

Greater Manchester Combined Authority

Date: 29 October 2021

Subject: Greater Manchester's Bus Service Improvement Plan

Report of: Andy Burnham, Mayor of Greater Manchester and Portfolio Lead for Transport and Eamonn Boylan, Chief Executive Officer, GMCA & TfGM

PURPOSE OF REPORT:

This report seeks approval to submit to Government and publish Greater Manchester's Bus Service Improvement Plan (BSIP) which has been produced in response to the Government's National Bus Strategy, which requires all English Local Transport Authorities to produce and publish a BSIP by the end of October 2021. The report sets out the level of Greater Manchester's ambitions for improving the overall offer to bus customers, how it is intended to deliver this ambition and what is needed from others to deliver this ambition. It aligns with the plan to start to introduce a franchised bus network from 2023 within Greater Manchester and also the plan to deliver the Bee Network vision for a London-style, integrated, accessible and inclusive transport network.

RECOMMENDATIONS:

The GMCA is requested to:

1. Endorse the level of ambition and proposals being put forward as part of Greater Manchester's Bus Service Improvement Plan.

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- 2. Approve the publication and submission to Government of the Bus Service Improvement Plan, which is appended to this report.

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Impacts Questionnaire		
Impact Indicator	Result	Justification/Mitigation
Equality and Inclusion	G	Bus Franchising and BSIP will help to make the bus network more accessible to everyone through facilitating greater control over bus timetables, routes, fares and quality standards. Through making the bus network more accessible, reliable and affordable the BSIP will improve access to public services. BSIP will aid community cohesion by providing a more accessible, reliable and affordable bus network which will facilitate connections between communities.
Health	G	BSIP will form a key part of the Bee Network by facilitating improvements for active travel by improving first/last mile trips and interfaces with active travel and sustainable modes. BSIP will help reduce social isolation and improve access to health care services through providing a more accessible, reliable and affordable bus network which will facilitate connections between communities. BSIP will make bus network more accessible, reliable and affordable for all users which will in turn have a positive impact on the ability for residents to access to healthy food in GM.
Resilience and Adaptation	G	BSIP will play a key role in supporting the decarbonisation agenda and includes proposals that will assist in addressing the climate emergency. For example facilitating modal shift to sustainable transport modes and the move to Zero Emission Buses. BSIP supports the improvement of safety and perceived safety on the bus network through proposals to increase Travel Safe provision.
Housing	G	BSIP will help improve accessibility to homes for GM residents by creating a bus network which is more flexible to the needs of residents.
Economy	G	BSIP will make travelling around GM by bus and via the wider transport network more accessible, reliable and affordable for all users which will assist economic development and increase access to employment opportunities for GM residents. BSIP represents significant investment within the GM transport network and will make GM more attractive for investors. BSIP will make travelling around GM by bus and sustainable modes of transport more accessible, reliable and affordable for all users which will increase access to opportunities for formal education, vocational training and skills development.
Mobility and Connectivity	G	BSIP will digitally enable bus travel in GM via an account based ticketing and information proposition. BSIP has the potential to provide access to physical infrastructure via the provision of new transport links. By encouraging mode shift from private cars to sustainable forms of transport BSIP has the potential to decrease road congestion. BSIP should make bus travel in GM more affordable. A fundamental principle of BSIP is to better integrate bus travel with other modes and provide a more connected transport network. BSIP provides an opportunity to integrate sustainable modes of travel across GM. BSIP will involve increased enforcement of parking restrictions on key bus routes. As part of the BSIP the GM bus fleet will be transitioned to fully electric vehicles.
Carbon, Nature and Environment	G	Full electrification of the bus fleet by 2032 would reduce carbon emissions from the bus fleets in Greater Manchester by approximately 1.1MtCO ₂ e.
Consumption and Production		
Contribution to achieving the GM Carbon Neutral 2038 target		It is anticipated that the delivery of the improvements set out in the Bus Service Improvement Plan will lead to significant levels of modal shift and play a key role in helping to deliver Greater Manchester's carbon reduction targets. In particular in relation to bus fleet the ambition within the Bus Service Improvement Plan is to make 50% of the fleet zero emission by 2027.
Further Assessment(s):	Equalities Impact Assessment and Carbon Assessment	
	Positive impacts overall, whether long or short term.	Mix of positive and negative impacts. Trade-offs to consider.
	Mostly negative, with at least one positive aspect. Trade-offs to consider.	Negative impacts overall.

