

**Housing, Planning & Environment Overview and Scrutiny Committee**

Date: 23 September 2019

Subject: Bus Reform Consultation Report

Report of: Liz Treacy, GMCA Solicitor and Monitoring Officer

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**PURPOSE OF REPORT**

On 28 June 2019, the GMCA agreed to instruct an auditor to review the assessment of a proposed franchising scheme prepared by TfGM. Subject to the outcome of that audit, the GMCA will consider the contents of that audit report and will decide whether it wishes to proceed to consultation.

This report provides an overview of how a consultation on a proposed franchising scheme for Greater Manchester would be conducted if GMCA decides it wishes to consult on the scheme.

**RECOMMENDATIONS:**

The Committee is requested to note and comment on the proposed approach to consultation outlined in the report including communications, engagement and budget.

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Number of attachments included in the report:

- 2018 Bus Consultation Channel Plan

#### **BACKGROUND PAPERS:**

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

- Report to Planning, Housing and Environment Overview and Scrutiny Committee, 17 April 2018  
[https://www.gmcameetings.co.uk/download/meetings/id/3141/item\\_6\\_greater\\_manchester\\_bus\\_services\\_update](https://www.gmcameetings.co.uk/download/meetings/id/3141/item_6_greater_manchester_bus_services_update)
- Report to GMCA, 27 July 2018  
[https://www.gmcameetings.co.uk/download/meetings/id/3519/19\\_bus\\_reform](https://www.gmcameetings.co.uk/download/meetings/id/3519/19_bus_reform)
- Report to Planning, Housing and Environment Overview and Scrutiny Committee, 15 November 2018  
[https://www.gmcameetings.co.uk/download/meetings/id/3881/05\\_bus\\_reform\\_update](https://www.gmcameetings.co.uk/download/meetings/id/3881/05_bus_reform_update)
- Report to GMCA, 28 June 2019  
[https://www.gmcameetings.co.uk/download/meetings/id/4752/13\\_-\\_bus\\_reform](https://www.gmcameetings.co.uk/download/meetings/id/4752/13_-_bus_reform)

## **1 INTRODUCTION AND BACKGROUND**

- 1.1 As members will be aware the Bus Services Act 2017, which was one of the outcomes of the 2014 Devolution Agreement with Government, came into effect in June 2017 (“the Act”). The Act gives mayoral combined authorities, such as the Greater Manchester Combined Authority (“GMCA”) new powers to reform their local bus market.
- 1.2 The Act sets out a number of steps that must be undertaken by an authority before a decision can be made as to whether or not to introduce any proposed bus franchising scheme. In summary, key stages prior to any decision-making include preparing an assessment, the auditing of the assessment, and undertaking a public consultation.
- 1.3 Previous reports to Scrutiny Members have provided an introduction to the Act (April 2018) and subsequent reports have given updates on the progress in Greater Manchester utilising the provisions of the Act, notably the assessment process (November 2018) and the Transport Delivery Plan in February 2019.
- 1.4 Members requested that they be kept updated with progress and noted that they would be keen to understand and comment on any potential consultation phase.

## **2 PROGRESS TO DATE**

- 2.1 In accordance with the Act, and following instruction from the GMCA on 30 June 2017, an assessment of a proposed bus franchising scheme has been prepared. The assessment relates to the entire Greater Manchester area and is informed by the Vision for Bus as set out in the agreed Greater Manchester 2040 Transport Strategy.
- 2.2 In line with the Act, the assessment describes the effects that the proposed franchising scheme is likely to produce and compares making the proposed scheme to one or more other options for reform, such as partnerships.
- 2.3 On 28 June 2019 and upon completion of the assessment, the GMCA decided to proceed with the proposed scheme by agreeing to instruct an independent auditor to prepare a report in accordance with section 123D of the Act.
- 2.4 The Act states that the purpose of the audit report is to ensure that the assessment and any subsequent consultation is based on appropriate material which has been analysed effectively.

- 2.5 Unlike a traditional audit, this report is not an inspection of accounts. In the guidance issued under section 123B of the Act (“the Guidance”), it is referred to as an assurance report instead of an audit.
- 2.6 The Act specifies that the report must be prepared by a body with a recognised professional accountancy qualification and without any conflict of interests with the authority. To ensure that the report is completely independent, the Guidance makes it clear that the auditor cannot have been engaged to assist with any aspect of the assessment.
- 2.7 Subject to the outcome of that report, the next step would be for the GMCA to undertake a consultation in accordance with section 123E of the Act. This report sets out the approach to how a consultation on the proposed franchising scheme for Greater Manchester would be conducted if GMCA decides it wishes to consult on the scheme.

