

# GREATER MANCHESTER TRANSPORT COMMITTEE

Date: 15 October 2021

Subject: Destination Bee Network: Developing an Integrated Transport Network for Greater Manchester: Customer Experience, Inclusion and Equalities and Social Value

Report of: Eamonn Boylan, Chief Executive, TfGM

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## PURPOSE OF REPORT:

To provide an overview of the development of the Bee Network, including how customer experience, brand, inclusion and social value will underpin the delivery of GM's integrated transport network.

## RECOMMENDATIONS:

The GM Transport Committee is requested to:

1. Note and comment on the approach outlined to public engagement, customer experience and social value activities.
2. Consider and comment on the recommendations made by the Centre for Local Economic Strategies (CLES) on how TfGM can further embed delivery of social value.

## CONTACT OFFICERS:

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## Equalities Implications:

This report outlines how the approach to tackling inequalities will be strengthened in line with the GM Independent Inequalities Commission recommendations.

## Climate Change Impact Assessment and Mitigation Measures:

The Bee Network is a critical enabler of Greater Manchester's Net Zero ambitions; a truly integrated transport network across active travel and public transport will provide excellent public transport and active travel choices for all, promoting sustainable travel behavioural change through integrated spatial, digital and transport planning; and supporting the electrification of vehicles and public transport fleets. This report provides an update on the development and delivery of a number of aspects of the Bee Network and other contributions to carbon reduction TfGM is making through the delivery of social value.

## Risk Management:

N/A

## Legal Considerations:

N/A

## Financial Consequences – Revenue:

N/A

## Financial Consequences – Capital:

N/A

**Number of attachments to the report:** CLES review for TfGM: Maximising Social Value from Spending

## Comments/recommendations from Overview & Scrutiny Committee

N/A

## BACKGROUND PAPERS:

Greater Manchester Independent Inequalities Commission Report

<b>TRACKING/PROCESS</b>		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
<b>EXEMPTION FROM CALL IN</b>		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		
GM Transport Committee	Overview & Scrutiny Committee	

# 1 BACKGROUND

- 1.1 A sustainable and integrated transport network is central to Greater Manchester's ambitions for a decarbonised and levelled-up Greater Manchester: improving access to economic opportunity, unlocking new sites for residential and commercial development, promoting improved health and wellbeing through active travel, and making a significant contribution to the decarbonisation of the city region's economy.
- 1.2 The Bee Network is GMCA's vision for a London-style transport system which will join together buses, trams, cycling and walking by 2024, with commuter rail incorporated by 2030. It will transform how people travel in Greater Manchester: accessible, affordable, equitable and easy to use, with a daily fare cap and multi-modal ticketing to facilitate seamless end-to-end journeys within the city region. World class safety and customer experience standards will be demanded across bus, tram, rail, taxi and private hire, supported with real time passenger information and audio-visual announcements. The Bee, a long-established regional emblem, will become the promise of a high-quality transport experience.
- 1.3 For the Bee Network to be inclusive, TfGM will need to develop and deliver a network which puts people and places at its heart informed by a deep understanding of our residents and communities and their different transport needs. This approach will be underpinned by a number of key components, including the Bee Network brand which sets out what an integrated network needs to deliver in terms of how it looks and feels and how people can use it; ensuring all parts of the system understand and enable the best possible end-to-end customer experience through the products, services and infrastructure that form part of the Bee Network; and having the right strategies, policies, interventions, insight and monitoring, and practices in place to deliver a fully inclusive transport system which caters for the diverse needs of GM communities taking into account TfGM's role as a service provider and an anchor institution.
- 1.4 The activities currently underway to support this, summarised in this report, are as follows:
  - The GM Inequalities audit will provide a baseline to build on and produce recommendations for moving towards a transport system that meets the sustainable transport needs of all residents, visitors and businesses – to create a truly inclusive transport system, as well as recommendations for TfGM as an anchor institution.
  - Ongoing delivery of social value and exploration of further approaches to build on and strengthen social value within TfGM as a GM anchor institution.
  - The Destination Bee Network Customer Journey map will use customer insight and feedback to define what a fully integrated system must deliver for people at each stage of the journey to deliver the Bee Network.