Equalities Implications:

The Bus Service Improvement Plan in conjunction with bus franchising will play a key role in delivering Greater Manchester's Bee Network – a fully integrated, accessible and inclusive London-style transport network. It will help to make the bus network more accessible to everyone through facilitating greater control over bus timetables, routes, fares and quality standards and via the Bus Service Improvement Plan the introduction of

additional services and infrastructure; making travel by bus more affordable; introducing a high quality zero emission fleet of buses; providing improved real time information; and through a greatly improved level of customer experience at every stage of the customer journey. EQIA assessments have been carried out for Bus Franchising and the Bus Service Improvement Plan.

Climate Change Impact Assessment and Mitigation Measures –

Greater Manchester Combined Authority's Bus Service Improvement Plan focuses on a range of interventions across seven key themes: Services; Fares and Ticketing; Fleet; Infrastructure; Information; Network Management; all woven together and generating an improved Customer Experience. The aim of Bus Franchising and the Bus Service Improvement Plan is to grow bus patronage, initially back to the level seen before the Covid-19 Pandemic but ultimately beyond this patronage level, in line with Greater Manchester's Right Mix Target of 50% of overall trips being undertaken by public transport and active travel modes by 2040. It is anticipated that the delivery of the improvements set out in the Bus Service Improvement Plan will lead to significant levels of modal shift and play a key role in helping to deliver Greater Manchester's carbon reduction targets. In particular in relation to bus fleet, the ambition within the Bus Service Improvement Plan is to make 50% of the fleet zero emission by 2027.

Carbon Assessment		
Overall Score		
Buildings	Result	Justification/Mitigation
New Build residential	N/A	
Residential building(s) renovation/maintenance	N/A	
New Build Commercial/Industrial	N/A	
Transport		
Active travel and public transport	High standard in terms of practice and awareness on carbon.	Specific measures will be developed pending BSIP funding approval. The BSIP will make travelling around GM by bus more accessible, reliable and affordable for all users which improve access to these facilities. This will be achieved via Zero Emission Buses. Proposal to redevelop Bury Interchange and 2000 bus stops.
Roads, Parking and Vehicle Access	Mostly best practice with a good level of awareness on carbon.	Improved access for cyclists and pedestrians will be achieved through bus priority measures which will take into account active travel.
Access to amenities	High standard in terms of practice and awareness on carbon.	Improved access for cyclists and pedestrians will be achieved through bus priority measures which will take into account active travel.
Vehicle procurement	Mostly best practice with a good level of awareness on carbon.	Zero Emission Buses to be procured. The BSIP will involve the full electrification of the GM bus fleet by 2032. *Significant operating and maintenance cost saving anticipated through the replacement of diesel buses with electric buses however only capital costs included in the BSIP so far.
Land Use		
Land use	Partially meets best practice/ awareness, significant room to improve.	
No associated carbon impacts expected.	High standard in terms of practice and awareness on carbon.	Mostly best practice with a good level of awareness on carbon.
	Partially meets best practice/ awareness, significant room to improve.	Not best practice and/or insufficient awareness of carbon impacts.

Risk Management:

The key risks that surround the overall plan for bus in Greater Manchester relate to: Progressing the plan for Bus Franchising as planned; The level of funding that will be forthcoming from Central Government to allow Greater Manchester to deliver its ambitious plan; and the ongoing Covid 19 Pandemic and the level / speed of recovery of bus patronage within this context. In addition, each of the individual elements of the Bus Service Improvement Plan will also have their own unique risks which will need to be managed as development and delivery progresses.

Legal Considerations:

Greater Manchester Combined Authority is currently awaiting a decision in relation to the Judicial Review held in May 2021 in respect of Bus Franchising. There are no specific legal considerations in respect of the Bus Services Improvement Plan at this time.

Financial Consequences – Revenue:

Revenue funding already committed by Greater Manchester to support the delivery of the bus network in the City-Region includes: £134.5 million committed funding up until 2025/26 towards the establishment of a franchised bus network; over £30 million per annum in the provision of subsidised and Ring and Ride services; and £16 million per annum to support the ongoing Our Pass pilot. In order to deliver Greater Manchester Combined Authority's BSIP ambitions significant additional revenue subsidy will be required from Government in the areas of Network Recovery and Stabilisation; Services Improvement; Fares and Ticketing; Customer Information and Customer Experience.

