Customers can touch-in before boarding and touch-out at their destinations, using the smart readers at Metrolink stops. It is hoped that this will make public transport more affordable, and easier to use, for flexible workers, part-time workers or anyone who travels regularly but not every day.

Customer Information

210. We have a vision to enable the provision of accurate, reliable and easy to understand travel information to residents, businesses and visitors of Greater Manchester when and how they choose – so they can make informed choices and get the most out of our transport networks. This supports TfGM's objective to make travel easier as well as meeting TfGM's legal requirements around information provision.

211. As part of this, we aim to provide consistent information to customers, engage with owners of external communication channels, make use of technology, and apply a dynamic approach to responding to the changing needs and expectations of our customers.

212. In recent years, TfGM has made significant steps towards meeting these goals. This includes:

- Enabling Metrolink accessibility information to be available on Google Maps;
- Releasing Metrolink fares as Open Data;
- Increasing the number of bus operators with real time data available on TfGM channels; and
- Building relationships with our external partners.

213. We have an established roadmap of improvements that follow the Customer Travel Information vision and principles which are wholly aligned to the organisational vision for the future.

214. The way customers access travel information continues to change, increasingly moving away from paper information to digital platforms – especially journey planners such as Google. Therefore greater emphasis is being placed on providing data to 3rd party developers so that more of our customers may access our travel information. We continue to develop our Open Data offering which will include a broader range of data on an updated Open Data Portal.

215. In addition, we are reacting to the impact of Covid-19 in recognising and developing new solutions to important customer requirements which aim to build confidence in travelling on Public Transport including:

- Providing tailored customer travel advice;
- Maintaining the regularly changing provision of timetable data for internal and 3rd party use;
- Greater visibility of cleaning routines across the different modes of transport
- Information regarding patronage and how busy the different modes of public transport are expected to be; and
- Increased information around the availability of cycling and walking schemes.

Behaviour Change

216. TfGM offers a free business travel advice service which encourages business, school and community engagement, and supports organisations that promote walking, cycling, public transport, flexible working and car sharing to employees. Benefits for organisations include sustainable travel grants (e.g. to pay for facilities or equipment), Personal Travel Planning for employees, and public transport ticket offers.

217. **Embedding Behaviour Change:** In addition to the specific behaviour change interventions and engagement with school, business and community groups, we will also embed behaviour change and road safety elements into the delivery of other programmes (shown in other sections), such as:

- Major town centre improvement packages, including in Stockport;
- Implementation of a Clean Air Plan;
- Delivery of new public transport and walking and cycling infrastructure;
- Delivery of the Mayor's Town Centre Challenge;
- Cycle parking provision at public transport interchanges;
- Further phases of Greater Manchester's smart ticketing initiative;
- Assisting planning authorities with an online toolkit to improve the process and quality of travel plans associated with new developments; and
- Developing ways to better integrate with other third sector cycling and walking delivery partners

218. Behaviour change activities are targeted in the areas where they will have the biggest impact in reducing congestion, reducing roadside air pollution and increasing levels of physical activity. The focus is on providing support and advice to encourage more sustainable ways of travelling or to reduce the number of trips (for example by homeworking); travel at different times to avoid travel in peak periods; or choosing a less busy or less polluted route.

219. Best practice and behavioural change theory have informed our priorities and helped to define the most appropriate audiences, locations and times for attention. These include:

- People commuting to work or travelling on business using our most congested roads who may be open to alternative, less congested options;
- People who are undertaking a life change, such as changing job location, starting a new school, or moving house and therefore are open to thinking about new daily journey; and
- People who live or work close to sustainable transport infrastructure or services who may not yet have considered how they can use it.

Safety and security

220. The 2040 Transport Strategy sets out our ambition to improve **road safety** and reduce deaths on our roads as close as possible to zero. Reducing road danger is a fundamental requirement for delivering Streets for All, and we are committed to working hard to achieve this ambition. TfGM is seeking to develop proposals for a new framework to eliminate road deaths and serious injuries. This new framework would be part of our overall Streets for All agenda, plans to improve walking and cycling infrastructure and our strategy to improve the bus offer and clean up the city-region's air.

221. TfGM is already supporting **Safer Roads Greater Manchester (SRGM)** by working with Greater Manchester partners to reduce road danger. We continue to work in partnership with the local authorities, Greater Manchester Police, Greater Manchester Fire and Rescue Service and other safer roads stakeholders to deliver road safety campaigns and physical measures to improve the safety of the Greater Manchester's road network. Examples of recent areas of work include campaigns and interventions such as BikeSafe and motorcycling assessments; younger and older driver events; awareness of excess or inappropriate speed; people sharing road space; driver distraction & impairment etc. using geodemographic segmentation to prioritise resources where appropriate.

222. In Greater Manchester people are at the highest risk of being Killed or Seriously Injured (KSI) in a road collision (relative to the proportion of journeys travelling by that mode) when riding a motorcycle. In order, they are followed by people cycling, walking, young car drivers and car passenger. Safer Roads Greater Manchester are taking a road danger reduction approach which tackles danger at source with a focus on ensuring vehicles are being driven safely, at safe speeds which, in turn, makes cycling and walking feel safer.

223. Public transport is a safe way to travel, but some people are deterred from using it by the fear of crime and anti-social behaviour. We will continue to tackle this issue through the TravelSafe Partnership. In addition, TfGM continues to work closely with KeolisAmey Metrolink, the operator of Metrolink, to respond to industry recommendations from the Rail Accident Investigation Branch, including those from the investigation in to the overturning of a tram in Croydon in 2016, as well as implementing and ensuring compliance with a range of regulatory security requirements as determined by the Department for Transport.

Funding

224. This section sets out how Greater Manchester is developing its future transport programmes in terms of strategic planning, funding and delivery.

Current funding

225. Delivery of Greater Manchester's aspirations set out in this plan will require long-term funding. This funding will need to be made up of:

- Revenue funding to carry on planning and developing proposals, running and maintaining services and providing direct revenue support for transport services; and
- Long-term capital funding to invest in new transport infrastructure and make improvements to our current networks.

Revenue Funding

226. Greater Manchester's revenue funding for transport comes from a number of sources, including:

- From the ten Greater Manchester local authorities in the form of a Transport Levy and a precept that the Greater Manchester Mayor sets on the local authorities for undertaking statutory transport planning duties on their behalf.
- Net revenues from transport operations owned by TfGM, after allowing for operating costs from Metrolink and some bus services.
- Revenue grants from Government as part of the Earn Back arrangement, and grants for work on the rail network and for specific projects like HS2 development.
- From GMCA reserves for specific initiatives.
- Local Authorities utilise their own revenue funding to maintain the highway network, to provide street lighting, cleaning and winter gritting.

227. This funding is agreed on an annual basis with GMCA and set against specific priorities. These priorities include:

- Concessionary travel schemes for the young, the disabled and the elderly.
- Provision of socially necessary bus services in the form of the tendered network, accessible transport and school services.
- Operational costs of providing the services we deliver, covering staff costs; operating and maintaining infrastructure; safety and security; the traffic signal network; and passenger information.
- Financing costs related to the loans GMCA has taken out to fund improvements, e.g. Metrolink.

- Work to develop the next set of ideas and interventions for improving the transport network and on devolution related activities.

228. Further information on the TfGM's budget for 2020/21 is given on the GMCA website[3].

229. GMCA and TfGM budgets are generally arranged with a two year settlement. Future budgets beyond 20/21 have yet to be set.

230. TfGM and partners are continuing to incur significant revenue costs funded from GMCA reserves and other funding streams to support scheme development and feasibility work on known GMCA priorities, including the development of potential transport solutions that will support the city-region's growth agenda and the development of the Greater Manchester Infrastructure Programme (see below).

Impact of Covid-19 on Public Transport Revenue Funding

231. As with other public transport modes, the onset of Covid-19 in March 2020 resulted in a dramatic reduction in bus patronage, falling to below 10% of normal levels in April. Some relaxing of the social distancing restrictions on buses during Summer 2020 allowed capacity to increase to c.50% of seating. Bus is now showing the largest growth out of public transport modes, though increasing at a slower rate than road traffic.

232. Central government initially put in place the Covid-19 Bus Services Support Grant (CBSSG) to provide temporary funding for the industry to cover the deficit caused by running close to normal operations, while experiencing significantly reduced revenues. Based upon CBSSG returns, TfGM estimates that public funding in Greater Manchester in August 2020 accounted for in excess of 50% of total costs. There is currently a rolling CBSSG funding deal in place with eight weeks' notice of any termination, but it is unclear how long this support will be in place.

233. Therefore, planning for the future is still severely limited. Along with other urban transport authorities, GMCA proposes a more sustainable package of government support to allow the bus network to get back to a position of stability to ensure Covid-19 recovery, and has co-signed a letter to the Secretary of State from the Urban Transport Group (UTG) members. TfGM and UTG propose the establishment of new arrangements that would route all public funding / subsidy for bus via city-region transport authorities, such as TfGM. This would allow such authorities to use that funding to buy those services from private operators that best deliver on the needs of the places they serve on the condition that fares are simple and more affordable.

234. A similar situation exists on Metrolink. During the outset of Covid-19 demand reduced to 5% to 10% of normal levels. During September 2020, patronage returned to up to 50% of pre-Covid-19 levels, and available capacity is limited by ongoing social distancing requirements.

235. Therefore, due to the impact of Covid-19, Metrolink has suffered a significant reduction in farebox revenues. For financial planning purposes, GMCA is assuming that the projected ongoing reductions in net revenues for Metrolink will be met from further government funding for the remainder of this financial year, with the risk of any overall

[3] https://www.greatermanchester-ca.gov.uk/who-we-are/accounts-transparency-and-governance/council-tax/council-tax-transport-funding/

shortfall net of Government grants being mitigated from reserves earmarked for the capital financing of Metrolink over the medium to long term. This use of reserves would not be a sustainable source of funding in subsequent years if Government do not continue to provide funding to cover ongoing shortfalls in Metrolink net revenues. TfGM proposes a more stable three-year package of government support for Metrolink to allow the network to get back to a position of financially sustainability, over the medium term.

Capital Funding

236. Transport improvements for Greater Manchester's local networks are funded via the GMCA capital programme, which is in turn funded by a combination of grants and borrowings. This capital programme excludes improvements on the national rail and motorway networks, which are funded by Network Rail and Highways England respectively.

237. The current GMCA capital programme is made up of a series of different funding sources, some local, some national, the spending of which has been prioritised locally. Table 1 below shows the current capital programme through to March 2021. The Greater Manchester capital programme up to 2020/21 is funded by:

- The Greater Manchester Transport Fund 1, including Earn Back[4], which has funded the A6 to Manchester Airport Relief Road and Trafford Park Metrolink line.
- The Growth Deal, which is delivering c.£400m of improvements through schemes such as Stockport Town Centre Accessibility Improvements, Salford Bolton Network Improvements and Tameside interchange.
- Transforming Cities Fund, Cycle City Ambition Grant and the Emergency Active Travel Fund, which are together delivering over £200m of major walking and cycling improvements across Greater Manchester.
- Transforming Cities Fund is also funding £83m towards 27 new Metrolink trams and supporting infrastructure, which will come into service between 2020 and 2021.
- The Government's Clean Air Early Measures Fund, from which Greater Manchester has secured c.£3m to deliver additional electric vehicle charging points.
- In February 2018, Greater Manchester, was awarded £3m from the national Clean Bus Technology Fund to help reduce harmful emissions from the region's bus fleet.
- Highways Maintenance capital improvements, with the ten local authorities spending approximately £90m between them over the next three years.

[4] The Greater Manchester Transport Fund 1 allowed Greater Manchester to 'earn back' a portion of additional tax revenue from GVA increases resulting from local investment in infrastructure. Earn Back provides an incentive for Greater Manchester to prioritise local government spending to maximise GVA growth.

- The Greater Manchester Housing Package included commitment from Government to progress key Housing Infrastructure Fund (HIF) bids through to co-development stage. Initial funding is being used to develop infrastructure schemes that will aid the delivery of housing in Wigan/Bolton, Salford/Manchester, and Stockport/Cheshire East.

- Local Authority capital funding to support highway maintenance and improvement.

238. In March 2018 GMCA successfully secured £23.8m from the Department for Digital, Culture, Media and Sport (DCMS) to deliver full fibre broadband to 1,500 public sector sites across Greater Manchester. **Table *1*** below shows the work that is left to do on delivering these programmes.

Table 1: GMCA Transport Capital Programme

Sum of Value (£k)	Column La					
Row Labels	**2017**	**2018**	**2019**	**2020**	**2021**	**Grand Total**
Our Bus Network	**£15,671**	**£8,075**	**£3,447**	**£3,461**	**£13,171**	**£43,825**
Bus Priority	£12,140	£5,923	£3,248	£3,461	£13,046	£37,817
Bus Rapid Transit	£3,531	£2,152	£199		£125	£6,007
Our Metrolink Network	**£79,558**	**£92,821**	**£113,890**	**£104,935**	**£47,708**	**£438,912**
Metrolink Enhancements	£5,449	£2,362	£23,609	£19,743	£25,836	£76,999
Metrolink Extensions	£69,574	£88,310	£89,220	£82,962	£15,079	£345,145
Metrolink Resilience	£4,535	£2,149	£1,061	£2,230	£6,793	£16,768
Our Rail Network	**£1,137**	**£10**	**£202**	**£420**	**£2,981**	**£4,750**
Park & Ride					£435	£435
Rail Stations Improvements	£1,137	£10	£202	£420	£2,546	£4,315
Our Streets	**£80,088**	**£77,678**	**£70,259**	**£52,135**	**£70,396**	**£350,555**
Active Travel	£3,952	£2,958	£8,306	£5,608	£28,355	£49,179
Growth Deal 3 Local Authorities					£1,369	£1,369
Highway Improvements	£955	£1,571	£4,362	£9,843	£14,824	£31,555
Highway New Links	£52,536	£49,967	£29,907	£13,149	£11,841	£157,399
Highway Resilience					£1,433	£1,433
Minor Works	£6,357	£8,980	£12,316	£16,349	£8,062	£52,064
Town Centre Streets for All	£16,288	£14,202	£15,368	£7,186	£4,512	£57,556
Our Integrated Network	**£19,875**	**£14,822**	**£16,172**	**£18,436**	**£15,199**	**£84,505**
Decarbonisation of the Fleet	£121	-£7	£351	£1,113	£5,206	£6,784
Interchange Programme	£16,377	£13,756	£15,202	£14,788	£9,949	£70,072
Smart Ticketing	£2,477	£1,073	£620	£2,535	£44	£6,749
Information Systems	£900					£900
Grand Total	**£196,329**	**£193,406**	**£203,970**	**£179,387**	**£149,455**	**£922,547**

239. Funding for the Highways England projects in this Delivery Plan is agreed with Government and is set out in the Road Investment Strategy (RIS) which covers five year periods. RIS2, which covers the period from 2020 to 2025, is supported by funding of £27.4 bn. This is drawn from the new National Roads Fund (NRF) created from receipts from Vehicle Excise Duty and which also funds improvements to the Major Road Network.