- The Destination: Bee Network Conversation will gather views and feedback from GM residents, communities, businesses and other stakeholders throughout autumn across key elements of the Bee Network vision and utilising various mechanisms, including an online survey, public events and targeted engagement.

## 2 INEQUALITIES REVIEW

- 2.1 Sustainable transport is a key enabler to address inequality, enabling safe, affordable and seamless access to opportunities for all and improving population health through active travel and improved air quality – all underpinned by inclusive policy making which recognises the diversity of Greater Manchester. TfGM's role within this is as both a transport provider and an anchor institution.
- 2.2 As an anchor institution, TfGM can also deliver social value as an employer, through its procurement of goods and services, by the way it designs and manages its estate and assets, and by adopting the right corporate and civic behaviours. TfGM approach to delivering social value is detailed further in section 5 of this report.
- 2.3 In October 2020, GMCA launched the Independent Inequalities Commission (IIC) to examine inequalities across the city-region, consider how they should be tackled and outline specific, ambitious recommendations. The findings and recommendations from the Commission are being used to inform the refresh of the Greater Manchester Strategy later in 2021.
- 2.4 The GM IIC's [report](#) was published on Friday 26<sup>th</sup> March containing a range of recommendations under five themes:
- **The Essential Pivot** – putting wellbeing and equality at the heart of the Greater Manchester Strategy
  - **People Power** – putting more power in the hands of people
  - **Good jobs, decent pay** – good employment, becoming a Real Living Wage City Region and skills opportunities
  - **Building wealth** – spreading wealth and asset holding and benefits in communities
  - **Services for a good life** – move towards universal basic services
- 2.5 The report recognises transport as a key enabler in the delivery of economic, environmental and quality of life goals, and accessible and affordable transport as a pre-requisite to ensuring other wider policy programmes are successful.
- 2.6 In response to the Commission's recommendations, TfGM has recently commissioned an independent equalities audit to support delivery of the next phase of GM's transport journey and to ensure that the different needs of people and

places inform the development and delivery of a fully inclusive transport system for GM. The outcome of this audit will assist TfGM in refreshing its Equalities Strategy and the processes used to assess the impact of TfGM's strategies, policies and processes.

- 2.7 Consultation, engagement and a regular dialogue with people will be at the centre of the Bee Network's development. TfGM sees engagement with the GM equality panels and other groups, including this Committee, as an essential element of this. One of the key components of the independent equalities audit is to consider whether TfGM has adequate insights into the needs of all parts of the GM population to understand different travel and transport needs and whether it uses effective tools to assess the impacts of its activities on different groups of people and different geographic areas within GM, ensuring a variety of voices are brought into planning and decision making.
- 2.8 Whilst the audit will inform what more TfGM can do, two immediate priorities are to work with the rail industry to improve the accessibility of GM's rail stations and through bus franchising ensure all new buses have the highest standards of accessibility and audio-visual announcements. These priorities will be supported through the Destination: Bee Network Conversation activity outlined in Section 5.

### **3 SOCIAL VALUE**

- 3.1 TfGM is a GM anchor institution and so in addition to its role as a transport authority, TfGM can deliver social value as an employer, through its procurement of goods and services, in the way that it designs and manages its estate and assets, and by adopting the right corporate and civic behaviours.
- 3.2 Members may recall the Social Value report received by the Committee in February 2020. The report highlighted that the term 'social value' has now taken a broader meaning in policy terms linked to 'responsible business' and inclusive growth, rather than simply the value that can be added to procurement activity. The report also summarised the breadth of social value that TfGM had delivered demonstrating a well-established culture of working beyond its statutory remit to help meet the wider aims and objectives of the Greater Manchester Strategy.
- 3.3 Since that report, TfGM has continued to deliver social value and has been exploring how it can build on and strengthen its social value approach in the context of recovering from the impact of Covid-19 and addressing inequalities in the city-region which the pandemic has exposed and exacerbated.

#### **Embedding Social Value Delivery**

- 3.4 Greater Manchester was the first city-region to publish a social value framework and it continues to lead the way on new and innovative ways of delivering social value. The GM framework was refreshed in September 2020 to refocus on tackling inequality and to support GM's recovery from the pandemic. The refresh included

six new priority goals which are grounded in the United Nations Sustainable Development Goals. The six goals are as follows:

1. Provide the best employment that you can
2. Keep the air clean in Greater Manchester
3. Create the employment and skills opportunities that we need to build back better
4. Be part of a strong local community
5. Make your organisation greener
6. Develop a local, GM-based and resilient supply chain.