Financial Consequences – Capital:

Greater Manchester Combined Authority's BSIP highlights three key areas where additional capital funding will be needed from Government to facilitate delivery of the London-style ambitions. These are: Fleet – the purchase of new zero emission vehicles and the retrofit of all vehicles with technology and equipment to enhance customer information and accessibility; Customer Information and Customer Experience - Systems and equipment to support the roll out of real time on-stop customer information and an integrated App and website; and Infrastructure – a submission was made in early September 2021 to the Government's City Region Sustainable Transport Settlement fund of £1.36 billion, of which £322 million related to bus focused infrastructure improvements which would support the ambitions for bus set out in the BSIP.

Number of attachments to the report: One

Comments/recommendations from Overview & Scrutiny Committee

GMCA's HPEOS Committee received an update on the Bus Service Improvement Plan and Bus Reform more generally on the 7 October 2021. They noted the current position in respect of Bus Franchising in Greater Manchester; and endorsed the level of ambition and proposals being put forward as part of Greater Manchester's Bus Service Improvement Plan.

BACKGROUND PAPERS:

Report to GMCA titled Bus Reform: Bus Back Better dated 23 March 2021

Report to GMCA titled Bus Reform: The Greater Manchester Franchising Scheme for Buses 2021 – Implementation and Operation dated 28 May 2021

The Bus Service Improvement Plan has arisen in response to the publication and requirements from Central Government as set out in the National Bus Strategy – Bus Back Better which was published on the 15 March 2021.

The delivery of the bus infrastructure improvements that will be set out within the Bus Service Improvement Plan are dependent on the success of Greater Manchester's City Region Sustainable Transport Settlement submission prospectus which was approved by GMCA on the 10 September 2021.

TRACKING/PROCESS		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		Yes
EXEMPTION FROM CALL IN		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		None
GM Transport Committee	Overview & Scrutiny Committee	
15 October 2021	7 October 2021	

1. INTRODUCTION/BACKGROUND

- 1.1 This report provides the Greater Manchester Combined Authority with an update on how, in the context of the development of the “Bee Network”: a London-style transport network that enables seamless, safe and sustainable journeys for all, Greater Manchester is planning to develop and deliver improvements for bus passengers across Greater Manchester.
- 1.2 In particular, the report provides a summary of the strategic context within which the vision for bus is being developed and delivered; and seeks approval to publish and submit to Government by the end of October, Greater Manchester’s proposed Bus Service Improvement Plan (BSIP), which is required by Central Government in response to their National Bus Strategy – Bus Back Better. The BSIP is attached as Appendix 2 to this report.

2. THE BEE NETWORK VISION AND GREATER MANCHESTER’S LEVELLING UP DEAL

- 2.1 Greater Manchester Combined Authority’s plan for Bus Franchising and its BSIP proposals, allied with the recent City Region Sustainable Transport Settlement submission to Government forms a key component within GMCA’s submission to the Comprehensive Spending Review.
- 2.2 The approach adopted has been to present a positive Levelling Up deal to Government which will deliver a London-style transport network with affordable London-level fares, which will help accelerate plans for a net zero future with better, greener homes and communities and better jobs and skills.
- 2.3 Recognising, that whilst Greater Manchester as the Region, has made real progress in recent years, there is still much work to do to ‘Level Up’ (both at a GM and at a national scale), and to tackle climate change. Transport is the foundation

of this deal, not least in supporting GMCA to secure stronger control over bus services, so as to deliver a zero carbon, London-style, affordable, transport network. It will foster a stronger, more efficient and resilient city-region economy, connect people to homes, jobs, learning, leisure and culture, and create opportunities for all of Greater Manchester's communities – from urban to rural, city to town and village.

- 2.4 Together, the approach sets out the overall ambition for infrastructure improvements across the transport network including £322 million of bus related infrastructure, which will help to deliver the overall vision for the “Bee Network” which is set out below:

The Bee Network is an integrated ‘London-style’ transport system which will join together buses, trams, cycling and walking and other shared mobility services by 2024, with commuter rail incorporated by 2030, to transform how people travel in Greater Manchester.’