### **3 GREATER MANCHESTER’S CONSULTATION APPROACH**

- 3.1 The purpose of the consultation would be to allow stakeholders to provide their views on whether the proposed franchising scheme should be made, with or without modification. Further details regarding the scope of the consultation are set out in section 6.
- 3.2 It is envisaged that TfGM would be instructed to deliver the consultation on behalf of the GMCA. The GMCA Solicitor and Monitoring Officer would be the lead officer, supported by GMCA and TfGM’s consultations and communications teams.
- 3.3 The consultation approach set out in this report is being prepared to meet the requirements of the Act, and the Guidance. Independent quality assurance is being sought from the [Consultation Institute](#).
- 3.4 In addition, [Ipsos MORI](#) – an opinion research agency – has been appointed to provide consultation response management and analysis. Ipsos MORI has extensive experience in supporting high profile consultations across a number of areas, including:
- Response collection and analysis;
  - Deliberative research; and
  - Ensuring consultation questions are fit for purpose and unbiased.

3.5 The consultation approach has been developed in accordance with the GMCA's established practice for consultations, in particular:

- Taking into consideration existing consultation best practice and working in parallel to national guidance, and other common law and statutory requirements including the Equality Act;
- Ensuring documents are accessible to all consultees, including the provision of printed consultation materials in public buildings, and that all documentation is published online;
- Providing appropriate response mechanisms that facilitate both digital and non-digital consultation responses; and
- Ensuring that the consultation is inclusive to Greater Manchester's diverse population, accessible to audiences with protected characteristics, and offers opportunities to directly engage with the process in each of the ten local authority areas, supported by an Equality Impact Assessment.

#### **4 STATUTORY FRAMEWORK GOVERNING CONSULTATION APPROACH**

4.1 There are a number of legal requirements and principles which would apply to a consultation on a proposed franchising scheme, including the consultation document and related materials, as well as who to consult.

4.2 The Act states that if undertaking a consultation, the GMCA must:

- Publish a consultation document relating to the proposed scheme;
- Publish the assessment of the proposed scheme;
- Publish the auditor's report on the assessment; and
- Give notice of the proposed scheme in such manner as the GMCA considers appropriate for bringing it to the attention of the persons in the area to which it relates.

4.3 Section 123F states what must be included in the consultation document. To summarise this includes, but is not limited to:

- A description of the area to which the proposed scheme relates;
- A description of the local services that are proposed to be provided under local service contracts (i.e. franchised) and a description of the local services which are proposed to be excluded from the scheme;
- The date on which the scheme is proposed to be made and the date or dates by which it is proposed that local service contracts (i.e. franchise contracts) may first be entered into;
- The date by which responses to the consultation must be received; and
- A summary of the assessment.

4.4 The Act does not prescribe the questions to be asked as part of the consultation. As the GMCA would be the first Combined Authority to undertake a consultation on a proposed franchising scheme, there is no existing precedent. Legal advice is being sought on the development of questions to meet the consultation requirements and outcomes of the Act.

4.5 In terms of who must be consulted, section 123E(4) of the Act lists various definable categories of persons (who together are known as “statutory consultees”). In summary, these include:

- All bus operators running local services in Greater Manchester;
- All other persons holding a PSV operator’s licence or community bus permit who would be affected by the proposed scheme;
- Such persons who appear to represent employees of bus operators running local services in Greater Manchester;
- Such organisations appearing to represent bus passengers;
- A traffic commissioner (which in this case is proposed to be the traffic commissioner for the North West);
- The Chief Constable of Greater Manchester Police;
- The Passengers’ Council (which is now known as Transport Focus);
- The Competition and Markets Authority; and

- Any other relevant local authority whose area would be affected by the proposed scheme. This includes the 10 GM authorities and other neighbouring authorities.

4.6 The Guidance makes it clear that in undertaking a consultation, an authority should “consult widely on their proposals”. This means that the consultation should also be aimed at, and accessible to, the general public – including both bus users and non-users, businesses – including bus operators, elected representatives and other interested parties.

4.7 In the event that the GMCA decides to undertake a consultation it will also have to have due consideration to the public law principles which set out how:

- Consultations should occur when proposals are at a formative stage;
- Consultations should give sufficient reasons for any proposal to permit intelligent consideration;
- Consultations should allow adequate time for consideration and response; and
- The product of consultation must be conscientiously taken into account.

4.8 These principles are relevant for this consultation because the nature of the proposals mean there will be a significant impact on a wide range of stakeholders, such as bus operators, passengers and the general public alike.