3.5 To inform how TfGM can embed these new goals and build on its strong track record in this area, TfGM commissioned the Centre for Local Economic Strategies (CLES) to review its approach and recommend next steps. The review specifically looked at how TfGM can maximise delivery of social value through its spending, in light of new funding opportunities including the City Region Sustainable Transport Settlement, the Levelling Up Fund, Active Travel Capital Funding, and funding to support the Bus Service Improvement Plan.

3.6 CLES's final report is attached at Appendix 1 and the review concludes that now is the time for TfGM to build on solid foundations to go further and faster. It recommends that TfGM should target its Covid-19 recovery actions to move social value from being a priority for certain functions, to a cultural value embedded across the organisation. To do this, CLES state that social value creation must guide strategic decision-making, it must be understood and evaluated as part of each employee's role, it must be measured better and outcomes must be communicated widely to inspire others towards more generative activity.

3.7 CLES identified six specific recommendations which will allow TfGM to continue to expand its considerable influence whilst bringing other key stakeholders along. These are:

1. Adopt a formal statement of intent on social value.
2. Foster a cultural shift of socially, economically and environmentally generative action across the organisation through leadership, training and evaluation.
3. Embed the refreshed Greater Manchester Social Value framework into all decision-making on employment, asset use, environmental impact and spending.
4. Push existing partners for more, and pull generative partners in, to forge a stronger Covid-19 recovery and tackle inequalities across the region.
5. Adopt more nuanced measures of social value to drive better outcomes.
6. Track and publish outputs and social value impact.

3.8 Members are invited to consider and comment on these recommendations and the committee may wish to formally adopt them and ask TfGM to report back on how the recommendations are being implemented.

- 3.9 One area where TfGM has already made progress, referenced in CLES' report, is procurement of the Social Value Portal. The Portal is a tool to report and measure social value to a consistent standard. It can be used to evaluate social value proposals, and provide data to enable informed, data-driven contract management to manage and maximise social value outcomes in contracts.

### **Social Value Delivery**

- 3.10 TfGM has continued to deliver social value during the pandemic, both in response to the challenges presented by Covid-19 and through the delivery of services and capital programmes.

### **Provide the best employment that you can**

- 3.11 TfGM has a well-established wellbeing strategy. Health and wellbeing was a high priority before the pandemic, but has advanced further since the first lockdown in early 2020 and a holistic approach is taken across both physical and mental health.
- 3.12 Initiatives introduced during the pandemic include diarised 'Quiet Time' to give people a break from meetings and 'Microsoft Teams fatigue', and webinars to increase awareness of issues such as anxiety and burnout, highlighting tips to develop effective coping strategies to develop resilience and deal with change.
- 3.13 Managers have been trained to spot signs of these issues, to create open cultures in their teams and are encouraged to have regular non-work conversations to be proactive and ensure early intervention.
- 3.14 TfGM is currently implementing new ways of working across the organisation, which include hybrid and remote working practices. This not only supports employee wellbeing but is integral to our changing culture around Working Differently.
- 3.15 TfGM is supporting the Government's Kickstart Scheme which offers six-month jobs for young people aged 16 to 24 years old who are currently claiming Universal Credit and are at risk of long-term unemployment. 39 vacancies have been created at bus stations and interchanges to provide support to customers as Greater Manchester emerges from lockdown and travel numbers increase. As well as gaining valuable work experience, employability support will be on offer with the aim of people moving into sustainable employment, either within TfGM or with other Greater Manchester employers at the end of their initial 6-month role.
- 3.16 TfGM currently has 23 apprentices in the process of completing qualifications between levels 2 to 7 and is looking to create a further 10 apprenticeships in the next 6 months. Apprentices are a mixture of new and existing employees who are upskilling via an apprenticeship to support their future career aspirations. Since the last GMTC report, 18 apprentices have successfully completed their apprenticeships, 9 apprentices have successfully completed Level 3 Team Leader/Supervisor and Level 5 Operations Manager apprenticeships within bus stations and a number have secured promotions. A group of apprentices have also

successfully completed their Level 4 Associate Project Manager apprenticeship within the TfGM Projects Team who have gone on to secure permanent roles within the organisation. A second cohort is due to be enrolled to all 3 programmes in October.