- 2.5 By designing and delivering public transport, active travel and shared mobility services as one system with local accountability and aligned to national and local priorities, the Bee Network will transform the travelling experience and make sustainable, low carbon transport an attractive option for all.
- 2.6 Accessible, affordable, integrated, inclusive and easy to use, with a daily fare cap and Greater Manchester-wide multi-modal fares, the Bee Network will support seamless end-to-end journeys within Greater Manchester, irrespective of the destination. To achieve the vision for the Bee Network, bus cannot be considered in isolation: it only makes sense as part of a multi-modal network that includes – very importantly – walking and cycling.
- 2.7 Greater Manchester is strongly aligned with Government and the National Bus Strategy in terms of understanding the potential for buses to play a central role in supporting sustainable economic growth in Greater Manchester's city and town centres and major development areas; in supporting levelling up across Greater

Manchester by enabling the most excluded groups to access opportunities; and in driving de-carbonisation of the transport system.

- 2.8 Buses are central to the Bee Network vision which has, in turn, been developed to support Greater Manchester's wider ambition to be the best place in the world to grow up, get on and grow old.
- 2.9 This is why increasing bus travel is a central part of Greater Manchester's pathway to a "Right Mix" vision of zero net growth in motor vehicle traffic from 2017 to 2040 with at least 50% of trips by active travel or public transport. It is why Greater Manchester Combined Authority has decided to pursue a franchised bus system to enable buses to be better integrated into the wider sustainable transport network.
- 2.10 Over recent decades, buses in Greater Manchester have not fulfilled their potential in terms of providing an attractive and credible alternative to car travel. Bus travel in Greater Manchester has declined from a peak reached around 1950, with the decline accelerating since deregulation in 1986. Declining bus patronage set in motion a self-reinforcing cycle of reduced bus patronage, reduced service-frequencies, higher operating costs and higher fares, which has left far too many of Greater Manchester's communities with insufficient local bus services. The result has been that bus travel is now seen by too many people as a 'choice of last resort', and levels of car dependency have dramatically increased. The decline in bus use and increased use of private vehicles has had a wide range of negative impacts on Greater Manchester, such as the decline of town centres; growing social and economic inequalities; and increased greenhouse gas emissions, noise and air pollution from transport.
- 2.11 However, buses continue to play a vital role in the lives of many people who live, work, and visit Greater Manchester. They make up about 75% of public transport trips and are particularly important for people making everyday trips to work, education, and for shopping. Women, young people, those from mixed ethnic backgrounds, Black or Black British people, and those with a disability or mobility impairment are also disproportionately more likely to travel by bus (GM TRADS

2017-2019); these groups are more likely to experience multiple forms of disadvantage and social exclusion and therefore could particularly benefit from improvements to the bus system.

- 2.12 The Leigh - Manchester Busway service, which provides bus rapid transit between Leigh, Salford, Manchester City Centre and the Oxford Road corridor, has already demonstrated the potential of buses to attract new customers in Greater Manchester and the National Bus Strategy and the BSIP presents an exciting opportunity for Greater Manchester to build on this work to achieve a step-change in bus service-quality and patronage throughout the city-region.
- 2.13 Specifically, buses need to provide attractive and accessible services to all communities in Greater Manchester to allow everyone to access jobs, essential services, and other opportunities, particularly for those people who don't have access to a car. Buses also need to improve so that people can choose car-free or low-car lifestyles and also to leave their cars at home for many more journeys. In addition, buses are positive for promoting more active lifestyles through the walk to and from the bus stop.
- 2.14 Clean buses will support our ambitions for clean air, and a carbon neutral transport system by 2038. Buses also need to play an important role in our local economies by supporting the 24-hour economy and more attractive urban places. Buses need to provide good access to and to integrate with Metrolink and rail services to allow longer journeys to be made easily by public transport and new developments need to be well served by bus services.

3. THE NATIONAL BUS STRATEGY

- 3.1 In March 2021 the Government launched their National Bus Strategy – Bus Back Better which was in response to a long standing and continuing trend of decline in bus patronage in the majority of England and in recognition that the Covid 19 Pandemic had only worsened this trend. The aim of the Strategy is to firstly build back confidence in customers in using the bus so that patronage levels return to

pre-pandemic levels and secondly to grow patronage, recognising the potential that bus has in the efficient and effective movement of people and the role it can play in helping to deliver economic growth and carbon reduction targets.