240. Within this funding settlement, and in addition to major committed schemes such as the Smart Motorways and Simister Island Improvement, Highways England has discretion to fund a range of smaller projects through its Designated Funds, for which £936m has been allocated in the next five years. We will work with Highways England to identify opportunities in Greater Manchester where use of Designated Funds may be appropriate

to deliver infrastructure. We will also work closely with Highways England on their Route Strategy process which is expected to commence in 2021 and which will inform the determination of funding needs and priorities for the next RIS which will commence in 2025.

Scheme Prioritisation and Delivery

241. This Delivery Plan includes a range of potential transport investments: from projects already being delivered and submitted to Government; through to initial ideas and concepts that still need further study. A large amount of work is required to develop, appraise and prioritise the transport interventions in this Delivery Plan – in other words, to make tough choices about where the limited funds available can make the biggest difference. This work will be overseen by senior transport leaders in the region, including the GMCA, the TfGM Committee and the TfGM Board.

242. The further work to develop the emerging investment programme will be guided, at the highest level, by Greater Manchester's 2040 Transport Strategy. Although the 2040 Transport Strategy provides the guiding principles to help Greater Manchester develop, appraise and prioritise transport investment, it is necessarily high-level. More detailed sub-strategies are therefore being prepared by TfGM, the Greater Manchester local authorities and other key stakeholders for specific modes or geographical areas. For example, the Airport and Piccadilly HS2 Growth Strategy[5] was published in 2018. Other sub-strategies, such as the City Centre Transport Strategy, Streets for All Strategy and Rapid Transit Strategy are in development. Each sub-strategy will identify specific ambitions that support the delivery of the 2040 Transport Strategy.

243. It will also be important to ensure that the development, appraisal and prioritisation process for the investment programme runs in parallel with the planning processes and ongoing studies of Greater Manchester's partners, including Highways England's Road Investment Strategy (RIS) periods, Network Rail's rail improvements pipeline, and the Strategic Development Corridor (SDC) studies currently being led by Transport for the North.

244. In pursuit of GM's 2038 aim of becoming a carbon neutral city-region, TfGM, on behalf of the GMCA in delivering this plan and the associated infrastructure, will work collaboratively with all those involved in creating and managing infrastructure assets to reduce carbon throughout the value chain (whole life carbon management).

245. Through initially determining if there is a need for new infrastructure, evaluating the potential for re-use of current assets and developing digital solutions, only building when necessary and ensuring that low carbon solutions are considered at all stages of the development, including future energy needed to operate the development, GM will lead by example and be on a pathway toward meeting the 2038 carbon neutral target.

[5] https://assets.ctfassets.net/nv7y93idf4jq/4sSHKQVxGMQuM488IMsWqG/cdc77581d9f6ce8d407b07976a2417e0/17-1060_HS2_Growth_Strategy.pdf

Future Capital Funding – Greater Manchester Infrastructure Programme (GMIP)

246. The Independent Prosperity Review[6], published in March 2019, undertook a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester's economy. It identified GM's:

    i. Key strengths (health innovation, advanced materials/manufacturing, digital/creative/ media and clean growth); and

    ii. Barriers to prosperity (skills, infrastructure, leadership & management, innovation adoption and health inequality).

247. In particular, the IPR identified that infrastructure investment can boost productivity and employment, creating prosperous towns linked to a strong economy – with GM's towns and cities mutually reinforcing each other.

248. To achieve this, GM needs the right integrated infrastructure to alleviate transport bottlenecks, support around 180,000 new homes and meet future carbon targets, and five million square metres of new employment land via an integrated Infrastructure Plan. Without this infrastructure, we cannot deliver the homes or economic growth we need.

249. The Greater Manchester Infrastructure Programme (GMIP) enables infrastructure to be developed in a comprehensive, placed-based manner, looking both at local schemes and the strategic programmes that support them at a city-region level.

250. The aim is for full integration of the process that links planning, prioritisation and then funding and delivery.

251. GMIP is based on the following key themes:

- A Place-based approach: integration of transport, housing and regeneration to give place-based investment packages/interventions;
- GM-wide strategic investment packages: delivering at scale, supported by integrated procurement, and strong integration with national agencies, infrastructure providers and utilities; and
- Strong governance: over 10 years' experience of robust governance and delivery, and an ability to manage and deliver investment with flexibility and hence more quickly.

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

[6] https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/

253. Greater Manchester's overall ambitions are summarised on the map below, which brings together GM's plans for:

- Growth through spatial plans;
- Connectivity through the 2040 Transport Plan;
- Innovation assets through Innovation GM; and
- World-class connectivity through our Full Fibre programme.

254. Greater Manchester has been asking Government to adopt the National Infrastructure Commission's (NIC) recommendation for multi-year infrastructure funding settlements to city regions who have developed the necessary strategic planning capability and governance. The NIC noted that the efficient planning and delivery of infrastructure is badly affected by uncertainty of funding. Through the publication of plans, such as this five year transport Delivery Plan, GM has put in place the strategic planning and governance required for an ambitious infrastructure programme that would unlock pipelines of future housing and connectivity. The 2020 Spending Review has, to some extent, acted on this recommendation and we look forward to working with Government to identify the benefits of investment in the interventions identified in Our Transport Delivery Plan.

Further Transport Devolution

255. Further devolution of transport functions from central Government is required, to equip Greater Manchester with the ability to create and efficiently manage a cleaner, more efficient and integrated transport network. Greater Manchester's ambition is to deliver a world-class, modern, integrated and reliable transport system , with radically improved bus services, investment to support the Clean Air Plan and a rapid reduction in carbon emissions, and local control of rail stations. This will reduce car dependency, clean up our air, and give our residents real choice about how they travel within an increasingly 'mode blind' transport system.

256. To deliver on this GM needs to work with government on areas including:

- More influence over the rail system, including control over stations;
- Powers to deliver a consistent, clean and welcoming taxi and private hire fleet;
- New powers to manage our road network; and
- A reformed and electrified bus system.

Measuring Success

257. As we make Our Delivery Plan a reality, we will need to assess whether the measures and policies we develop are ultimately helping to deliver our 2040 Transport Strategy. In order to do this, we are measuring performance through a series of key performance indicators (KPIs). These represent progress towards 'desired outcomes' and our adherence to the seven network principles outlined in the 2040 Transport Strategy.

258. In the tables in Appendix C are two types of indicators:

1. Customer Responses or 'demand-side' indicators that tell us what's happening in the travel market: patronage, mode split, satisfaction, propensity to use etc.

2. Operational or 'supply-side' is about how much we do (and how well we do it) to affect customer choices and perceptions.

259. Both need to be considered together because although customer data shows what works, the results lag behind our actions, so we need to know that those actions are happening according to plan in real time. Ultimately, our key goal is to make meaningful progress towards our "Right Mix" ambitions, with far more trips being made by active travel and public transport.

Next steps

260. Our Five Year Transport Delivery Plan shows how, over the next five years, we will make real progress towards the vision we set out in our 2040 Transport Strategy and delivering the ambition set out in Our Network. This Delivery Plan sets out concrete proposals for this large investment programme, to support driving this change across Greater Manchester. It shows, in detail, the investment Greater Manchester needs to achieve better, cleaner and more connected transport for all.

261. The investment programme set out in this Delivery Plan will also directly support spatial plan development in Greater Manchester, our Clean Air Plan and meeting our carbon targets.

262. TfGM, the GMCA and the ten local authorities are therefore united in their call to Government to take action and agree a new funding and devolution deal for Greater Manchester to make this Delivery Plan a reality.

Glossary

Term	Definition
2040 Transport Strategy	See Greater Manchester Transport Strategy 2040.
Bee Network	Greater Manchester's vision for the first fully joined up network of cycling and walking routes. The Bee Network comprises 1800 miles of planned routes which will connect every community in GM with a guaranteed high quality route to walk or cycle.
Bus Rapid Transit	A bus service that is mainly focussed on middle distance trips of 6km to 40km and is significantly faster than the usual, all-stops bus service. The Leigh-Salford-Manchester guided busway is an example of Bus Rapid Transit in Greater Manchester.
City Centre	The economic core of the city-region, which includes the area within the Manchester and Salford Inner Relief Route (MSIRR), the Oxford Road Corridor and the University of Salford area. The City Centre forms part of the Regional Centre, which is a larger area (see map below this table).
Cycle City Ambition Grant (CCAG) programme	A £262m national investment programme to make cycling easier and safer and give more people the confidence to take up cycling. Greater Manchester secured £42m of CCAG funding, which has delivered improvements such as the new-look Oxford Road corridor.
Greater Manchester Combined Authority (GMCA)	Greater Manchester's sub-regional political authority, made up of the ten Greater Manchester local authorities and Mayor. The GMCA is run jointly by the leaders of the ten authorities and the Mayor of Greater Manchester.
Greater Manchester Spatial Framework (GMSF)	A proposed spatial development plan for Greater Manchester, which is currently under review.
Greater Manchester Strategy (GMS)	The new plan for Greater Manchester, written by all ten local authorities, the Mayor, the NHS, transport, the police, and the fire service. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.
Greater Manchester Transport Strategy 2040 (GMTS2040)	Greater Manchester's long-term transport strategy, developed by TfGM on behalf of the Greater Manchester Combined Authority. Its vision for Greater Manchester is to have 'world-class connections that support long-term, sustainable economic growth and access to opportunity for all'.
High Speed 2 (HS2)	The planned new high-speed railway line which will connect London to the North of England. Phase 2, which will connect London and the West Midlands to the north, has been split into: • Phase 2a: (West Midlands to Crewe): to be completed by 2027

	• Phase 2b (full network to Manchester and Leeds): to be completed by 2033
Key town centres	Greater Manchester's principal urban centres outside the Regional Centre. The eight key town centres are Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan.
Key Route Network (KRN)	Greater Manchester's local authorities have defined a Key Route Network making up nearly 400 miles of Greater Manchester's busiest roads. While this is just seven per cent of the total length of the highways network, it carries some two-thirds of peak-time traffic. TfGM have strategic oversight and management responsibility for the Key Route Network, which includes monitoring and reporting on performance, and developing policies that will keep traffic moving. For a plan of the current network see Figure 10.
Manchester North West Quadrant (NWQ)	The stretch of the M60 between Junctions 8 to 18, which experiences high levels of congestion at present. A strategic study to develop solutions for the North West Quadrant, sponsored by the Department for Transport, is currently being undertaken by Highways England, Transport for the North and TfGM.
Metro	Turn-up-and-go electrically-powered rail-based rapid transit providing excellent access to the rapid transit hubs that it serves.
Mobility as a Service (MaaS)	The integration of various forms of transport services into a single mobility service, accessible on demand. To meet a customer's request, a MaaS operator offers a range of transport options, such as public transport, ride-, car- or bike-sharing, taxi or car rental/lease, or a combination thereof. The MaaS user is offered a single application with a single payment channel to access these mobility services.
Manchester and Salford Inner Relief Route (MSIRR)	The inner relief route around the City Centre, comprising the A57(M) Mancunian Way, A6042 Trinity Way, A665 Great Ancoats Street and A635 Ring Road.
Major Road Network (MRN)	The middle tier of England's busiest and most economically important local authority 'A' roads. The Department for Transport has dedicated a specific funding stream to improvements on MRN roads as part of the National Roads Fund.
Northern Powerhouse Rail (NPR)	A major strategic rail programme being developed by Transport for the North, designed to transform connectivity between the key economic centres of the North. NPR will include a combination of new routes with upgrades of existing infrastructure, over and above short and medium-term proposals for network upgrades.
Quality Bus Transit	Whole-route upgrades of key bus corridors, with a strong focus on quality, reliability, and integration into the urban realm.
Rapid transit	Any public transport service that offers significantly faster journeys than a stopping bus service for middle-distance trips. Examples in Greater Manchester to date include the Metrolink network and the Leigh-Salford-Manchester guided busway.
Regional Centre	Greater Manchester's primary economic centre. It includes the City Centre, The Quays to the west and the Etihad Campus / Central Park area to the east (see Figure 11).

Right Mix	
Road Investment Strategy (RIS)	A long-term approach to improve the Strategic Road Network. The first RIS (RIS1) covers the period 2015-2020. Highways England is currently carrying out studies to prepare for the second RIS (RIS2), which will cover the period post 2020.
Strategic Road Network (SRN)	The national network of motorways and trunk roads managed by Highways England.
Streets for All	Streets for All is Greater Manchester's new approach for delivering the 2040 Strategy vision, through a people-centred approach to decisions we make about how our streets are designed and managed. Our ambition to shift more travel to walking, cycling and public transport is essential to ensuring the prosperity of GM. We can only achieve this change in how people travel by creating streets in which people feel welcome to move through and spend time.
Town Centre Challenge	The Town Centre Challenge is a brand new proactive approach to urban development, with the Mayor pledging to bring together public and private landowners, developers, investors, housing providers, community groups and other key stakeholders.
Tram-train	Tram-train is a light-rail public transport technology enabling light rail vehicles with street-running capability to run onto main-line railway lines, which are shared with conventional trains. Tram-train technology is relatively common in countries such as Germany and France, but is novel in the UK; the first tram-train in the UK, between Sheffield and Rotherham, started operations in October 2018.
Transport for the North (TfN)	England's first Sub-National Statutory Transport Body formed to transform the transport system across the North of England. TfN brings together the North's nineteen bodies which are responsible for co-ordinating transport services – one of these is Greater Manchester.