## **5 BEST PRACTICE GUIDANCE**

5.1 The Consultation Institute has been engaged to test the bus reform consultation approach and content against best practice requirements. If the requirements are met, this would conclude in a letter confirming that best or good practice has been achieved at the end of the quality assurance process. Although each quality assurance process is bespoke to the scope of a consultation, the achievement of best practice accreditation is measured by meeting the following broad principles:

- Meaningful consultation and transparent governance;
- Identification of under-reached groups that might require special targeting;
- Comprehensive project plan that is consistent with consultation scope;
- Satisfactory audit trail;
- Accessible, accurate consultation documentation with appropriate detail, and accessible response channels;

- Close monitoring of consultation performance and implementation of Project Plan;
- Thorough, unbiased analysis of the consultation and effective communication of consultee views to decision-makers;
- Publication of consultation feedback and consultor response; and
- Abiding by the relevant legal principles to consultations.

5.2 Quality assurance is iterative and features ongoing review of content and process by the Consultation Institute throughout the planning, delivery and close stages. The process also includes the following key intervention stages:

- Scoping and governance;
- Project planning;
- Documentation and review and consultation charter adherence;
- Mid-consultation review;
- Closing date review; and
- Final report.

## **6 CONSULTATION SCOPE**

6.1 It is a best practice requirement to clearly articulate the scope of the consultation and to disclose to consultees what their views can and cannot influence.

6.2 The requirement of the Act is to consult on the proposed franchising scheme for Greater Manchester, which would replace the current deregulated model to a model where most services are specified by and operated under contract to the GMCA.

6.3 This means that the consultation scope would be about changing the way the bus market operates in Greater Manchester from a deregulated to a franchised model. It is important to note that the consultation is not about current bus services or performance, fares, ticketing or any other matters of bus policy. All consultation documentation and materials will ensure that the scope of the consultation, and what is out of scope, is clearly articulated.



## **7 CONSULTATION RESPONSES**

- 7.1 It is proposed that consultation responses will be accepted through the following channels, directing all responses to Ipsos MORI who will be instructed to manage and analyse the responses:
- Online response form;
  - Hard copy questionnaire, which can be returned to a freepost address;
  - Email to a dedicated consultation email address; and
  - Writing to a freepost address.
- 7.2 Only responses submitted through these channels will form part of the consultation analysis. Responses received by the GMCA, TfGM or districts during the consultation period would be redirected through the formal channels. Statutory consultees and stakeholders will be made aware of the formal response channels, which will also enable the redirection of any consultation responses they receive to the formal channels.
- 7.3 The option of responding via email or letter provides a more accessible route for those who do not wish to provide responses to the consultation questions in detail.
- 7.4 As noted in paragraph 3.4, Ipsos MORI has been appointed to provide consultation response management and analysis throughout the consultation period.
- 7.5 During the consultation period, out of scope feedback, or those requiring a response, will be filtered and issued to GMCA and TfGM for separate review. These out of scope responses – including responses solely focussed on current services, fares and ticketing – would be managed by the relevant teams for review and response.
- 7.6 At the consultation close stage, Ipsos MORI will develop a consultation feedback analysis report that will be used to inform – and published alongside – the GMCA’s report on its response to the consultation. Feedback and responses within the scope of the consultation would be appraised in the report as formal analysis, with a summary of out of scope key themes to be included as a separate summary.

## **8 CONSULTATION DELIVERY**

- 8.1 This consultation will be the first consultation of this kind run in Greater Manchester and indeed the UK, as Greater Manchester is the first city-region to use the powers available under the Act.
- 8.2 The strategic approach to the delivery of the consultation would be to raise awareness of the proposed franchising scheme and the consultation through a combination of free, paid and earned channels, in order to ensure the maximum reach across all target audiences and consultees.
- 8.3 As outlined in section 4, the Act specifies the statutory consultees. In addition to these, the consultation would also be aimed at, and accessible to, the general public, businesses, elected representatives and other interested parties. In the approach to consultation delivery, consultees have been divided into statutory and non-statutory consultees and segmented further to ensure improved targeting.

### **Statutory Consultees**

- 8.4 At the launch of the consultation, arrangements would be made for all statutory consultees to receive an information pack providing details of the consultation, where to seek further information and opportunities to ask questions or seek clarification.
- 8.5 In recognition of the impact that the proposed franchising scheme could have on bus operators, this group of statutory consultees would also be invited to a meeting in the early days of the consultation to clarify any issues or questions they may have.
- 8.6 Response rates from statutory consultees will be monitored throughout the consultation period so that further reminders can be sent out about the consultation deadline.