- 3.2 As part of the National Bus Strategy, guidance issued by the Government in May 2021 stated that all local transport authorities in England are required to publish a Bus Services Improvement Plan (BSIP) by the end of October 2021. The plan is required to set out how each authority intend to address the ongoing decline of bus travel in their area and what they need from a funding perspective to deliver the plan. This should include either a commitment to working within a formal partnership with bus operators – known as an Enhanced Partnership or a commitment to progress bus franchising.
- 3.3 Central Government has indicated that as part of the National Bus Strategy they have set aside £3 billion of funding to support the delivery of BSIP's nationally over the 3 years from April 2022.
- 3.4 At the same time, following two extensive consultation exercise, and in recognition that the long term decline in bus travel within Greater Manchester needed to be addressed, in order for bus to play a central role in forming an integrated, inclusive and accessible transport network, the Greater Manchester Mayor confirmed his intention to progress with bus franchising.
- 3.5 Over the last 4 months, and in parallel with ongoing work to progress bus franchising, TfGM has on behalf of GMCA been developing Greater Manchester's BSIP. This report provides a summary of the level of ambition in relation to bus that is articulated within the BSIP, the type and level of interventions that will be needed to deliver this ambition and the requirements from others in terms of funding, powers and cooperation in order to deliver the interventions and overall level of ambition. The BSIP is also attached as an appendix to this report for approval.

4. GREATER MANCHESTER'S PLAN FOR BUS REFORM

4.1 Greater Manchester Combined Authority's plan for Bus Reform includes:

- Our plan to stabilise and recover bus services and patronage to 2019 levels as part of recovery from the Covid 19-Pandemic – short term measures are included within the Bus Service Improvement Plan;
- The programme of work to franchise the bus network by 2025, in a phased manner; and
- Our intention to provide further enhancements to the bus offer in Greater Manchester facilitated through the Bus Services Improvement Plan which will be submitted to Government by the end of October 2021.

4.2 All of the above will play a central role in supporting the delivery of an integrated London-style transport network.

5. GREATER MANCHESTER'S BUS SERVICE IMPROVEMENT PLAN

5.1 Greater Manchester Combined Authority's ambition is that bus should form a central part of a fully integrated sustainable transport network for travel over the whole of Greater Manchester without the need for a car.

5.2 In summary the ambition contained within the BSIP is – “to develop a modern low-emission accessible bus system, fully integrated with the wider Greater Manchester transport network on which everyone will be willing to travel regardless of their background or mobility level.”

5.3 In order to achieve the ambition for bus, significant improvement to the quality of the bus offer will need to be brought about, by delivering what people say they want. Based on research with bus users, journeys by bus will be made quicker, cheaper, greener, more reliable and more attractive, with the aim of improving the whole

journey – including pre-trip information, the journey from home to bus stop and bus stop to destination, in-journey information, customer care, the integration with other services, and the waiting experience.

- 5.4 The scale of the improvement needed is significant – but so is the reward from achieving it. It is why Greater Manchester Combined Authority has decided to implement a franchised bus network to allow buses to be operated in a model similar to London, with bus services taken under the direct control of Greater Manchester Combined Authority, which would set routes, timetables, fares and standards and with bus operators bidding competitively for contracts to run services on behalf of the GMCA.
- 5.5 It is anticipated that bus services in the Bee Network will reflect the requirements of creating sustainable communities in each part of Greater Manchester. The mix required to achieve sustainable transport and land-use will lead to different requirements for bus in different places. In some locations, bus will provide the main form of public transport; in others, it will focus on complementing and feeding rapid transit services. High-frequency turn-up-and-go services will be provided where there is sufficient potential patronage; in other locations, services will be less frequent, requiring a particular focus on punctuality.
- 5.6 In the BSIP the challenge has been set of meeting Greater Manchester Combined Authority’s interim-year 2030 “Right Mix” target for bus travel (as set out in the Five Year Transport Delivery Plan 2021-26). This has been made more challenging by the Covid-19 pandemic, which has had a profound impact on public transport patronage, and implies an increase in bus travel of more than 30% by 2030 from today’s patronage levels. This will not be easy and will require a transformational uplift in the customer experience of using buses in Greater Manchester, as part of the wider, integrated London-style Bee Network. If this target can be achieved, however, the prizes are significant. In particular, it will enable Greater Manchester to reduce its transport carbon emissions by c. 450,000 tonnes of carbon every year in terms of mode shift alone. Further emissions savings will be achieved through

the proposed investment in Greater Manchester's electric bus fleet which could deliver a reduction in annual CO2 tailpipe emissions of around 43,000 tonnes p.a.