Figure 10: Motorway, Trunk Road and Key Route Network

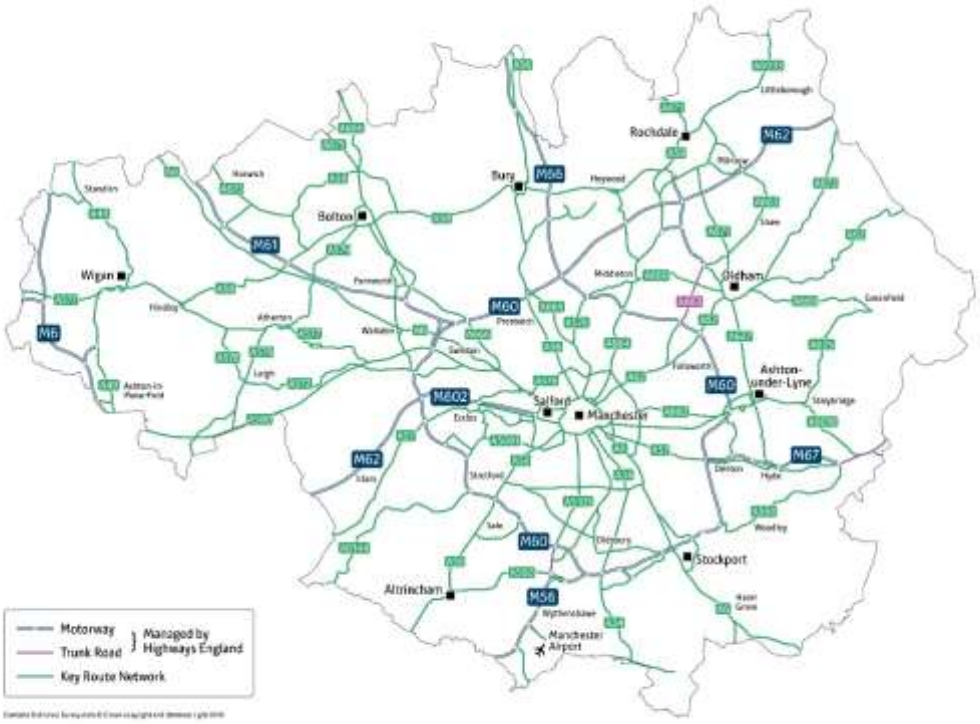
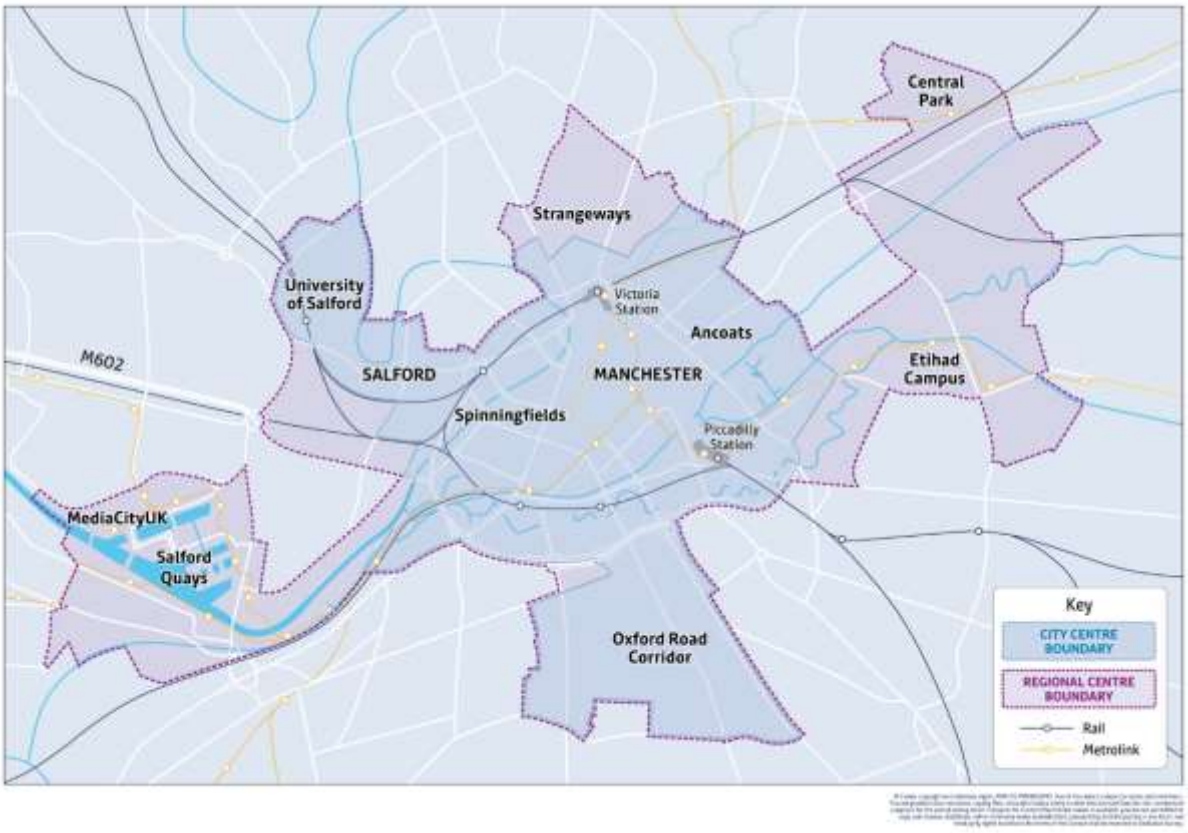


Figure 11: Definition of the City Centre and the Regional Centre



APPENDIX A: List of Interventions

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Our Bus		
Local Bus		
Bus Reform: assessment and implementation (if approved)	To consider realistic options for reforming the bus market in Greater Manchester as a potential mechanism to help achieve the vision for bus from the 2040 Strategy.	GM Wide
Salford Bolton Network Improvements	To create shorter, more reliable journey times for all road users and deliver better access to employment and local facilities for bus passengers as well as active travel measures.	Bolton/ Salford
Bus stop enhancements programme to improve waiting facilities at stops	Improve accessibility to encourage mode shift by increasing the attractiveness of bus networks.	GM Wide
Concessionary fares scheme	To provide free or reduced cost travel for specific groups including the elderly, young and disabled people. This will also encourage mode shift in Greater Manchester.	GM Wide
Socially necessary bus transport services delivery and review (including supported bus services, Ring & Ride and Local Link)	To provide socially necessary public transport services which are not commercially viable, using where possible zero tailpipe Emission Capable (ZEtC) vehicles.	GM Wide
School transport services delivery and review	To deliver opportunities for more efficient school transport across Greater Manchester, using where possible zero tailpipe Emission Capable (ZEtC) vehicles.	GM Wide
City Centre North West: Deansgate – New Bailey – Chapel St Area	To improve the streets in the area for walking, cycling and placemaking, along with the reliability of bus journey times. Improvements include public realm enhancements, temporary measures and bus gate improvements.	Manchester / Salford
Our Metrolink		
Metrolink		
Additional Metrolink vehicles (27 new trams) and associated infrastructure – enabling the use of more double unit vehicles between Bury and Altrincham, and Shaw and East Didsbury	To increase Metrolink capacity into and through the Regional Centre, in order to facilitate continuing economic growth and access to services and encourage mode shift.	GM Wide

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Metrolink Renewals Programme	To intelligently invest in timely asset replacement.	GM Wide
New Stops and Upgrades		
Shelter and Lift Renewals	To provide Metrolink shelter upgrades and lift renewals across Greater Manchester.	GM Wide
Our Rail		
Rail		
Hope Valley Line improvements (to Sheffield) including new passing facilities	To increase capacity so that the line can continue to carry mixed traffic and complement NPR services. Line improvements will improve reliability of services between Manchester and Sheffield.	Manchester / Stockport
Central Manchester Rail Network (including Castlefield corridor) enhancements- early interventions	To begin to address the critical capacity constraints on the rail network in the Regional Centre, which will need to grow further to accommodate the forecast levels of employment growth.	Manchester
Salford Central station upgrade	To provide additional capacity by re-opening disused platforms (3, 4 and 5). This will improve access to this part of the City Centre by rail, reducing pressure on neighbouring stations/ corridors.	Salford
Daisy Hill Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Bolton
Irlam Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Trafford
Walkden Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Salford
Rail Station Accessibility Programme to delivery accessibility improvements at Mills Hill Station	To maximise existing rail assets to provide better facilities, improve transport integration and delivery community benefits.	Rochdale/ Oldham
Daisy Hill Station bridge deck replacement	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bolton
Our Streets		
Walking and Cycling		
GM Active Travel Fund Programme	To support creating a safe environment for walking and cycling that supports social distancing.	GM Wide

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 1: B6226 Chorley New Road	Bee Network delivery into the northwest of Bolton town centre	Bolton
Mayor's Challenge Fund Tranche 5: Bolton Town Centre Phase One (East)	Bee Network delivery in Bolton town centre	Bolton
Mayor's Challenge Fund Tranche 6: Westhoughton Bee Network Phase 1	Bee Network delivery in Westhoughton	Bolton
Mayor's Challenge Fund Tranche 6: Astley Bridge-Crompton Phase 1	Bee Network delivery in Astley Bridge and Crompton	Bolton
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Oldhams Estate	Active Neighbourhood delivery in North Bolton.	Bolton
Mayor's Challenge Fund Tranche 1: New and Upgraded Crossing Points and Junctions, Bury	Targeted Bee Network junctions and crossings in Bury	Bury
Mayor's Challenge Fund Tranche 5: Fishpool Neighbourhood Bee Network	Bee Network delivery in Fishpool	Bury
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Prestwich	Active Neighbourhood delivery in Prestwich.	Bury
Mayor's Challenge Fund Tranche 6: Elton	Bee Network delivery in Elton	Bury
Mayor's Challenge Fund Tranche 6: Pimhole	Bee Network delivery in Pimhole	Bury
Mayor's Challenge Fund Tranche 6: Radcliffe Central	Bee Network delivery in Radcliffe	Bury
Mayor's Challenge Fund Tranche 1: Manchester to Chorlton	Busy Beeway delivery between Chorlton-cum-Hardy and Manchester City Centre.	Manchester /Trafford
Mayor's Challenge Fund Tranche 4: Levenshulme: Our Active Streets	Active Neighbourhood in Levenshulme.	Manchester
Mayor's Challenge Fund Tranche 4: Mancunian Way - Princess Way Junction	Major junction improvement, including transformational cycling and walking facilities at Mancunian Way/Princess Rd.	Manchester

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 4: Rochdale Canal Bridge 88-80a	Bee Network delivery through canal towpath upgrade in East Manchester.	Manchester
Mayor's Challenge Fund Tranche 4: Route86 (Northern Quarter Piccadilly-Victoria)	Bee Network delivery in Manchester city centre.	Manchester
Mayor's Challenge Fund Tranche 5: Northern and Eastern Gateway	Bee Network delivery in Ancoats/New Islington.	Manchester
Mayor's Challenge Fund Tranche 6: Beswick Filtered Neighbourhood	Active Neighbourhood in Beswick.	Manchester
Mayor's Challenge Fund Tranche 6: Manchester Cycleway	Upgrade of Fallowfield Loop to Bee Network standard.	Manchester
Mayor's Challenge Fund Tranche 1: King Street foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham
Mayor's Challenge Fund Tranche 1: Union Street West foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: in Oldham	Active Neighbourhood delivery in Oldham	Oldham
Mayor's Challenge Fund Tranche 6: Oldham Town Centre Improvements	Bee Network delivery in Oldham town centre.	Oldham
Mayor's Challenge Fund Tranche 6: Chadderton Improvements	Bee Network delivery in Chadderton.	Oldham
Mayor's Challenge Fund Tranche 6: Royton Town Centre Connection	Bee Network delivery in Royton.	Oldham
Mayor's Challenge Fund Tranche 1: Castleton Local Centre Corridor	Busy Beeway delivery between Castleton and Rochdale	Rochdale
Mayor's Challenge Fund Tranche 4: Castleton Rochdale Town Centre Phase 2	Busy Beeway delivery between Castleton and Rochdale	Rochdale

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Milkstone and Deeplish	Active Neighbourhood delivery in Milkstone and Deeplish	Rochdale
Mayor's Challenge Fund Tranche 1: Chapel Street East Phase 1 Demonstrator Project	Busy Bee route delivery in Salford city centre.	Salford
Mayor's Challenge Fund Tranche 1: SBNI - A6 Broad Street / B6186 Frederick Road	Junction upgrade to facilitate Bee Network connections in the Salford University area.	Salford
Mayor's Challenge Fund Tranche 2: Swinton Greenway	Busy Bee route delivery in Swinton through upgrade of former rail alignment.	Salford
Mayor's Challenge Fund for walking and cycling Tranche 2: Trinity Way/Springfield Lane Junction Upgrade	Junction upgrade to facilitate Bee Network connections.	Salford
Mayor's Challenge Fund Tranche 3: Trafford Road	Busy Bee route on Trafford Road, Salford Quays.	Salford
Mayor's Challenge Fund Tranche 4: Barton Aqueduct	Reinstatement of towpath on historic Aqueduct, providing a key Bee Network connection between Trafford Park and Eccles/Barton-upon-Irwell.	Salford/ Trafford
Mayor's Challenge Fund for walking and cycling Tranche 4: Liverpool Street Corridor	Busy Beeway delivery on Liverpool St to facilitate a major cycling and walking connection to the city centre from the west.	Salford
Mayor's Challenge Fund Tranche 5: Broughton Cycleway Enhancements	Busy Bee route delivery through upgrade of existing light segregation on Great Clowes St/Blackfriars Rd corridor.	Salford
Mayor's Challenge Fund Tranche 5: Chapel Street East Phase 2	Busy Bee route delivery in Salford City Centre.	Salford
Mayor's Challenge Fund Tranche 5: Chapel Street/Trinity Way	Junction improvement for cycling and walking to facilitate Bee Network connections.	Salford
Mayor's Challenge Fund Tranche 5: Gore Street Connection	Bee Network delivery in Salford City Centre.	Salford
Mayor's Challenge Fund Tranche 5: Oldfield Road Corridor	Busy Bee route delivery in Salford City Centre.	Salford