### **Local Passengers and Public**

- 8.7 Local passengers and the general public includes residents of Greater Manchester and residents of the neighbouring local authorities.
- 8.8 The total population of Greater Manchester is 2.8m and it is estimated that the wider population travelling to work within Greater Manchester is a further 230,000 people.
- Age: 20% of the population are under 15; 6% are 15-19; 14% are 20-29; 27% are 30-49; 27% are 50-74 and 7% are over 75
  - Ethnic background: 16% of the Greater Manchester population are BAME with a higher proportion of this community in Manchester, Bolton and Oldham (main groups are Asian British including Indian, Pakistani and Bangladeshi and Black/African/Caribbean)

- 19% of the Greater Manchester population have a disability (largest groups are people with mobility or walking difficulty and long-standing illnesses/health issues)
- 35% of 65-74 year olds and 47% of over 75 year olds do not have digital access

8.9 A variety of owned, paid and earned channels will be used to raise awareness of the proposed franchising scheme and the consultation amongst the general public and local passengers; to provide them with the opportunity to comment and ensure that they receive the correct information.

8.10 Free channels, such as GMCA, TfGM, Council and wider public sector social media channels, websites, newsletters, magazines, and databases will be used to target engaged audiences and the general public. Paid channels including outdoor, digital, radio, print and social media advertising will also be used to increase reach and penetration and to cover areas and audiences not reached by free channels; whilst earned channels including media engagement and community engagement will be used to increase reach and target specific communities and audiences. Those who do not have digital access will be targeted through outdoor advertising, print advertising, print editorial, public information events and community engagement.

8.11 Public information events will be held at various locations across Greater Manchester, focusing on venues the general public visit during their leisure time, such as shopping centres. Holding events at locations where there is high footfall and where people have time to engage has proved most effective during previous consultations. These events will provide information about the consultation; however, consultation responses would not be sought from this route. At least two public information events in different locations in each of the ten Greater Manchester Council areas will be arranged.

8.12 In addition to GM wide activity, communications and engagement activity will be also be weighted to reflect the specific characteristics and requirements for each GM council area to reflect their demographics. This will be complemented with non-paid stakeholder and community engagement and outreach work to ensure the views of those less likely to participate in the consultation are encouraged as part of the consultation.

8.13 Third Sector organisations and representative organisations such as GMCVO have agreed to promote the consultation through their network of community, voluntary and social enterprises in the ten Greater Manchester council areas.

8.14 In addition to this, advice on engagement will be sought from groups representing people with protected characteristics, including: the GM BME Network, the Pakistani Resource Centre Manchester, Caribbean and African Health Network and Breakthrough UK. An equality impact assessment (EIA) has also been completed.

8.15 Representative GM bodies will be contacted at the launch of the consultation and provided with relevant information and materials to directly target their networks, extending reach

into relevant communities through the most impactful channels. This activity will be replicated through district channels where available/appropriate, harnessing existing experience of direct community engagement at a local level.

- 8.16 A more detailed list of audiences and channels can be found in the appendix.

### **Business**

- 8.17 It is recognised that Greater Manchester businesses and their representatives may wish to respond to the consultation. Bespoke communications and engagement arrangements for GM businesses have therefore been developed to raise awareness of the consultation. This includes targeted communication through representative bodies e.g. Chamber of Commerce and large employers.

- 8.18 Business media will be targeted to help raise awareness of the consultation, particularly relating to key GM market sectors such as: business, finance, professional services, health and social care.

### **Councillors and MPs**

- 8.19 The ten Greater Manchester Councils are statutory consultees. It is recognised that Councillors and MPs may also wish to respond to the consultation individually or on behalf of residents and that as elected representatives, they may wish to raise awareness of and promote participation in the consultation.

### **Other interest groups**

- 8.20 Campaign and interest groups relating to transport, community/place, the environment, education, health and the third sector will be contacted by email or letter at a Greater Manchester, regional and national level.

- 8.21 Stakeholders within all these groups will be asked to share details of the consultation within their networks. Digital and printed copies of information packs will be available to interested stakeholders.

- 8.22 Social and trade media will also be used to reach campaign and interest groups.

### **Budget**

- 8.23 On 15 February 2019 the GMCA's transport budget for 2019/20 was approved, part of which included bus reform and the budget for consultation. At the time this was approved subject to the GMCA having then followed the correct procedure in the Act in completing the assessment and obtaining an audit report.