5.7 The ambitions for bus are summarised around the following seven thematic areas:

- **Customer Experience:** This is the golden thread that runs throughout BSIP with all the improvements targeted at providing customers with a safe and seamless travel experience, supported by a "Mobility as a Service" platform to provide a digital one-stop-shop for all travel needs. The Customer Charter will set out the standards that customers can expect when using bus services in Greater Manchester;
- **Services:** Stabilising and then strengthening services and routes to a minimum 'turn up and go' frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a 'London-style network' to ensure that all of Greater Manchester's diverse populations and geographies are able to access our bus network;
- **Infrastructure:** Significant increase in bus priority including Quality Bus Transit on main corridors, and the removal of congestion 'hotspots' for buses, plus investment in bus passenger facilities and multi-modal mobility hubs. All of this investment is set out in Greater Manchester's City Region Sustainable Transport Settlement (CRSTS) Prospectus approved by GMCA on the 10 September 2021;
- **Information:** Readily available; live and up-to-date; multi-modal information that is integrated with the purchase of travel and is provided in a variety of ways to reflect the needs of all customers ensuring its use is captured and used to inform service design;
- **Fares and ticketing:** More affordable journeys, with attractively priced and simply structured London-style fares for 'hoppers', travelcards, daily and weekly capping for all bus travel, and for trips interchanging between bus, Metrolink and other modes including some elements of Active Travel
- **Fleet:** Introducing a fleet of zero emission high quality buses within Greater Manchester alongside associated support infrastructure by 2032. New vehicles will also meet improved accessibility standards. The target will be to

make 50% (circa 800 vehicles) of the fleet zero emission in the next 5 years (by 2027). In addition, it is envisaged that the Ring and Ride fleet will be electrified by 2027 and a further 330 zero emission vehicles will be required to meet the passenger demand generated from the service enhancements (270) and fares reduction initiatives (60); and

- **Network Management:** Prioritising bus passenger journey times and reliability consistently across Greater Manchester.

- 5.8 Further information in relation to the key deliverables as a result of the themes above, subject to the receipt of funding, are set out in Appendix 1 and the BSIP is included in Appendix 2.
- 5.9 These ambitions are supported by a series of specific targets, which are aligned to the GM Transport Strategy 2040 KPIs and which focus not just on the performance of the network but, particularly importantly, on the customer experience and levels of satisfaction with travelling by bus in Greater Manchester.
- 5.10 Many different partners will have a role to play in helping transform the bus network within Greater Manchester, including: TfGM, Greater Manchester's ten local authorities; Greater Manchester Police, bus operators, and neighbouring local authorities. Support will also be needed from Government to ensure we have the funding and powers in place to deliver the plan.
- 5.11 In terms of the substantial capital and revenue funding that will be required to transform buses in Greater Manchester, the BSIP sits alongside Greater Manchester Combined Authority's City Region Sustainable Transport Settlement (CRSTS) Prospectus, which sets out an ambitious and costed plan for investment in Greater Manchester's Bee Network infrastructure (aligned with our Five-Year Transport Delivery Plan). This will need to be matched from BSIP by significant capital investment in the bus fleet both from a de-carbonisation and passenger information perspective and the revenue funding needed to deliver service enhancements in key locations; to enable affordable fares to be charged to attract more people back onto buses; and to cater for this increased demand; alongside

improvements to the customer experience offer for bus, including additional resources to make the bus network safer and more secure and to allow increased enforcement of parking and loading restrictions at key congestion hotspots.

- 5.12 In order to deliver GMCA's ambition for bus, the overall ask of Government from a capital perspective is expected to be over £600 million (largely zero emission fleet and systems up until March 2027) which is in addition to our £322 million capital ask from CRSTS to fund bus priority infrastructure and improvements to passenger waiting facilities. The required additional annual revenue subsidy is between approximately £60 million and approximately £140 million across 2022/23, 2023/24 and 2024/25, which are the three years covered by the BSIP funding. This range reflects the incremental and phased introduction of service and fares improvements. Beyond this time period and in order to maintain the benefits which would be delivered through BSIP there would be a requirement for an ongoing annual revenue subsidy of approximately £175 million.
- 5.13 This funding will help build upon the significant local investment that has already been made over recent years and continues to be made within the bus network and associated infrastructure. This includes revenue funding as follows: £134.5 million committed funding up until 2025/26 towards the establishment of a franchised bus network; over £30 million per annum (based on 2021/22) in the provision of subsidised and Ring and Ride services; and c£16 million per annum to support the ongoing Our Pass pilot.
- 5.14 In addition, Greater Manchester has a unique track record in committing local funding in partnership with Government for investment in locally prioritised sustainable transport infrastructure, to support delivery at scale and at pace. This has included the ground-breaking Transport Fund ("GMTF"): a c.£3 billion capital investment programme (jointly funded 60% by Government and 40% from GM local contributions) which represented the largest 10-year local transport programme outside London. The delivery programme has continued in recent years through the Growth Deal, Transforming Cities Fund programme and Active Travel funding, but at a lower level of investment than GMTF. Notably from a bus perspective this

programme has delivered the Leigh-Salford- Manchester guided busway, the Greater Manchester Cross City Bus Package, including the transformation of the Oxford Road corridor and a number of new transport interchanges.