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 5: Ordsall Chord Riverside Connection	Bee Network delivery in Salford City Centre.	Salford
Mayor's Challenge Fund Tranche 5: RHS Links	Bee Network connections to new RHS Bridgewater site in Worsley.	Salford
Mayor's Challenge Fund Tranche 5: St. Johns to New Bailey Bridge	New pedestrian and cycle bridge across the Irwell providing a new Bee Network connection between Salford and Manchester city centres	Salford
Mayor's Challenge Fund Tranche 1: Gillbent Road - Crossing Upgrade, Stockport	Upgraded Bee Network crossing delivery in Bramhall/Cheadle Hulme.	Stockport
Mayor's Challenge Fund Tranche 2: Hazel Grove Bee Network Phase 1	Bee Network delivery in Hazel Grove.	Stockport
Mayor's Challenge Fund Tranche 4: A6 MARR Links Phase 1	Bee Network links connecting communities to the cycle/walking route alongside the A555 in Bramhall, Cheadle Hulme and Hazel Grove.	Stockport
Mayor's Challenge Fund Tranche 4: Bramhall Park to A6	Busy Beeway delivery on the A5143 corridor between Bramhall and Hazel Grove.	Stockport
Mayor's Challenge Fund Tranche 4: Stockport crossings package	Bee Network crossings delivery in Stockport.	Stockport
Mayor's Challenge Fund Tranche 4: Heatons Link Phase 1	Bee Network delivery in the Heatons.	Stockport
Mayor's Challenge Fund Tranche 4: Ladybrook Valley	Bee Network delivery in the Ladybrook Valley, Cheadle Hulme.	Stockport
Mayor's Challenge Fund Tranche 4: Stockport Interchange	Delivery of Bee Network connections as part of the Stockport Interchange project, including linking Stockport station to Stockport town centre.	Stockport
Mayor's Challenge Fund Tranche 5: Stockport to Offerton	Bee Network Delivery between Offerton and Stockport to provide a route into the town centre from the south east.	Stockport
Mayor's Challenge Fund Tranche 6: Romiley Neighbourhoods & Links Phase 1	Active neighbourhood delivery in Romiley.	Stockport
Mayor's Challenge Fund Tranche 6: Thomson Street Bridge Phase 1	Bee Network connections to Thomson Street Bridge in Edgeley and Stockport town centre.	Stockport

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Cheadle Heath	Active Neighbourhood Delivery in Cheadle Heath	Stockport
Mayor's Challenge Fund Tranche 1: Tameside Active Neighbourhoods	Active Neighbourhoods delivery in Tameside.	Tameside
Mayor's Challenge Fund Tranche 4: Crown Point	Major junction improvement for cycling and walking to facilitate Bee Network connections in Denton.	Tameside
Mayor's Challenge Fund Tranche 5: Ashton South	Bee Network delivery in Ashton town centre.	Tameside
Mayor's Challenge Fund Tranche 5: Ashton Streetscape Scheme	Bee Network delivery in Ashton town centre.	Tameside
Mayor's Challenge Fund Tranche 6: A57 Denton to Hyde	Busy Beeway delivery on the A57 corridor between Denton and Hyde.	Tameside
Mayor's Challenge Fund Tranche 1: A5014 Talbot Road	Busy Beeway delivery through upgrade of the existing light segregation provision on the A5014 in Talbot Road in Old Trafford	Trafford
Mayor's Challenge Fund Tranche 2: Talbot Road Junction Upgrades	Busy Beeway delivery through upgrade of the existing light segregation provision on the A5014 in Talbot Road in Old Trafford	Trafford
Mayor's Challenge Fund Tranche 4: Wharfside Way - Moss Road	Busy Beeway delivery on Wharfside Way and Moss Rd in Trafford Park.	Trafford
Mayor's Challenge Fund Tranche 5: Urmston Area Active Neighbourhood	Active Neighbourhoods delivery in Urmston	Trafford
Mayor's Challenge Fund Tranche 6: Seymour Grove Phase 1	Busy Beeway delivery on Seymour Grove in Old Trafford/Firswood	Trafford
Mayor's Challenge Fund Tranche 6: North Altrincham Bee Network	Bee network delivery in North Altrincham, including connecting Altrincham town centre to the Bridgewater Way	Trafford
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Sale	Active Neighbourhood Delivery in Sale	Trafford
Mayor's Challenge Fund Tranche 1: Victoria Street/Warrington Road Junction Improvements, Wigan	Junction improvement for cycling and walking to facilitate Bee Network connections to the west of Wigan town centre.	Wigan

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 2: Standish Mineral Line Enhancements	Bee network delivery through connections and upgrades to the existing Standish Mineral Line facility between Standish and Wigan.	Wigan
Mayor's Challenge Fund Tranche 3: Toucan Crossings - Wigan Central	Bee Network crossing delivery in Wigan town centre.	Wigan
Mayor's Challenge Fund Tranche 4: Leigh Atherton Tyldesley	Bee Network delivery in the Leigh, Atherton and Tyldesley area.	Wigan
Mayor's Challenge Fund Tranche 5: Standish to Ashton	Busy Beeway delivery linking Standish, Wigan and Ashton-in-Makerfield.	Wigan
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Golborne and Lowton	Active Neighbourhood delivery in Golborne and Lowton	Wigan
Mayor's Challenge Fund Tranche 4: GM Bike hire phase 1	Public bike hire scheme to increase access to bikes, starting in the regional centre and surrounding area.	GM Wide
Mayor's Challenge Fund Tranche 5: GM Active Neighbourhoods Support	Delivery of ten further active neighbourhoods across Greater Manchester	GM Wide
Mayor's Challenge Fund Tranche 5: GM Safety Camera Digitisation and Upgrade	Digitisation of safety cameras and introduction of new camera locations targeted at the Bee Network to make streets safer for walking and cycling	GM Wide
Mayor's Challenge Fund Tranche 6: Bee Network Crossings	Bee Network delivery through targeted clusters of new or upgraded crossings of major roads across Greater Manchester.	GM Wide
Local Highways		
Trafford Road junction improvements	To support the continued growth of Salford Quays by improving traffic flow through junction and enhancing walking and cycling facilities on Trafford Road	Salford
Carrington Relief Road	To support growth in the Carrington area by improving accessibility to new developments. To support creating a safe environment for walking, cycling and public transport.	Trafford
A560 Cheadle and Cheadle Heath Corridor resilience and reliability package.	To address capacity and resilience issues on the A560 corridor through Cheadle.	Stockport
Poynton Relief Road	To address capacity and resilience issues on Cheshire East border	Stockport

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Traffic control enhancements, including continued roll-out of smart signalling technology at traffic signals	To reduce delays and minimise congestion at junctions, and improve reliability, thereby supporting economic growth and reducing impacts of traffic on communities through, for example, emissions.	GM Wide
Network management improvements, including corridor management, a 24/7 control centre, and better management of roadworks	To reduce delays and minimise congestion at junctions, and improve reliability, thereby supporting economic growth and reducing impacts of traffic on communities through, for example, emissions.	GM Wide
Better management of transport arrangements for major events, such as mid-week football match nights	To reduce congestion and minimise disruption on the road network.	GM Wide
Minor Works programme (see GM Local Implementation Plans in Appendix B for more information)	To improve town centre connectivity, local access to public transport, access to development sites and active travel schemes through small-scale interventions	GM Wide
Review of all non-essential roadworks to explore ways of working to minimise disruption	To complete works as quickly as possible and make travel as easy as possible for affected commuters.	GM Wide
Enhanced roadworks permit scheme for greater coordination and control to limit disruption	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide
Drainage remediation work along Wigan's section of GM's Key Route Network	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide
Kingsway Loop Road	The completion of Michael Faraday Avenue to release land for 30,000m2 of employment space, 60 homes and improve access to Kingsway Metrolink stop	Rochdale
Oldham Way KRN Structures Refurbishment: Waterloo Street and Wellington Street Bridge works	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Strategic Roads and Motorways		
M60 J13/A572 improvement to support the RHS Bridgewater growth site	To support the RHS Bridgewater growth site and improve the operation of this congested junction.	Salford
A57 Hyde Road Localised Widening	To address a highways "pinchpoint" on the Hyde Road.	Manchester
M58 Link Road	To provide better east-west connectivity between the M6, Wigan town centre and growth areas further east.	Wigan
South Heywood M62 J19 Link Road	To relieve congestion and support long-term development proposals in Heywood, including 1,000 new homes off Pilsworth Road.	Rochdale
M58/M6 junction upgrade (short term)	To increase the capacity of the M58/M6 interchange, providing better connectivity into Wigan and to the Port of Liverpool and support delivery of the M58 Link Road.	Wigan
M56 Junctions 6-8 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Manchester / Trafford
M6 Junctions 21A-26 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Wigan
Mottram Moor and A57(T) to A57 Link Roads	As part of the wider Trans-Pennine Upgrade, to reduce journey times and improve reliability between the Greater Manchester and Sheffield City-Regions, reduce traffic impacts on local communities and improve safety.	Tameside
M62 Junctions 20-25 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Rochdale
Simister Island Improvements	To address existing congestion and reliability issues on the SRN and provide capacity for future growth	Bury
Freight and Logistics		
Develop and implement Delivery and Servicing Plans for large organisations and retailers	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Freight accreditation schemes e.g. Construction Logistics and Community Safety (CLOCS) and Fleet Operator Recognition Scheme (FORS)	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Influence Procurement practices such as waste collection	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Support micro-consolidation in regional and town centres	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Town Centres		
Manchester and Salford Inner Relief Route: Great Ancoats Street improvements	To minimise the severance impacts of the MSIRR for pedestrians and cyclists and enable the expansion of the regional centre outside of the MSIRR.	Manchester
Princess Road Roundabout Improvement Scheme	To improve the Princess Road / Medlock Street roundabout beneath the Mancunian Way for all road users.	Manchester
Stockport Town Centre Structure Enhancements	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.	Stockport
Stockport Town Centre Access Plan	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.	Stockport
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 1)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham
Other minor works programmes (e.g. from the Greater Manchester Growth Deal) that support town centre regeneration	To support future facilitation of development and regeneration in town centres in Greater Manchester and improve the attractiveness of town centres for pedestrians, cyclists and public transport users.	GM Wide
Maintenance		
Enhanced maintenance programme through successful bids to Pothole Fund and other initiatives	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Committed long-term highway maintenance programme for Key Route Assets, to be delivered by the local authorities	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide
KRN Network Maintenance along the A635 Ashton Old Road and A5145 Barlow Moor Road.	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
Our Integrated Network		
Clean Air and Carbon		
Early expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Retrofitting or renewing buses to comply with more stringent emissions standards and/or zero emission standards	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Community clean air and electric vehicle awareness campaigns	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Future Mobility and Innovation		
Mobility as a Service (Maas) projects, including the delivery of MaaS trials in Greater Manchester	To support the integration of various forms of transport services (e.g. taxi, public transport and cycle hire) into a single customer experience, which is accessible on demand and uses a single payment application.	GM Wide
Connected and Autonomous Vehicles (CAVs) projects, including pilot projects	To support the development of new technologies to support improvement of the transport network in Greater Manchester.	GM Wide
A series of collaborative projects with UK and international cities to ensure Greater Manchester remains at the forefront of transport innovation	To support the development of new a transport network that is at the forefront of technological advances and innovative thinking.	GM Wide

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Interchanges		
Pendleton town centre bus passenger facilities improvement (part of the Salford Bolton Network Improvements programme)	To make bus travel earlier and more attractive for local residents in the Pendleton area.	Bolton/ Salford
Stockport Interchange redevelopment	To increase the accessibility of bus and rail from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Stockport town centre.	Stockport
Travel Hubs/ Park and Ride		
Travel Hubs/Park & Ride upgrades e.g. Mills Hill, Parkway, Radcliffe, Walkden, Whitefield and Withington	To provide better access to public transport through Travel Hub / Park and Ride facilities. This in turn will encourage modal shift in Greater Manchester.	GM Wide
Fares and Ticketing		
Provision of integrated travel information services	To provide integrated travel information to the travelling public. This in turn will encourage a modal shift in Greater Manchester.	GM Wide
Behaviour Change		
Business and community engagement programme	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide
Travel information and travel planning support programme	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide
Development of behaviour change support packages for major infrastructure schemes	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide
Safety and Security		
Continuing work through the TravelSafe Partnership, including on-going security initiatives and the potential implementation of civil injunctions	To improve personal safety and security for the travelling public, and tackle crime and anti-social behaviour.	GM Wide
Partnership working through Safer Roads Greater Manchester (SRGM)	To improve safety on the highways network	GM Wide

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location
Renewal of gullies and drainage assets - combined scheme for Wigan & Bolton	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Wigan/ Bolton

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Our Bus		
Local Bus		
Streets for All and Bus Corridor upgrade: A57 Manchester - Hattersley	To improve reliability and speed of buses between Manchester City Centre – Hattersley corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Tameside
A6 Stockport to High Lane Streets for All and Bus Route Improvement Package	To improve reliability and resilience of A6 corridor and to support residential areas at High Lane and in Derbyshire by: improving reliability and speed of buses between Manchester City Centre and High Lane; improving walking and cycling provision to and along the A6; formalising on-street parking provision; and providing localised junction improvements for all modes. [Final intervention contingent on appropriate planning approvals and developer contributions]	Stockport
Further programme of bus stop enhancements to improve waiting facilities at stops	Improve accessibility to encourage mode shift by increasing the attractiveness of bus networks.	GM Wide
Bus Marginal Gains	A programme of small measures to mitigate highway operational issues on the bus network across Greater Manchester to avoid delays to bus services.	GM Wide
Bus Pinch Point	To tackle known barriers on the local highway network that are restricting the movement of buses, facilitating enhanced bus journey reliability and easing congestion. To encourage greater use of bus on key corridors across the city region where demand is high, ensuring available road space is used efficiently.	GM Wide
Electric bus fleet investment	To support the bus fleet in GM and contribute to carbon reduction and improving air quality.	GM Wide
Bus Corridor Upgrade: Altrincham – Carrington	To serve potential new development at Carrington with improved public transport links. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Sale West Improved Bus Services (Altrincham-Sale West-Sale)	A new busway enabling buses to get from Sale West to West Timperley avoiding traffic congestion on the A56. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford
Northern Gateway express bus corridor between Manchester and Heywood/Langley including new bus services connecting Bury/Rochdale Northern Gateway to its local area and nearby key centres e.g. Oldham	To support the potential Northern Gateway development area by providing good public transport access, as well as improving wider public transport connectivity in the north of Greater Manchester. [Final intervention contingent on appropriate planning approvals and developer contributions]	Manchester / Bury/ Rochdale
Manchester Northern Gateway bus corridor	To provide a high-quality public transport corridor connecting the Manchester Northern Gateway development to the Regional Centre.	Manchester
New Guided Busway stop to serve North of Mosley Common	To support the North of Mosley Common potential development site, providing dedicated access to the Guided Busway. [Final intervention contingent on appropriate planning approvals and developer contributions]	Wigan
Extension of bus services to new development sites –	Bus service changes and extensions to routes to serve potential new developments. [Final interventions contingent on appropriate planning approvals and developer contributions]	GM Wide
Package of measures to support the Timperley Wedge / Roundthorn Medipark potential development sites, including busway alongside spine road through the site	To provide high quality public transport facilities to the potential Timperley Wedge development area and also to provide a BRT connection between Altrincham and Manchester Airport. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford
City Centre Transport Strategy: bus routing, services and interchange improvements, Phase 1	To ensure the regional centre has the right balance between terminating and through bus services, minimise any negative impacts of bus movements on pedestrian and cycle	Manchester / Salford