- 3.17 Finally, a Digital, Data and Technology (DDAT) Apprenticeship Scheme is being developed for 2022.

### **Keep the air clean in Greater Manchester**

- 3.18 TfGM is making a significant contribution to this priority through the development, coordination and implementation of the GM Clean Air Plan (CAP). To deliver additional social value through the programme a GM CAP social value framework has been developed, aligned to the GM framework, and a Social Value Steering Group is being set up to bring suppliers together to report performance, share learning and best practice and encourage collaboration.

- 3.19 For each procurement exercise within the CAP programme, a set of priority outcomes and measures have been chosen to reflect the services being procured. Social value was given a 10% weighting within the evaluation criteria.

- 3.20 To reduce the impact of TfGM's operations on air pollution and carbon emissions TfGM is in the process of procuring 27 electric vans as part of a renewal program. The new fleet should be operational from late 2022 and will result in TfGM having a 100% zero emission ancillary van/car fleet.

### **Create the employment and skills opportunities that we need to build back better**

- 3.21 In addition to TfGM's own apprenticeship programme, TfGM continues to promote new skills opportunities through its procurement. For example, Metrolink operator, KeolisAmey Metrolink (KAM) has recruited 24 apprentices and invested in a state-of-the-art tram simulator to improve driver training. TfGM's principal Metrolink Communications Network contractor, Telent has also recently employed two new apprentices and has hosted online STEM and Rail Safety events which were well attended.

### **Be part of a strong local community**

- 3.22 TfGM has donated a range of equipment and assets, big and small, to community initiatives. 20 recycled laptops were donated during lockdown to Atherton High School and 20 PCs passed on to the Greater Manchester Technology Fund, which helps digitally-excluded young people at school/college in GM.

- 3.23 A T68 tram has been donated to the Heaton Park Transport Museum and community projects were invited to bid for a number of decommissioned yellow school buses. Yellow school buses have been given a new lease of life as mobile Covid-19 testing sites, and to support the #BeeWell survey of the wellbeing of pupils in secondary schools.



- 3.24 Through the Stations Alliance and GMCVO, 4 disused station buildings have been refurbished at Altrincham, Heaton Chapel, Broadbottom and Trafford Park. Buildings will now be used by a number of social enterprises providing therapy, foodbanks, arts and crafts, creating podcasts etc. for local communities.

#### **Make your organisation greener**

- 3.25 TfGM has successfully secured funding for the decarbonisation of building assets to retrofit renewable and low carbon technologies including solar panels, heat pumps, LED lighting within bus stations, interchanges and Metrolink depots. Completion of this project is expected in Spring 2022.
- 3.26 A new waste management contract with Biffa will improve efficiencies, recycling and accurate reporting.
- 3.27 TfGM has retained certification to ISO14001:2015 through demonstrating protection of the environment and continuous improvement. New Environmental and Sustainability criteria has also been introduced for strategic design, development and delivery of TfGM projects to ensure TfGM becomes a carbon neutral organisation by 2038.

#### **Develop a local, GM-based and resilient supply chain.**

- 3.28 Social value delivery has been further embedded within TfGM's procurement processes through changes to template Invitation to Tender (ITT) documentation to reference the GM Social Value framework, and social value is now included as a specific consideration in the Gateway Review governance procedure within the procurement assessment. A Senior Social Value Officer is also due to be recruited to help lead this area and champion social value delivery through the supply chain.

### **4 CUSTOMER JOURNEY AND EXPERIENCE**

- 4.1 This is the start of way of working that is about embedding customer experience within how we design and deliver services.
- 4.2 This is the golden thread that will ensure the needs of people are at the heart of delivering an integrated and inclusive Bee Network that provides seamless, safe and sustainable end-to-end journeys.
- 4.3 Customer Experience is a person's perspective of the transport network highlighting the practical issues involved in using it.
- 4.4 Bus franchising allows us to make the changes that deliver an improved customer experience that truly commits to principles of integration and seamless travel.
- 4.5 On behalf of the Mayor and GMCA, TfGM is developing a Bee Network Roadmap that will focus on improving the services that matter to customers. There are numerous areas where we know we need to make changes informed by customer insight and feedback. Examples include ease of purchasing a ticket, audio visual

information on board services and ease of interchange between services e.g., cycle hire and public transport.