- 5.15 With the role of an elected and accountable Mayor of Greater Manchester now firmly in place and a decision taken to implement a franchised bus system (subject to the outcome of the judicial review), Greater Manchester Combined Authority is in a stronger position to make the case for further devolution of powers from Central Government to take greater control of the transport network. These include devolving powers for moving traffic offences such as the blocking of yellow box junctions, which cause congestion and delays to bus services within our towns and cities, to local authorities.
- 5.16 Finally, the BSIP will be kept under regular review, drawing on regular engagement with customers, including non-users and ongoing monitoring of the performance of the network, tracking progress towards our stated targets, and adjusting course as appropriate.

Appendix 1: Greater Manchester’s BSIP – Key Ambitions within Our BSIP submission

Key BSIP Theme	Key BSIP Ambitions								
Customer Experience	<ul style="list-style-type: none"> • This is the Golden thread that will run throughout BSIP with all the improvements targeted at providing customers with an improved experience; • This will be supported by a Customer Charter – which will set out the standards that customers can expect across GM when using bus services in Greater Manchester; • We will seek additional resources to provide Travel Safe Partnership support to improve customer safety on the Bus Network and in particular to be deployed to hotspot areas (informed by the increased data and analytics capability) across the network on both a proactive and reactive basis; • We will introduce a new real time incident reporting system that will allow quicker and more reactive deployment of resources across the network; and • We will continue to develop our ticketing and payment proposition to provide account-based mobility services that deliver the outcomes of mobility as a service via a digital one-stop-shop with real-time information, travel payment, and customer services for different modes of transport. 								
Services	<ul style="list-style-type: none"> • Maintain and stabilise the existing bus service levels across Greater Manchester, in particular in light of Covid recovery; 								
BOLTON BURY	<table border="0" style="width: 100%;"> <tr> <td style="width: 20%;">MANCHESTER</td> <td style="width: 20%;">ROCHDALE</td> <td style="width: 20%;">STOCKPORT</td> <td style="width: 20%;">TRAFFORD</td> </tr> <tr> <td>OLDHAM</td> <td>SALFORD</td> <td>TAMESIDE</td> <td>WIGAN</td> </tr> </table>	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD	OLDHAM	SALFORD	TAMESIDE	WIGAN
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	<ul style="list-style-type: none"> • Provide a greater level of turn up and go services on key routes across the network, with a particular focus of connecting our towns and key centres and into and out of the Regional Centre; Target - 70 additional routes brought up to high frequency standard. • Provide a network of services that is easier to understand for the customer and is available for longer including enhanced Sundays and evenings services and the introduction of a critical mass of 24 hour services on 15-20 key routes; • Integrate our bus services with other modes of travel (Rail/Metrolink/Park and Ride and Active Travel) to allow seamless journeys across modes; • Local centre network improvements – Enhanced local connectivity and access into key town centres in all districts across GM - including DRT and ‘socially necessary’ transport where appropriate. • Undertake a review of school services with the aim of encouraging an increase in Active Travel trips to schools. • Provision of new express services to areas unserved by rail or Metrolink – including precursors to Rapid Transit proposals. Target 3-4 corridors • Enhance the performance and reliability of services through Network management tools and infrastructure investment (through CRSTS)
Fares and Ticketing	<ul style="list-style-type: none"> • Introduce a London-style flat fare for single trips (target £1.55 for adults and 80p for children between the age of 5-16), (as in London) to permit a change of bus within one hour of the start of the trip; • Building on the current offer, introduce lower cost one-day and one-week bus travelcards offering the freedom of the network and which encourage discretionary trips that make good use of seats that would otherwise be empty. Travelcards are the most popular fare product in Greater Manchester, and we aim to build on that success. This