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	movements, and better integrate the bus network with the Metrolink and rail network.	
Quality Bus Transit		
Quality Bus Transit on key bus corridors: Wigan-Bolton	Whole-route upgrade of the Wigan - Westhoughton - Bolton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. The Westhoughton section to be implemented as part of Westhoughton Multi-modal Package. Subject to DfT approval, the Wigan - Hindley section to be implemented as part of Wigan east - west road infrastructure.	Wigan/ Bolton
Quality Bus Transit on key bus corridors: Bolton-Bury-Rochdale	Whole-route upgrade of the Bolton – Bury - Rochdale bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to orbital car journeys on the Bolton - Bury – Rochdale corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	Bolton/ Bury/ Rochdale
Quality Bus Transit on key bus corridors: Rochdale-Oldham-Ashton	Whole-route upgrade of the Rochdale – Oldham - Ashton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles.	Rochdale/ Oldham/ Tameside

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	To provide an attractive alternative to orbital car journeys on the Rochdale - Oldham - Ashton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment. To include delivery of works in Oldham and Royton town centres to support masterplan and regeneration projects. This will deliver a high-quality urban realm environment that encourages people to visit and spend time in Oldham and Royton Town Centres.	
Quality Bus Transit on key bus corridors: MediaCityUK-Salford Crescent	Whole-route upgrade of the Media City – Salford Crescent bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. A substantially higher non-car mode share is needed to sustain the growth of Salford Quays / MediaCityUK. The intervention will link Salford Quays/ Media CityUK with the National Rail Network on the north side of Greater Manchester by frequent and reliable Quality Bus Transit services to Salford Crescent Station, plus improvements to walking and cycling. This could then be transformed into a Metrolink connection in the longer term.	Salford
Quality Bus Transit on key corridors: A6 Manchester City Centre-Little Hulton	Whole-route upgrade of the A6 Manchester City Centre – Little Hulton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys on the Manchester City Centre - Little	Manchester / Salford

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	Hulton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	
Quality Bus Transit on key bus corridors: Wigan-Hindley – Leigh	Whole-route upgrade of the Wigan - Hindley - Leigh bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. Subject to DfT approval, to be implemented as part of Wigan east - west road infrastructure.	Wigan
Bus Rapid Transit		
Additional buses on the Leigh-Salford-Manchester guided busway	To accommodate growing demand and offer more frequent services into the city centre and beyond.	Salford/ Manchester
Bus Rapid Transit network to connect Manchester Airport to potential housing developments in the east	To provide better public transport access to potential developments and existing residential areas, and to help achieve the step-change in non-car mode share needed to support the growth of the Airport area. [Final intervention contingent on appropriate planning approvals and developer contributions]	Stockport / Manchester
Our Metrolink		
Metrolink		
Extension of the Airport Metrolink line to Terminal 2	To sustain the Airport and facilitate its continued growth, including Airport City – by connecting passengers and staff more effectively to the rail and metro networks, and helping to increase the effective population catchment area of the Airport.	Manchester
Interventions to improve Metrolink capacity and reliability e.g. - Velopark Turnback Upgrade - Victoria Turnback Upgrade	To increase Metrolink capacity and reliability for the whole of Greater Manchester through a series of interventions.	GM Wide

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
- Sheffield St. Turnback Upgrade - Shudehill Crossing Upgrade - Highway Junctions Upgrades - Eccles Line Power Upgrades - Signalling Reliability Upgrades - Journey Time Upgrades - Depot Capacity Upgrades - Depot Control System Upgrades - Twin-Tracking Upgrades		
Improved Metrolink frequency between Piccadilly and Victoria stations, including to address the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly	To increase service-frequency and provide a key link from the north of Greater Manchester (Oldham and Rochdale) to Piccadilly Station	GM Wide
Extension of the Airport Metrolink line from Roundthorn towards Davenport Green (Western Leg Phase 2)	To provide a rapid transit service that better connects the Regional Centre, existing residents on the west side of Wythenshawe, key potential employment centres near Wythenshawe Hospital, and future developments in the area as part of the Timperley Wedge and the Manchester Enterprise Zone. [Final intervention contingent on appropriate planning approvals and developer contributions]	Manchester / Trafford
New Stops and Upgrades		
Metrolink Stop Improvements Package	Package of stop improvements to improve the customer experience	GM Wide
Cop Road Metrolink stop and Park & Ride/ Travel Hub	To support the Beal Valley and Broadbent Moss potential development, providing a fast and frequent rapid transit option into the Regional Centre. [Final intervention contingent	Oldham

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	on appropriate planning approvals and developer contributions]	
Elton Reservoir Metrolink stop and Park & Ride / Travel Hub	To support the Elton Reservoir potential development, providing a fast and frequent rapid transit option into the city centre. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury
Sandhills Metrolink stop to serve the Manchester Northern Gateway growth area	To support the Manchester Northern Gateway growth location, providing a fast and frequent rapid transit option into the Regional Centre. [Final intervention contingent on appropriate planning approvals and developer contributions]	Manchester
Tram-Train		
Tram-Train Pathfinder North: Oldham to Heywood via Rochdale	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester. Includes Restore Your Railways study to investigate reinstating passenger services on the Bury-Heywood-Rochdale lines.	Oldham/ Rochdale
Tram-Train Pathfinder South: South Manchester to Hale via Altrincham	A pilot scheme to maximise the utilisation of the existing Metrolink capacity in order to accommodate rapid transit demand growth to and through the Regional Centre. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester.	Manchester / Trafford
Tram-Train 'Pathfinder' Airport: Manchester Airport to Wilmslow via Styal	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester.	Manchester / Cheshire
Our Rail		
Rail		
Partnership options for management and improvement of local rail stations	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	GM Wide

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Capacity, connectivity and journey time improvements: Warrington rail (CLC) line	The Warrington rail line also known as the Cheshire Lines Committee (CLC) line study recommended investments such as resignalling. Such improvements will improve connectivity, increase service frequencies at many stations and improve reliability.	GM Wide
Accessibility Improvements at Greenfield Station	To improve access for disabled people at Greenfield Station – the expectation is that this will be delivered as part of the TransPennine Route Upgrade but if electrification of the line between Greenfield and Huddersfield does not form part of TPRU, alternative options are being explored.	Oldham
Manchester Airport Classic Station Capacity Increase/Upgrade	To allow for longer/ additional trains at Manchester Airport, maintaining present rail connectivity and accommodating future demand growth to/ from the Regional Centre of Greater Manchester.	Manchester
Rochdale Station Gateway Improvements	To improve Rochdale Station as a key multimodal gateway to the town centre	Rochdale
Rochdale Line Electrification	Electrification of the route between Manchester Victoria and Rochdale to support increased operational flexibility and reduced emissions	Rochdale
Central Manchester rail network enhancements-Further Works	To further expand the capacity, capability and reliability of the rail network to and through Central Manchester.	Manchester
Godley Green and Hattersley pedestrian/cycle bridge connection (potentially including Hattersley station south-facing access).	To support the development of the potential Godley Green development site. [Final intervention contingent on appropriate planning approvals and developer contributions]	Tameside
Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail)	To address medium-term capacity constraints and speed up journeys between Manchester and Leeds, through potential electrification of the full route, delivering wider economic benefits in both conurbations.	GM Wide

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Electrification between Bolton and Wigan	This intervention will improve connectivity and capacity on a key rail corridor in Greater Manchester. It will also improve access to HS2/NPR services connecting GM residents to the rest of the UK.	Bolton/ Wigan
High Speed Rail		
Delivery of High Speed 2, including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan.	To deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city region as a result of the improved connectivity.	GM Wide
Initial Stockport area rail infrastructure improvements	To undertake essential renewals and use the opportunity to upgrade the rail corridor for National Rail/HS2/potential Metro/tram-train services.	Stockport
Wigan HS2 Growth Strategy (early interventions)	Early interventions to support the station area and wider connectivity to this key future hub	Wigan
Manchester Piccadilly HS2 Growth strategy (early interventions)	Early interventions to support the station area and wider connectivity to this key future hub	Manchester
Stockport HS2 Growth Strategy (early interventions)	Early interventions to support the station area and wider connectivity to this key future hub	Stockport
Stations		
New stations (tranche 1)	Potential early delivery of stations in the areas of Leigh, Lostock Parkway, Little Hulton, Golborne, Slattocks, Dewsnap, Gamesley, Stanley Green and Cheadle to provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.	GM Wide
Our Streets		
Walking and Cycling		
City Centre Transport Strategy: Pedestrian Improvements – pedestrian priority areas, crossing improvements	To create improved and more space for people walking and spending time in the city centre.	Manchester / Salford

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
and enhanced public space		
Bromley Cross to Bolton Town Centre	Bee Network delivery between Bromley Cross and Bolton Town Centre	Bolton
Astley Bridge and Crompton Phase 2	Active Neighbourhood	Bolton
Westhoughton Phase 2	Active Neighbourhood	Bolton
Logistics North Connections	Links to Logistics North including a Busy Beeway through Four Lane Ends and potentially a new bridge over the M60.	Bolton/ Salford/ Wigan
Westhoughton to Bolton M61 Bridge	New cycling and walking bridge over the M61 to complete the missing link between Westhoughton and Bolton.	Bolton
Pilsworth	Delivery of Bee Network in Pilsworth area through Active Neighbourhood interventions	Bury
Bury Bridges	Upgrades to Milltown St and Nuttall Hall bridges	Bury
GM Public Rights of Way upgrades	Upgrades to various PROW in GM	GM Wide
Mayor's Challenge Fund Tranche 6: Oldham Road (Inner Radial)	Busy Beeway delivery on Oldham Road in Miles Platting.	Manchester
North Manchester Primary Schools Access	Bee Network and school access measures in north Manchester.	Manchester
North Manchester Secondary Schools Access	Bee Network and school access measures in north Manchester.	Manchester
City Centre Transport Strategy: Cycle Measures – Deansgate & Whitworth St (see Streets for All corridor improvements)	To support safe cycling in the city centre and delivery of the Bee Network	Manchester
Mayor's Challenge Fund Tranche 6: Park Bridge - NCN 626 - Ashton under Lyne	New cycling and walking bridge to deliver an improved traffic free Bee Network connection between Oldham and Ashton town centres.	Oldham
Mayor's Challenge Fund Tranche 6: Higginshaw Link to Royton	Bee network delivery in Royton.	Oldham
Mayor's Challenge Fund Tranche 6: Chadderton - Broadway Canal Link	Bee network delivery in Chadderton.	Oldham

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Active Neighbourhoods in Oldham	Active Neighbourhoods planned for communities in the Borough of Oldham.	Oldham
Mayor's Challenge Fund Tranche 6: Rochdale/Manchester/Oldham	Busy Beeway delivery on the Oldham Road and Lightbowne Road corridors delivering a major Bee Network connection to the city centre from the northeast	Rochdale / Manchester / Oldham
Spotland Masterplan	Bee Network in the Spotland area	Rochdale
Mayor's Challenge Fund for walking and cycling Tranche 2: Monton	Bee Network delivery in Monton.	Rochdale
Mayor's Challenge Fund for walking and cycling Tranche 4: Ordsall Neighbourhood	Active Neighbourhood delivery in Ordsall.	Salford
Swinton Neighbourhood	Active Neighbourhood scheme in Swinton	Salford
Innovation Triangle	Bee Network delivery in Salford University/Eccles/Salford Quays area	Salford
Walkden Crossings	Bee Network delivery in Walkden area	Salford
Trafford Greenway	New Bee Network connection linking Irlam to Altrincham along the former Cheshire Lines rail alignment.	Trafford
A34 Parallel Route	Potential Bee Network delivery parallel to the A34 in Cheadle/Gatley	Stockport
Cheadle Corridor Improvements	Bee Network delivery in Cheadle Heath	Stockport
Middlewood Way Improvements	Upgrade to surfacing and lighting from Rose Hill to Middlewood Station	Stockport
Heatons Active Neighbourhoods	Active Neighbourhood delivery in the Heatons	Stockport
Mottram Road, Stalybridge	Bee Network delivery in Stalybridge	Tameside
Manchester Road Link Bridge	New cycling and walking bridge over Manchester Road and Metrolink in Audenshaw	Tameside
Mayor's Challenge Fund Tranche 6: National Cycle Network Upgrades	Upgrades to various sections of National Cycle Network in Greater Manchester to achieve Bee Network standards	Wigan
Active Neighbourhood: Hindley and Hindley Green	To include new active-only links between South Hindley and A577. Subject to DfT approval, to be implemented as part of Wigan east - west road infrastructure.	Wigan

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Mayor's Challenge Fund Tranche 6: Park Road - NCN 626 - Town Centre Connection	Bee Network delivery connecting Oldham Town Centre to National Cycle Network Route 626 to Ashton under Lyne.	Oldham
Mayor's Challenge Fund Tranche 5: Sale to Sale Moor to Sale Water Park	Busy Beeway delivery between Sale town centre and Sale Water Park	Trafford
Mayor's Challenge Fund Tranche 6: Seymour Grove Phase 2	Busy Beeway delivery on Seymour Grove in Old Trafford/Firswood	Trafford
Mayor's Challenge Fund Tranche 1: Welkin Road - Town Centre Severance Package, Stockport Phase 1	Bee Network delivery in Brinnington/Portwood.	Stockport
Mayor's Challenge Fund Tranche 5: Heaton Norris Park Bridge Phase 1	Bee Network delivery in Heaton Norris.	Stockport
Mayor's Challenge Fund Tranche 6: WR Heatons Neighbourhoods & Links Phase 1	Active neighbourhood delivery in the Heatons.	Stockport
Potential new development walking and cycling improvements	[Final interventions contingent on appropriate planning approvals and developer contributions]	GM Wide
Local Highways		
Wigan east-west road infrastructure	To provide an alternative route for traffic to cross Wigan, providing existing communities with relief from congestion and noise pollution and improving air quality; support future growth and housing delivery; enhance active travel; and facilitate improvements to bus services. Subject to DfT approval, the scheme could include the following: - Wigan - Hindley section of Wigan - Bolton Quality Bus Transit - Wigan - Hindley - Leigh Quality Bus Transit - Hindley and Hindley Green Active Neighbourhood	Wigan