- 4.6 This roadmap will have a particular focus on how public transport and active travel services integrate with each other to ensure we fully commit to delivering a seamless end to end experience.

## **5 DESTINATION: BEE NETWORK CONVERSATION**

- 5.1 The delivery of the Bee Network brand plays an integral part in the development of an integrated transport network which is inclusive and accessible to all. The brand will provide a consistent look and feel, tone of voice and point of reference for customers providing reassurance, trust, stability and clarity when travelling around Greater Manchester. The brand will include assets such as logos and colours across multiple modes, as well as singular ticketing branding and continuity across digital platforms including an app and parent brand website. Brand and modal hierarchies are all being explored during this second phase of brand development which is currently underway and will be quickly followed by visual options / colourways and once agreed, development of clear brand guidelines.
- 5.2 Destination: Bee Network is the interim brand created to showcase the vision for an integrated transport system and the journey GM is on to deliver it. It is also a mechanism for shaping a system for GM by GM. It allows us to take the public with us on the journey and to ensure they are part of the brand development process.
- 5.3 The Destination: Bee Network Conversation will actively seek ideas, insights and feedback from GM residents, communities, businesses and other stakeholders to help shape an inclusive and integrated Bee Network designed by GM for GM. This is also an opportunity to raise awareness and visibility of Destination: Bee Network across the whole of the Greater Manchester population.
- 5.4 Through this engagement process we will explore what is important in terms of the end to end journey, customer experience and identify priorities and values that are important to the people of Greater Manchester. This will help us to develop and inform the future of our integrated transport system.
- 5.5 Engaging on the future of Destination: Bee Network across the Greater Manchester population will help to embed a principle of 'nothing about us, without us' in the journey to the Bee Network.
- 5.6 The Destination: Bee Network Conversation is running throughout October and November, featuring the following elements to provide different mechanisms and opportunities for participation:
- 5.7 Online survey

- An online survey is seeking views and identifying priorities for Destination: Bee Network. The survey findings will help us to better understand what customers and residents want from an integrated transport network, enabling sustainable travel across Greater Manchester.
- The survey covers a range of topics including customer standards, customer information, safety and brand.
- The survey is being hosted on a dedicated D:BN webpage and on the GMCA's Citizen Space (GMConsult).

#### 5.8 Destination: Bee Network bus tour and public events

- Following showcase at Conservative Party Conference, the Destination: Bee Network bus will tour all ten GM local authorities providing the opportunity for TfGM to engage directly with our residents and communities through public events.
- The bus tour is running from mid-October through to mid-November with events taking place across different days of the week and a range of times through the day.
- The preferred option is for the bus to be sited at interchange / transport hub locations to capture the views of customers and help ensure high footfall. Where this is not feasible, a suitable location is being identified in dialogue with local authority colleagues.
- We are working with local authorities and other partner organisations to promote widely and to highlight opportunities for targeted groups to visit the bus – in addition to general footfall in the area.
- Exact details of the bus tour are currently in development – further details on dates, times and locations will be shared with Members, and Members of the GM Transport Committee will also be invited to attend.

#### 5.9 Targeted engagement sessions

- Targeted engagement sessions will be held to encourage representative views from our GM communities on Destination: Bee Network. These will include facilitated discussion around the Customer Experience Roadmap development; the requirements for an inclusive transport network, including on-board considerations; and perceptions and considerations around safety.
- Conversations have taken place with GMCA and GMCVO to understand how the GM Equality Panels and GM Equality Alliance members can be most effectively engaged in this process. Invites to the targeted engagement sessions will also be shared with other relevant groups and networks to encourage wider participation.

- TfGM's Disability Design Reference Group (DDRG) will also be engaged as part of their meeting on 4 November.
- Additionally, Destination: Bee Network is an element of the workshop discussion at the Big Active Conversation event taking place on 5 October.
- A further update on plans for the targeted engagement sessions will be shared as this develops - including dates and number of sessions.

5.10 The Destination: Bee Network public conversation will be supported by a robust programme of media and social media activity to maximise engagement and traction with GM residents, communities, businesses and other stakeholders. Local authority and stakeholder communications channels will also be utilised to support this.