	<p>will be facilitated by Pay As You Go contactless that will see day and weekly capping introduced at the same price as the equivalent Travelcard, aiding more flexibility and ease of travel;</p> <ul style="list-style-type: none"> • Removal of multi-operator fare system barriers via the introduction of franchising – working with operators to accelerate the reduction in the premium applied to the multi-operator day travelcard. • Introduce lower priced Bus and Metrolink multimodal fares as in London. This will be enhanced further with the introduction of Pay As You Go and capping across bus and Metrolink using contactless and other forms of payment, providing best fare and flexibility to customers across the network; • Work with operators to accelerate the introduction of an 80p child flat fare; • Introduce future Account Based Mobility Services which will bring together our retail channels (including contactless, online, mobile app and convenience stores options) for customers. This will be the foundation for integrated ticketing and information services as well enabling access to a wider mobility offering including bike hire and future initiatives such as Travel Hubs/Park and Ride and scooters; and • This inclusive ambition will allow those eligible for lower fares to register, for example, concessionary cards and manage account balances for travel. This capability will also allow for users with a preference for cash to access the benefits of flexible fares and capped charges across modes. These users may, for example, top-up their travel balance at convenience stores in a similar manner to Oyster users in London.
Fleet	<ul style="list-style-type: none"> • Delivery of c. 800 fully-electric vehicles to upgrade the main bus fleet by 2027 • Delivery of an additional c.270 fully electric buses to support the expansion and improvement of service provision. • Delivery of an additional c 60 fully electric buses to support the delivery of the fares ambition and accommodate the additional generated demand from this initiative. • Delivery of 58 fully-electric accessible vehicles to upgrade the current Ring & Ride fleet

	<ul style="list-style-type: none"> • Retrofit entire bus fleet with audio-visual information systems • Retrofit entire bus fleet with on-bus passenger counters • It is our ambition to have all of our fleet electrified by 2032 which would reduce carbon emissions from the bus fleets in Greater Manchester by approximately 1.1MtCO₂e
<p>Infrastructure (To be delivered through our CRSTS submission)</p>	<ul style="list-style-type: none"> • Improved reliability and shorter journey times across the network and in particular on corridors where significant improvements are planned such as 50km of Quality Bus Transit, Bus Priority upgrades and resolution of bus pinchpoints across GM, improving reliability - especially on currently poor orbital connections between our towns; • An integrated and accessible public transport network where passengers can move seamlessly between modes through the use of improved infrastructure at key points on the network; • A high quality and safe waiting environment for customers – the next facilities to be improved include at Stockport and at Bury along with 2,000 bus stops (local accessibility and safety improvements); and • Improved connectivity to and from the public transport network by foot and by bicycle.
<p>Network Management</p>	<ul style="list-style-type: none"> • Working together to continually improve the management of the Key Route Network to better prioritise bus and active travel; • Enhance GMRAPS to introduce a Roadworks Charter which will through a series of principles and targets ensure roadworks are carried out as consistently, efficiently and safely as possible, keeping disruption to a minimum and supporting sustainable travel modes; • The introduction of a GM wide roadworks clash management tool which will highlight where multiple roadworks impact on bus services and will allow greater and more proactive management to reduce delays; • Taking advantage of new powers for local authorities for Lane Rental which will support increased efficiency of delivery of road works thereby reducing the impact on customers;

	<ul style="list-style-type: none"> • Taking advantage of new powers to enforce moving traffic offences to reduce unplanned delays on the network and in particular at yellow box junctions; and • The introduction of increased enforcement of existing parking/loading restrictions on key bus routes to reduce congestion and delays for bus services.
Information	<ul style="list-style-type: none"> • Provision of real time information at bus stops – with 1,000 key interchange stops having digital screens and the remaining stops having digital departure information. • Information will be integrated through an Account Based Mobility offer ensuring customers can access information alongside other services. This will include a new integrated Bee Network mobile App. • A new website to bring to life the Bee Network and provide a shop window for customers to enable access to travel information that is integrated with other customer services. • The ability for customers to understand information on the level of accessibility of their end to end journey. • Real time information on the level of occupancy / crowding of individual bus services so customers can make informed choices about the best times to travel – on the basis of technology fitted to the bus fleet. • Improved and integrated disruption information for customers to help them navigate the Bee Network seamlessly.

Appendix 2: Greater Manchester's Bus Service Improvement Plan

BOLTON	MANCHESTER	ROCHDALE	STOCKPORT	TRAFFORD
BURY	OLDHAM	SALFORD	TAMESIDE	WIGAN