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Oldham Mumps Area & Access to Southlink Development Site	To improve network performance and resilience, road safety, air quality and support new development.	Oldham
Quays Northern Access (Broadway Street/ Langworthy Road), The Quays	To upgrade the junction of Broadway with S Langworthy Road to reduce delays (including delays to trams), improve conditions for sustainable modes and support development in The Quays. Passive provision will be made for delivery of MediaCityUK-Salford Crescent Quality Bus Transit.	Salford
Liverpool Road/ Stadium Way, Peel Green	To remodel the A57 / Stadium Way junction, widen the existing bridge on Stadium Way south of the A57 junction and provide a stadium internal access road, reducing delays on the A57 and supporting further development in the local area.	Salford
Bolton KRN Structures refurbishment	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bolton
Manchester Street Viaduct Refurbishment, Oldham	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham
Heywood Queens Park Bridge Major Structure Enhancements	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Rochdale
Highway Trees Improvement Programme	To support improved air quality and local environmental quality across the borough.	GM Wide
Street Lighting Column Replacement Programme	To improve resilience of the street lighting network and increase opportunities for 'smart uses'	GM Wide
Manchester Airport expansion highway improvements	To improve the reliability of journey times to the Airport, enhancing its function as the primary global gateway for the North of England, to be coordinated with longer term highway improvements required to support HS2 and NPR Growth Strategy at Manchester Airport.	Manchester
A58 St Marys Gate/Manchester Road Streets for All Package	Package of measures to improve cycle facilities and reduce pedestrian severance along the	Rochdale

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	A58 dual carriageway to the west and north of Rochdale Town Centre	
A34 Area Access Package	To improve multi-modal access to existing and planned residential, employment and education locations along the A34 corridor between Handforth, Cheadle and Heald Green. Focus is on improving cycling and walking connectivity and reducing severance impact of the A34, plus junction improvements to provide access to potential development sites for all modes and potential new public transport hub at Stanley Green	Stockport
A555 Electronic Signs and Information System	To improve signage and traffic management along the A555 and surrounding routes.	Manchester
A560 Stockport Road / Mottram Old Road Travel Corridor, Hattersley Phase 1	Reducing former trunk road to single carriageway, with improvements to walk, cycle, and public realm, reducing severance in Hattersley	Tameside
A560 Stockport Road / Mottram Old Road Travel Corridor, Hattersley Phase 2a and 2b	Creating walk and cycle route alongside A560 at Godley Green Garden Village, junction improvements to facilitate that development, and replacement of life-expired bridge over railway line to facilitate separate carriageways for active travel and general traffic.	Tameside
Elton Reservoir Link Road (to support development and relieve town centre congestion)	To support the Elton Reservoir potential development and significantly improving network resilience in Bury. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury
Northern Gateway Distributor Road (enabling highway access)	To support the Northern Gateway potential development area facilitating access into and through the development from the M62 and M66. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury / Rochdale
Beal Valley / Broadbent Moss Spine Road	To support delivery of the Beal Valley and Broadbent Moss potential development areas. [Final intervention contingent on appropriate planning approvals and developer contributions]	Oldham

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Strategic Roads and Motorways		
Bredbury Economic Corridor Improvement (BECI) Package	To support delivery of new industrial development and housing growth by providing a new link between the M60 and Bredbury Gateway, J25 signalisation, widening of railway bridge to improve access for freight vehicles, pedestrians and cyclists, better linkages from residential areas of Bredbury, Romiley and Woodley to the M60 and Bredbury Gateway, upgrading of cycling and walking networks across the area, and passive provision to enable delivery of Ashton-Stockport Quality Bus Transit. [Final interventions contingent on appropriate planning approvals and developer contributions]	Stockport
M60 J21 / A663 Broadway junction upgrade	To reduce congestion and improve safety on the Strategic Route Network.	Oldham
Manchester South East Junction Improvements Study	Improvements to the SRN key junctions on this section of the M60	Manchester / Stockport / Tameside
Denton Island improvements	To address congestion and resilience issues on this key part of the SRN and accommodate anticipated growth.	Tameside
M6 J23 improvement	To address existing congestion and reliability issues on the SRN and adjoining LRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Wigan
Improvements to local junctions to mitigate traffic associated with potential developments	Improvements to junctions that benefit all road users. [Final intervention contingent on appropriate planning approvals and developer contributions]	GM Wide
Further phases of Western Gateway Infrastructure Scheme (WGIS)	To facilitate future growth in the Western Gateway including Port Salford and Trafford Waters; provide relief to the M60 J10 and J11; relieve residential areas such as Peel Green; and improve network connectivity and resilience. New highway links to facilitate future growth in the Western Gateway including Port Salford and Trafford Waters; provide relief to the M60	Salford/ Trafford

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	J10 and J11; through a package of complementary improvements to bus, walk, and cycle, improve non-car connectivity and improve the environment of residential areas such as Peel Green; and improve highway network connectivity and resilience.	
Freight and Logistics		
Optimise traffic signals for freight traffic using smart signalling technology where appropriate	To reduce the social and environmental external impacts of freight traffic, including better Air Quality, increased fuel efficiency and reduced noise.	GM Wide
Town Centres		
City Centre North West: Deansgate Streets for All proposal (part of Deansgate / Chapel St Area Improvements)	To improve the streets in the area for walking, cycling and placemaking, along with the reliability of bus journey times. Improvements include public realm enhancements, cycle facilities and bus gate improvements.	Manchester / Salford
City Centre Transport Strategy: Streets for All Corridor Improvements – Deansgate, Whitworth St and A34	To improve the streets for walking, cycling, public transport and placemaking whilst tackling issues such as congestion, air pollution, bus service reliability.	Manchester
Bolton Town Centre Junction Improvements	Improvements to key junctions in Bolton Town Centre for all road users.	Bolton
Radcliffe Town Centre Relief Scheme	To improve the operation of junctions to the east of Radcliffe town centre, relieving existing congestion and providing capacity for new development.	Bury
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 2)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham
St. Mary's Way	Streets for All scheme on St Mary's Way, Oldham.	Oldham
Town Centre Streets for All Improvements: Farnworth	Town Centre Streets for All works to support increased footfall, more journeys by sustainable modes, and regeneration of town centre, through delivery of enhanced public	Bolton

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	realm, and improved pedestrian, cycle and bus facilities.	
Stockport Town Centre West Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of A6 Railway Road junction remodel to include increased capacity and east-west cycle route	Stockport
Stockport Town Centre East Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of Mersey Square remodel to improve bus movements.	Stockport
Stockport Town Centre SUDS Package	Steppingstone spaces, Slow flow Streets, Stockport Southbank Sponge Promenade, Wearside Slipway and Grey water harvesting, Mersey Habitat Corridor	Stockport
Streets for All – Hyde Town Centre	Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Hyde Town Centre. To link with masterplan work currently being undertaken in Hyde.	Tameside
Stretford Town Centre Streets for All Improvements	To support walking, cycling and bus movements in Stretford town centre (including pedestrian movements to Stretford Metrolink stop) and to support the regeneration of Stretford.	Trafford
Streets for All Improvements: Trafford Civic Quarter area	Pedestrian, cycle and public realm improvements to increase connectivity by foot, bike, bus and Metrolink, reduce through traffic and congestion and address road safety and air quality issues.	Trafford
Streets for All Improvements: Trafford Wharfside	Pedestrian, cycle and public realm improvements to increase connectivity by foot, bike, bus and Metrolink, reduce through traffic and congestion and address road safety and air quality issues.	Trafford
Leigh Town Centre	Improvement of cycling, walking and public transport facilities at Leigh Centre. Includes proposals to deliver town centre improvements in Leigh to reduce impact of through traffic and to improve the public	Wigan

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
	realm, including potential bus gate within Leigh Town Centre.	
Maintenance		
Structures Improvement Package - Stockport	To support maintenance and resilience of key structures across the Stockport network, including: -Queens Road Bridge -Travis Brow Footpath Retaining wall -River Tame Footbridge -Stanley Road Footbridge	Stockport
A58 Angouleme Way Major Maintenance/Renewal	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bury
A58 Peel Way Major Maintenance/ Renewal	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bury
Eccles New Road/South Langworthy Road Refurbishment	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
Mancunian Way A57(M) – Resurfacing and Viaduct Strengthening & Refurbishment Scheme	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
A57 Regent Road KRN Carriageway resurfacing	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester
Our Integrated Network		
Clean Air and Carbon		
Measures that will be identified within the Greater Manchester Clean Air Plan and identified as necessary to protect public health.	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Continued expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Retrofitting or upgrading buses to comply with more stringent emissions standards and/or zero emission standards (continuation programme)	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Future Mobility and Innovation		
Further Mobility as a Service (Maas) and Connected and Autonomous Vehicles (CAVs) projects, as the market for these technologies matures	To further develop the integration of various forms of transport services into a single customer experience, which is accessible on demand and uses a single payment application.	GM Wide
Further collaborative projects with UK and international cities to ensure Greater Manchester remains at the forefront of transport innovation	To further support the development of new a transport network that is at the forefront of technological advances and innovative thinking.	GM Wide
The roll-out of integrated private hire standards across Greater Manchester	To respond effectively to recent technological advance in the private ire sector to ensure consistency of standards for Greater Manchester customers.	GM Wide
Interchanges		
Bury Interchange redevelopment	To provide multi-modal upgrade (to include Metrolink, bus, active travel) to increase the attractiveness and the efficiency of the Interchange as the focal point for urban growth and regeneration in Bury town centre.	Bury
Travel Hubs/ Park and Ride		
Travel Hubs/Park & Ride proposals, e.g. Rochdale Station	To provide better access to public transport through Travel Hub/Park & Ride facilities.	GM Wide
Fares and Ticketing		
Further phases of Greater Manchester's smart ticketing initiative	To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall GM public transport offer more attractive. This in turn will encourage a modal shift in Greater Manchester.	GM Wide

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Intervention	Rationale	Location
Pan-northern integrated and smart ticketing, working with TfN	To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall GM public transport offer more attractive. This in turn will encourage a modal shift in Greater Manchester.	GM Wide
Piloting of other targeted ticket offers to promote the use of public transport	To encourage people to travel at quieter times and to increase the accessibility of the public transport network to specific groups of travellers.	GM Wide
Safety and Security		
Road Safety – Minor works improvement package **(see GM Local Implementation Plans in Appendix B for more information)**	To improve road safety at key points and junctions across GM, including improvement of safety signs.	GM Wide

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
Our Bus		
Local Bus		
Streets for All/Bus Corridor Upgrade: A56 Manchester–Bury	To improve reliability and speed of buses on A56 between Manchester City Centre – Bury corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Bury
Streets for All/Bus Corridor Upgrade: A56 Bury-Ramsbottom	To improve reliability and speed of buses on A56 between Bury – Ramsbottom corridor, which forms part of one of the radial Streets for All corridors.	Bury
Streets for All and Bus Corridor upgrade: A56 Manchester - Altrincham	To improve reliability and speed of buses between Manchester City Centre – Altrincham corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Trafford
Using new technologies to introduce, where feasible, new flexible bus services into rail stations and Metrolink stops	To provide an alternative to the car for journeys into the Regional Centre where current public transport options are either non-existent or lacking in quality and frequency.	GM Wide
City Centre Transport Strategy: bus routing, services and interchange improvements – Phase 2.	Phase 2 package of longer-term proposals to ensure the regional centre has the right balance between terminating and through bus services, minimise the negative impacts of bus movements on pedestrian and cycle movements, and better integrate the bus network with the Metrolink and rail network.	GM Wide
Further viable bus improvements to support the transport requirements of growth areas and potential future developments, identified through the planning process	To support future growth in Greater Manchester. [Final interventions contingent on appropriate planning approvals and developer contributions]	GM Wide
Quality Bus Transit		
Future phases of Quality Bus Transit routes	Whole-corridor upgrades of major bus corridors, delivering improvements to their quality and reliability and integrating bus, walking and cycling into a high-quality urban realm. Interventions to be determined.	GM Wide
Quality Bus Transit on key bus corridors: Ashton-Stockport	Whole-route upgrade of the Ashton - Stockport bus corridor, with the emphasis on quality, reliability, and integration into the urban realm.	Tameside/ Stockport

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys between the Ashton – Stockport corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	
Quality Bus Transit on key corridors: A6 Manchester City Centre-Stockport College	Whole-route upgrade of the A6 Manchester City – Stockport College bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys on the Manchester City Centre - Stockport College corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	Manchester / Stockport
Bus Rapid Transit		
Bus Rapid Transit extension (to Lowton and Golborne, via Leigh or A580)	To provide a more attractive alternative to the car on the Regional Centre – Lowton – Golborne Corridor, particularly for the associated potential new developments. [Final intervention contingent on appropriate planning approvals and developer contributions]	Wigan
Bus Rapid Transit corridor (Manchester Airport / HS2 to Altrincham)	To provide a more attractive alternative to the car for orbital journeys between Altrincham and the Airport, and to support the potential development site at Timperley Wedge.	Manchester / Trafford
Bus Rapid Transit corridor linking the potential Northern Gateway development area and surrounding towns to the Regional Centre	To effectively serve the major Northern Gateway potential development area with rapid public transport links, particularly to and from the Regional Centre, as well as nearby key centres e.g. Oldham. [Final intervention contingent on appropriate planning approvals and developer contributions]	Bury / Rochdale / Oldham / Manchester

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
Our Metrolink		
Metrolink		
Further interventions to improve Metrolink capacity and reliability, e.g. - Altrincham Line Upgrade - Cornbrook Upgrade - Irk Valley Junction Upgrade - Network Power Upgrades - Next Generation of Longer Metrolink Vehicles - Third Depot - Twin-Tracking Upgrades	To increase Metrolink capacity and reliability for the whole of Greater Manchester through a series of interventions.	GM Wide
Metrolink extension to Stalybridge	To provide communities east of Ashton with an alternative rapid transit option into the Regional Centre, thereby reducing pressure on the A635 and other roads.	Tameside
Metrolink connection to Middleton	To provide communities in and around Middleton with an alternative rapid transit option into the Regional Centre, thereby reducing pressure on local roads.	Rochdale
Oldham-Middleton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A669 and other local roads.	Oldham/ Rochdale
Metrolink connection (MediaCityUK-Salford Crescent)	A substantially higher non-car mode share is needed to sustain the growth of Salford Quays / Media City, which will require faster links to key interchange nodes in and around the Regional Centre.	Salford
Further new Metrolink connections between Salford Crescent, Inner Salford and the City Centre	To provide enhanced rapid transit connectivity and capacity to /from the city centre.	Salford
Completion of the Airport Metrolink Line (Western Leg Phase 3)	To join up rapid transit connections achieved in earlier stages of the Metrolink Western Leg and facilitate future connections using tram-train technology – to help achieve the step-change in non-car mode share required to sustain and	Manchester

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	support the growth of the wider Airport area, including a potential new stop at Timperley Wedge. [Final intervention contingent on appropriate planning approvals and developer contributions]	
Metrolink extension towards Port Salford/Salford Stadium	To effectively serve the major developments of Trafford Waters, and potentially Salford Stadium and Port Salford which are currently not connected to rapid transit. [Final intervention contingent on appropriate planning approvals and developer contributions]	Salford
Improved link between Eccles Metrolink stop and rail station	To increase the accessibility between Eccles Metrolink and heavy rail stations to ensure it becomes a more significant transport hub.	Salford
New Stops and Upgrades		
Further Metrolink Stop Improvements Package	Package of stop improvements to improve customer experience.	GM Wide
Tram-Train		
Metro/Tram-Train from Manchester to Glossop	To provide much greater capacity and frequency on the Glossop corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Tameside/ Derbyshire
Metro/Tram-Train from Manchester to Marple	To provide much greater capacity and frequency on the Marple corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Stockport
Metro/Tram-Train from Manchester to Wigan via Atherton	To provide much greater capacity and frequency on the Atherton corridor, both to address existing crowding issues and to facilitate further growth.	Wigan
Metro/Tram-Train from Manchester to Warrington (CLC)	To provide much greater capacity and frequency on the Warrington corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Trafford/ Warrington
Metro/Tram-Train from Stockport to Hazel Grove	To provide much greater capacity and frequency for rapid transit to and from Stockport and/or Hazel Grove, both to address existing crowding issues and to facilitate further growth.	Stockport
Metro/Tram-Train from Stockport to Manchester Airport	To improve access to the Airport from the Stockport, Cheadle and Gatley area, and encourage sustainable travel to it.	Stockport/ Manchester
Metro/Tram-Train from Bury to Rochdale via Heywood	To complete the connection between Heywood and Bury following successful implementation of	Bury/ Rochdale

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	the early pathfinder North scheme between Oldham and Heywood via Rochdale.	
Metro/ Tram-Train from the west and southwest (Mid Cheshire) to Manchester Airport	To improve access to the Airport from the Altrincham and Hale area and from towns in Cheshire, to encourage sustainable travel to it. See also: Manchester Airport Western Link.	Manchester / Trafford/ Cheshire
Metro/Tram-Train from Stockport to Ashton via Denton and Reddish	To connect poorly served Denton and Reddish to strategic opportunities for employment, education and health at both ends of a freight line that has been without a regular passenger service since the early 1990s.	Stockport/ Tameside
Metro/Tram-Train from Cornbrook to Manchester Airport via Timperley	To improve access to the Airport from the Timperley, Sale and Stretford area, and encourage sustainable travel to it (also: relieve Altrincham line crowding).	Manchester / Trafford
Regional Centre Metro Tunnel	To deliver a step-change in rapid transit capacity to and through the Regional Centre in order to: • accommodate increasing demand on existing Metrolink lines • release capacity in the city centre to accommodate increased service frequencies, e.g. on the Bury line and to MediaCityUK via the Trafford Park line • facilitate conversion of shorter-distance-focused suburban rail lines to metro/tram-train operation, radically improving services on those corridors and releasing capacity on the National Rail network in the Regional Centre, so that it can reliably accommodate 2040 demand • provide the capacity to enable the rapid transit network to serve a wider range of middle-distance trips in Greater Manchester and to maximise the benefits of integrated fares.	GM Wide

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
Our Rail		
Rail		
Rail capacity improvements on key commuting corridors: South East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester / Stockport / Tameside
Rail capacity improvements on key commuting corridors: Chat Moss and West Coast	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester / Salford / Wigan
Rail capacity improvements on key commuting corridors: North West Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester / Bolton / Wigan
Rail capacity improvements on key commuting corridors: North East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift. This could potentially include improvements between Rawtenstall and Manchester.	Manchester / Rochdale
Rail Capacity Improvements on key commuting corridors; South Manchester (including HS2 readiness)	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift, and prepare for the arrival of HS2.	Manchester / Stockport / Trafford
Platform lengthening and increases in passenger capacity at stations, including through future rail commitments	To maximise existing heavy rail network capacity in order to accommodate growth in rail travel.	GM Wide
Manchester Airport Western Rail Link	A new heavy rail link to the Mid-Cheshire line could release capacity on an already constrained network and provide greater rail access to Manchester Airport for those west and southwest of the conurbation (Cheshire and North Wales). See also: Metro/tram-train to Manchester Airport from the west (Mid Cheshire).	Manchester / Cheshire
Stockport - Station Alliance Enhancement Programme	To identify regeneration opportunities at Bramhall, Cheadle Hulme, Rose Hill Marple and Hazel Grove stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide	Stockport

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	residential, commercial and community facilities.	
Rochdale - Station Alliance Enhancement Programme	Redevelopment opportunities at Mills Hill, Slattocks, Castleton, Smithy Bridge, Littleborough and Rochdale stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide residential, commercial and community facilities.	Rochdale
Glossop Line Enhancements	To deliver an improved service on the Glossop line consistent with a potential longer-term metro/tram-train future for this line.	Manchester / Tameside/ Derbyshire
Mossley Station accessibility improvements	Upgrade of passenger facilities at Mossley station	Tameside
Port Salford rail freight link	To facilitate the delivery of Port Salford as a tri-modal logistics hub, reducing the impact of freight movement on the city region's congested motorway network.	Salford
High Speed Rail		
Manchester Airport HS2 and NPR Growth Strategy	To deliver transformational change to Greater Manchester's global rail offer from this new high-speed rail hub, and to ensure good onward public transport connections from across Greater Manchester to deliver wider benefits for the city-region as a result of the improved connectivity.	Manchester / Trafford
Stockport HS2 Growth Strategy	To address medium-term capacity constraints on the West Coast Main Line and at Stockport station, which will become more pressing between 2026 and 2033, when HS2 trains will start to arrive, but new tunnel to Piccadilly (HS2 Phase 2b) will not yet be complete.	Stockport
Wigan HS2 Growth Strategy	To better integrate Wigan Wallgate and North Western and therefore make the rail offer more attractive, creating a secondary long-distance rail hub for the city-region as an alternative to Manchester Piccadilly, particularly in the context of HS2.	Wigan
HS2 Northern Chord	A new link to facilitate trains running Manchester Piccadilly – Manchester Airport – Wigan – points north. This would provide a step change in journey-time from Manchester	GM Wide

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	Airport to Wigan and Scotland, and relieve capacity on the Manchester – Bolton – Preston and Manchester -Newton-le-Willows corridors, as well as in Manchester City Centre and Airport line.	
Northern Powerhouse Rail	To link Greater Manchester to the other economic centres of the North, support the growth of Manchester Airport and fully exploit opportunities to integrate with HS2.	GM Wide
Stations		
New stations (tranche 2)	To provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.	GM Wide
Our Streets		
Walking and Cycling		
Cheadle Access Package	New signal or priority junction with pedestrian and cycle links to Mill Lane and Cheadle District Centre and to improve cycling and walking access to the new proposed station in Cheadle.	Stockport
White City Circle	Delivery of a major junction improvement to facilitate Bee network connections at White City Circle in Old Trafford	Trafford
City Centre Wheel – cycle improvements on key corridors serving the city centre	To support safe cycling to / from the city centre and delivery of the Bee Network	Manchester / Salford / Trafford
Beeways Longer term delivery	Delivery of the remaining crossings and quiet streets identified on the Bee Network Map	GM Wide
Busy Beeways Longer term delivery	Delivery of the remaining 'Busy Beeway' major road corridors identified on the Bee Network Map	GM Wide
Active Neighbourhoods Longer term delivery	Delivery of Active Neighbourhoods across Greater Manchester	GM Wide
The Quays further connectivity improvements	Active travel access and connectivity improvements	Salford / Trafford
Wigan to Skelmersdale	Bee Network delivery between Wigan, Orrell, Billinge and Skelmersdale	Wigan
Local Highways		
Westhoughton Multi-Modal Package	To improve east-to-west connections, forming an extension of the Wigan E-W route (LLM); providing relief to Westhoughton town centre,	Bolton

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	enabling improvements for sustainable travel; and supporting local growth.	
Interventions to support the delivery of the Salford Crescent masterplan	Interventions to support public transport and active travel as part of the sustainable regeneration and development of this key growth area.	Salford
A49 Standish Link Road (Almond Brook Road to Kingshill Court)	To provide relief to Standish town centre, reducing through traffic and enabling improvements for sustainable modes; and to accommodate growth due to local housing developments.	Wigan
Lane Head Improvements	Measures from Atherleigh Way to Winwick Lane to reduce congestion and improve air quality at Lane Head junction.	Wigan
Improvements to local junctions to mitigate traffic associated with potential future developments – see LIPs (see Appendix B)	Improvements to junctions that benefit all road users. [Final intervention contingent on appropriate planning approvals and developer contributions]	GM Wide
Strategic Roads and Motorways		
Manchester Airport expansion highway improvements	To improve the reliability of journey times to the Airport, enhancing its function as the primary global gateway for the North of England, to be coordinated with longer term highway improvements required to support HS2 and NPR Growth Strategy at Manchester Airport.	Manchester
A58/M66 Junction 2 Improvements	To reduce congestion and improve reliability of journeys to/from M66 and along the A58 between Rochdale, Heywood and Bury, and to support growth including that at Northern Gateway.	Bury / Rochdale
M60 Junction 19/A576 Improvements	Improvements to M60 J19 to reduce congestion and facilitate growth. [Final intervention may be contingent on appropriate planning approvals and developer contributions]	Rochdale
A6 to M60 Relief Road	To address capacity and resilience issues from A6MARR to the M60 and facilitating reduced flows on the A6	Stockport
M60 Junctions 21-24 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for	Manchester / Oldham / Tameside

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
	the anticipated scale of growth both within the city-region and in neighbouring authorities.	
M66 improvements including improvements to Junction 3	To address existing congestion and reliability issues on the SRN and adjacent LRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Bury
Further interventions to tackle congestion issues in Tintwistle and Hollingworth	To address congestion issues on the strategic A628 corridor and improve journey times and journey time reliability to South Yorkshire.	Tameside
M6 J25 all-movements junction	To address congestion issues on this part of the Strategic Road Network and adjacent Key Route Network and increase access to the M6 Corridor.	Wigan
Further improvements to the motorway network, to be delivered through Highways England's future Road Investment Strategy process (RIS3)	To support major growth in Greater Manchester and across the North of England. Details to be determined through Highways England's planning processes, in consultation with local partners.	GM Wide
Strategic road improvements between Greater Manchester and Sheffield City Regions, to be determined through TfN and Highways England's Trans-Pennine Tunnel Study	To transform city region-to-city region highway connectivity across the North of England, in line with TfN's vision for an efficient highway network that effectively connects the labour markets of the North's major cities.	GM Wide
Multi-modal interventions to tackle congestion on the M60 North West Quadrant	To address existing congestion and reliability issues on the SRN and adjoining LRN through a package of multi-modal connectivity and capacity enhancements, enabling anticipated growth both within the city-region and in neighbouring authorities.	Bolton/ Bury/ Manchester / Salford and Wigan
M60 South East Quadrant Study	To address existing congestion and reliability issues as well as future challenges on the SRN and adjoining LRN. .	Manchester / Stockport / Tameside
South Manchester Highway and Transport Study	To maintain journey times and reliability for traffic using the M56, including trips to/from Manchester Airport, enhancing its function as the primary global gateway for the North of England.	Manchester / Trafford

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
M62 J19 Improvements	Junction and transport improvements to the area. [Final intervention may be contingent on appropriate planning approvals and developer contributions]	Rochdale
A57-M62 Link Road	To link the A57 at Barton with the M62 via a new motorway junction, supporting development at Port Salford and need to consider effects on local highway network.	Salford
M61 J6 Link Road for West of Wingates	To support the M61 Junction 6 West of Wingates potential development area	Bolton
M60 Junction 8 link road improvements	To support growth in the Carrington area by improving accessibility to new developments. [Final intervention contingent on appropriate planning approvals and developer contributions]	Trafford
Freight and Logistics		
The creation of urban consolidation centres	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Measures to reduce impact of goods vehicles in centres	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Key enhancements to regional rail to support freight growth in Greater Manchester	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Demonstrating the potential of alternative fuel transport, aiming to achieve regionally and nationally competitive solutions	To reduce the social and environmental external impacts of freight traffic.	GM Wide
Support joint procurement frameworks to reduce freight deliveries	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide
Town Centres		
Heywood Town Centre Streets for All Improvements	Following completion of J19 link road, the scheme proposes to reduce levels of through traffic through town centre, and introduce new bus priority, cycling and walking schemes through the town.	Rochdale
Middleton Town Centre Streets for All Improvements	Apply Streets for All principles to improve access by foot, bus, and by bike.	Rochdale

In the next five years, we will develop options for… (Map 3)

Intervention	Rationale	Location
Our Integrated Network		
Clean Air and Carbon		
Retrofitting or upgrading Local Authority fleet	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide
Private hire and taxi alternative fuels	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.	GM Wide
Future Mobility and Innovation		
Further future mobility and transport innovation priorities for Greater Manchester	To make travel easier across Greater Manchester through potential introduction of MaaS and new travel hubs.	GM Wide
Interchanges		
Oldham Mumps Interchange redevelopment	To increase the accessibility of Metrolink and bus from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Oldham town centre.	Oldham
New Stalybridge town centre transport interchange	Provision of a new transport interchange in Stalybridge which would better link the existing railway, bus and future Metrolink services together at a single location probably adjacent to the station.	Tameside
Ashton-in-Makerfield bus interchange upgrade	To increase the accessibility of Ashton-in-Makerfield by public transport and increase the attractiveness of bus services for local residents.	Wigan
Travel Hubs/ Park and Ride		
Further Travel Hub/ Park & Ride Proposals	To provide better access to public transport through Travel Hub/Park & Ride facilities.	GM Wide

Beyond this five year Delivery Plan, we will investigate…

Intervention	Rationale	Location
Our Bus	**Our Metrolink**	
Bus Rapid Transit	**Metrolink & Tram-Train**	
In most cases, these interventions will require further investigation in order to determine the appropriate transport mode ('Rapid Transit Corridor'). For some, a likely mode is clearer and this is stated where relevant ('Metrolink Extension' or 'Bus Rapid Transit Extension').		
Airport-Carrington-Irlam Rapid Transit Corridor	To improve access to the Airport from the Carrington and Irlam areas, making use of a former rail corridor to encourage sustainable travel to it.	Manchester/ Trafford/ Salford
Ashton-Oldham Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the M60, A627 and other local roads.	Oldham/ Tameside
Bolton-Bury Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A58 and other local roads.	Bolton/ Bury
Bolton-Radcliffe Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the M61, M60, A665, A6053, A56 and other local roads.	Bolton/ Bury
Marple-Stockport Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A626 and other local roads.	Stockport
Oldham-Grotton-Greenfield Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A669 and other local roads.	Oldham
Oldham-Royton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A671, A663 and other local roads.	Oldham
Tyldesley-Hindley Green-Wigan Bus Rapid Transit Extension	To link major growth areas with the Regional Centre and Wigan Town Centre, including the HS2 station and associated developments there.	Wigan

Beyond this five year Delivery Plan, we will investigate…

Intervention	Rationale	Location
Our Rail		
Rail		
Further electrification of rail lines to reduce carbon emissions and increase capacity	To reduce carbon emissions and increase capacity	GM Wide
Explore the feasibility and business case for improved connections from the Airport to the South	Improved heavy rail services south of the Airport towards and beyond Crewe, to increase Airport catchment and encourage sustainable travel to it. See also: Tram-Train Pathfinder Airport (Manchester Airport to Wilmslow via Styal).	GM Wide
Explore options for further increased rail network capacity in the Regional Centre	To transform city-to-city and suburban rail connectivity from Preston, Wigan and Liverpool to Manchester, addressing key constraints to capacity into the Regional Centre.	GM Wide
Further new rail stations from tranche 2	New stations that have not been identified as early priorities could well become more relevant as demand for rail travel increases and investment in the network creates opportunities for changes to rail services.	GM Wide
Our Streets		
Local Highways		
M62 - Carrington - M60 Link	To address existing congestion issues on the SRN and provide the capacity for the scale of development proposed both within the city region and in neighbouring authorities.	Trafford / Salford
High Lane and Disley Bypass	A bypass of the settlements of High Lane and Disley, promoted by Cheshire East Council.	Stockport / Cheshire East

APPENDIX B: Greater Manchester Transport Strategy 2040 – Local Implementation Plans

APPENDIX C: 2040 Transport Strategy KPIs

Network Principles KPIs – Customer Responses							
	Indicator	**Value**	**Date**	**Change**	**Question**	**Response**	**Source**
Integrated	Ease of making multi-mode trips	80%	2018	N/A (baseline)	How easy or difficult is it for you to use different forms of transport in one journey in Greater Manchester	Easy + Very Easy	MMNP
	Multi-modal fares	59%	2019	From 2018: ↓1 ppt	The way fares are set up allows travel by ANY public transport and ANY operator in Greater Manchester	Agree + Strongly Agree	Fares survey
	Real choice	52%	2018	N/A (baseline)	How often do you feel you have a choice of transport?	Always + Often	MMNP
	Ease of interchange Bus Tram Train	 75% 85% 61%	2018	N/A (baseline)	How you would rate the following aspects when travelling by [mode]?: Ease of connecting to onward bus/ train/tram	Satisfied + Very Satisfied	MMNP
	Being well-informed	81%	2019	N/A (baseline)	Overall, I am satisfied with the travel information available in Greater Manchester	Agree + Strongly Agree	CTI
Reliable	Journey time predictability	57%	2018	N/A (baseline)	How predictable are your journey times in Greater Manchester?	Always + Often Predictable	MMNP
	Stress	23%	2018	N/A (baseline)	How often are your journeys within Greater Manchester stressful?	Always and Often Stressful	MMNP
	Punctuality at the stop/station	62% 91% 53%	2018	N/A (baseline)	How you would rate the following aspects when	Satisfied + Very Satisfied	MMNP

	Bus Tram Train				travelling by bus/tram/train?: Punctuality of arrival time at the stop/station		
	Punctuality arriving at destination Bus Tram Train	 76% 93% 62%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?: The bus arrives at the destination at the time you expect it to arrive	Satisfied + Very Satisfied	MMNP
	Car punctuality	53%	2018	N/A (baseline)	How you would rate the following aspects when travelling by car?: Arriving at the time you want to arrive	Satisfied + Very Satisfied	MMNP
	Car congestion	40%	2018	N/A (baseline)	How you would rate the following aspects when travelling by car?: Traffic congestion	Satisfied + Very Satisfied	MMNP
Healthy	Healthy	31%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's transport network encourages you to walk or cycle as part of your trips?	Agree + Strongly Agree	MMNP
Inclusive	Ease of access All Disability No car	 74% 62% 71%	2019	 →0 ↓5 ppts ↓1 ppt	How easy or difficult do you find travelling to [selection of destinations] (by any form of transport)?	Very easy + easy (weighted average)	NHT KBI 03, KBI 04, KBI 05
	PT affordability	65%	2019	From 2018: ↓5 ppts	I can afford to travel by public transport as much as I like	Agree + Strongly Agree	Fares survey
	Fair fares	63%	2019	From 2018: ↑3 ppts	I get a fair deal for the fares I pay	Agree + Strongly Agree	Fares survey

Environmentally responsible	Environmentally responsible travel	43%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's transport network encourages people to travel in an environmentally responsible way?	Agree + Strongly Agree	MMNP
	Quality of local environment	68%	2019	N/A (baseline)	Composite of: • Noise levels from traffic: 74% • Pollution from traffic: 60% • My neighbourhood has a clean environment: 70%	Good + Very Good/ Agree + Strongly Agree	Neighbourhoods survey
Safe	Feeling safe from traffic Walk Bike	75% 51%	2018	N/A (baseline)	How you would rate the following aspects when walking/travelling by bike?: Feeling safe from traffic during the day	Satisfied + Very Satisfied	MMNP
	KSI number (all) Pedestrians Cyclists Children	683 227 87 77	2019	From 2018: ↓9% ↓11% ↓29% ↓17%	Aged 14 and under		Safer Roads GM
	KSI rate per million km Pedestrians Cyclists	0.5 0.6	2019	↓17% ↓25%			Safer Roads GM + TRADS
Secure	Personal security whilst waiting for PT (daytime) Bus Tram Train	83% 90% 88%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/train/tram?: Personal security waiting at the stop/station during the day	Satisfied + Very Satisfied	MMNP

	Personal security whilst waiting for PT (night, relative to day)	-27% points	2018	N/A (baseline)	Average % point reduction across PT modes for above question when asked about "at night"	Satisfied + Very Satisfied	MMNP
	Personal security on PT (daytime) Bus Tram Train	 87% 89% 84%	2018	N/A (baseline)	How would you rate the following aspects when travelling by bus/train/tram?: Personal security while travelling on a bus/train/tram during the day	Satisfied + Very Satisfied	MMNP
	Personal security on PT (night, relative today)	-27% points	2018	N/A (baseline)	Average % point reduction across PT modes for above question when asked about "at night"	Satisfied + Very Satisfied	MMNP
	Personal security walking Day Night	 81% *55%	2018	N/A (baseline)	How would you rate the following aspects when walking?: Personal security during the day/at night * NB women's perception of personal security is significantly lower than men's	Satisfied + Very Satisfied	MMNP
	Personal security cycling Day Night	 68% 32%	2018	N/A (baseline)	How would you rate the following aspects when travelling by bike?: during the day/at night	Satisfied + Very Satisfied	MMNP
	Personal security car Parking (day) Parking (night) In vehicle	 81% 57% 85%	2018	N/A (baseline)	How would you rate the following aspects when travelling by car?: Personal security at parking areas during the day/at parking	Satisfied + Very Satisfied	MMNP

					areas at night/in your vehicle		
Resilient	Resilience – PT	31%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's public transport network is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
	Resilience – road network	28%	2018	N/A (baseline)	Thinking about Greater Manchester's road network now, do you agree or disagree that it is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
Well-maintained	Highway condition	32%	2019	↑7 ppts	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following…? KBI 23	Satisfied + Very satisfied	NHT
	The condition of pavements	53%	2019	↑2 ppts	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following…? WCBI 02	Satisfied + Very Satisfied	NHT
	Condition of cycle routes	53%	2019	↑1 ppt	How satisfied or dissatisfied are you with each of these locally…? WCBI 10	Satisfied + Very Satisfied	NHT
	Waiting environment (shelter, litter etc.) Bus Tram Train	62% 82% 79%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?	Satisfied + Very Satisfied	MMNP

Network Principles KPIs – Operational View						
	Indicator	**Value**	**Date**	**Change**	**Measurement**	**Source**
Integrated	PT Network coverage	82%	Feb 2020		Proportion of GM population at GMAL Level 4 or better.	
Inclusive	Travel cost by mode, relative to RPI. Bus Tram Train Car	 +15% -4% +18% -14%	2019	From 2018 ↑2.3% ↑1.5% ↓0.1% ↓1.1%	Index of cost of travel, average peak fare, from2001 base.	
Enviro	NOx & PM emissions	Full details are available from the Clean Air Greater Manchester Annual Status Reports: https://cleanairgm.com/data-hub/monitoring-reports				
	Transport CO_2 emissions in GM	4,328 kilo-tonnes	2018	↓1.6%	Annual CO_2 emissions, all transport excl. aviation, shipping & military. Excludes CO_2 embedded in construction.	BEIS
Secure	Crime & ASB on transport networks	8,502	2019	N/A – change in method during 2018	Annual all reported crime and ASB incidents on the public transport network	TravelSafe
Reliable	PT punctuality Bus Northern Rail* Bus Tram	 82.5% 51.1% 1 49	Sept 2019 2019 /20	 From 2018/19: ↑ 7 ↑29	Proportion of bus services departing? between 1 min early and 6 mins late. Proportion of train services departing? between 1 min early and 1 min late. * Refers to whole TOC network rather than GM geographical area Average excess waiting time (seconds)	Rail: ORR Bus: TfGM surveys

	Highway journey time reliability	88.5%	2019	From 2018: ↑0.2ppts	Proportion of journeys within +/-25% of median journey time.	TfGM Bluetooth network
Well-maintained & Resilient	KRN where maintenance should be considered	25.6%	2018/19	↓3.4ppts	% of KRN with carriageway condition classified as red or amber.	GM Districts

Spatial Theme KPIs – Customer Responses							
	Indicator	**Value**	**Date**	**Change**	**Question**	**Response**	**Source**
Global	Non-car mode share for GM-originating passenger journeys to airport	7%	2017 - 2019	N/A			TRADS
Regional Centre	Non-car mode share	79%	2019	From 2018 ↑1 ppt	Proportion of trips arriving in AM peak		Cordon counts
	Easy to get to (GM residents)	82%	2018	N/A (baseline)	How easy or difficult is it to travel to the Regional Centre[7] in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant place to walk around and spend time in Residents Visitors	 76% 65%	2018	N/A (baseline)	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good + Very Good	Town Centres
	Feeling safe after dark Residents Visitors	 42% 42%	2018	N/A (baseline)	How do you rate [centre] for the following?	Good/ very good	Town Centres
	'Liveability'	26%	2018	N/A (baseline)	I would not consider living in the Regional Centre	Disagree + Strongly Disagree	Town Centres
	Regional centre road traffic levels	20,620	2019	From 2018: ↓3.2%	Number of motor vehicles arriving in the AM peak		Cordon counts
	Theme share of trips as per Right Mix	**15%**	**2017**	**N/A (baseline)**			**TRADS**
	Active Travel + Public Transport	**59%**	**2017**	**N/A (baseline)**			**TRADS**

[7] Those parts of Manchester & Salford within the Inner Ring Road

	mode share of this Theme						
Across wider city-region	Easy to access town centres (8-centre[8] average)	90%	2018	N/A (baseline)	How easy or difficult is it to travel to the [centre] in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant to visit town centres	54%	2018	N/A (baseline)	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good/ very good	Town Centres
	Ease of interchange. Bus Tram Train	 75% 85% 61%	2018	N/A (baseline)	How you would rate the following aspects when travelling by [mode]? Ease of connecting to onward bus/ train/ tram	Good/ very good	MMNP
	Theme share of trips as per Right Mix	**36%**	**2017**				**TRADS**
	Active Travel + Public Transport mode share of this Theme	**17%**	**2017**	**N/A (baseline)**			**TRADS**
Neighbourhoods	Perception of safety Daytime After dark	 87% 59%	2020	N/A (baseline)	How do you rate your neighbourhood for the following when travelling around?	Good + Very Good	Neighbour-hoods survey
	Active travel as natural choice for many short journeys	83%	2020	N/A (baseline)	Which type of transport do you use most frequently to get to places you visit within	Active travel %	Neighbour-hoods survey

[8] Altrincham, Ashton, Bolton, Bury, Oldham, Rochdale, Stockport, Wigan.

					your neighbourhood?		
	Proportion of neighbour-hood journeys made by Walking Cycling	 52.1% 2.2%	2017 - 2019	From 2014-2016: ↑0.7 ppts ↑0.4 ppts	Proportion of trips < 2km for which the main mode is walking/cycling		TRADS
	Perception of ease of travelling around neighbourhoods: walking cycling	 78% 33%	2020	N/A (baseline)	How do you rate your neighbourhood for the following when travelling around? Ease of walking around the neighbourhood Ease of cycling on roads in the neighbourhood	Good/ very good	Neighbour-hoods survey
	Perceived impact of traffic on local roads	65%	2020	N/A (baseline)	Composite of "How do you rate your neighbourhood for the following when travelling around?": Noise levels from traffic (74%) Pollution from traffic (60%) How close vehicles are to pedestrians (61%)	Good/ very good	Neighbour-hoods survey
	Theme share of trips as per Right Mix	**42%**	**2017**	**N/A (baseline)**	**% of all trips that are 2km or shorter excluding trips with an end in the Regional Centre**		**TRADS**
	Active Travel + Public Transport mode share	**55%**	**2017**	**N/A (baseline)**			**TRADS**

	of this Theme						
	Use of local shops/ facilities	83%	2020	N/A (baseline)	Visit the following locations at least monthly: large supermarket, small supermarket, local newsagents or corner shop, retail park, shop for non-food and market(s)		Neighbour-hoods survey



TAXI







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