8.24 Should the GMCA decide to undertake a consultation then the total costs are estimated to be £660k. These cost projections include all costs to deliver a consultation that fulfils the requirements of the Act and Guidance, including:

- £150k for response management/analysis by third party supplier;
- £130k for consultation best practice support and expertise including The Consultation Institute;
- £100k for deliberative research to support the open survey responses;
- £100k for design, production and print of materials, including core consultation documentation and assets to support the awareness-raising activity; and
- £180k communications and engagement activity to ensure reach and awareness across the public, businesses, and other interested parties in GM and beyond. This is in addition to activity on existing GM free channels.

### **Monitoring**

8.25 A range of areas will be actively monitored and reviewed throughout the consultation period to evaluate participation and reach, effectiveness of activity, as well as assessing any need to modify the approach throughout the consultation period:

- Consultation responses;
  - Overall consultation response rate and analysis of responses received against identified consultee audiences
  - Spatial monitoring of responses at a district level
- Engagement/impact;
  - Levels of engagement with identified stakeholders, and participation in meetings/ events
  - Download of documents
  - Tracking of website traffic, including video views and social media analysis
- Visibility and reach; and
  - Monitoring of paid media reach
  - Use of free and owned channels, including district-owned channels to reach local groups and communities

- Consultation process and content.
  - Amendments to published materials
  - Correction of factual inaccuracies to specific issues
  - Criticism of consultation process

## **9 OUTCOMES AND MEASURES OF SUCCESS**

- 9.1 Given the technical nature of a consultation on a proposed franchising scheme which is the first to be undertaken under the Act, it is difficult to accurately project the number of responses that may be received from consultees.
- 9.2 The Consultation Institute has advised that appropriate measures of success should include whether, on the balance of probabilities, the consultation has fulfilled its mandate satisfactorily. As part of the accreditation process, the Consultation Institute would therefore take into account the quality of the views expressed, as well as the number of responses, the richness of data assembled and the rigour with which the GMCA at that point has sought to understand and respond to those views.
- 9.3 To support the number of formal responses which would be received, a deliberative research activity would be commissioned from Ipsos MORI to discuss the consultation with various focus groups. These focus groups would take place during the formal consultation period, with public transport users, non-users, residents and local businesses to accurately reflect a cross-section of the GM population.
- 9.4 The results would provide further analysis of the views of the wider GM population and be reported and analysed as part of the report on the consultation.
- 9.5 Reach and impact would be monitored throughout the consultation period to ensure a reasonable level of visibility for all those who have a justifiable right to participate in the consultation. This would be reviewed spatially across GM at a district level and into neighbouring areas, particularly where there is a high penetration of cross-boundary bus services.

## **10 NEXT STEPS AND PROCESS TO MAYORAL DECISION**

- 10.1 Subject to the outcome of the audit and any decision of the GMCA, it is proposed that the consultation would launch in early October 2019 and close in late December 2019. The Act states that upon completion of the consultation, the GMCA is required to publish a report setting out its response to the consultation.
- 10.2 To assist with the above it is proposed that such a report detailing the outcome and response to the consultation will be submitted to this committee in due course and prior to any meeting of the GMCA, so as to allow this committee to review the GMCA's proposed response to the consultation.

## **11 FURTHER UPDATES TO MEMBERS**

- 11.1 Members should note that further updates will be provided to the Scrutiny Committee as appropriate.

## **12 RECOMMENDATIONS**

- 12.1 Recommendations are set out on the front page of this report.

## APPENDIX: BUS CONSULTATION CHANNEL PLAN

The below channel plan is an indicative plan of the free, earned and paid channels to be used for the potential Bus Consultation

CHANNEL	DETAIL	COST/ VALUE	REACH
<b>RADIO</b>			
Radio ads on commercial radio - Capital Radio & Smooth Radio	<p>Airtime for 6 weeks 17,123,000 impressions</p> <p>Capital coverage includes Chester, Liverpool, Warrington, Blackpool, Burnley and Blackburn</p> <p>Smooth coverage includes Greater Manchester, Warrington, and Macclesfield</p>	£33,000	<p>Main audience for Capital: 15-44 Reach:426,000</p> <p>Main audience for Smooth: 45-54 Reach: 925,000</p> <p>Total impressions: 17,123,000 impressions</p>
BBC Radio Manchester	Targeted through media engagement activity	N/A	Main audience: 50-69 Reach: 170,000
Media engagement with other commercial radio stations – Hits Radio; Revolution; Tower FM; Tameside Radio; Trafford Sounds; Wish FM	Targeted through media engagement activity	N/A	Main audiences: 25-44 Total Reach: 462,000
<b>SOCIAL</b>			
Facebook Ads	Ads aimed in 30km radius of GM	£17,000	Main audiences: 15-29 Reach: 920,900
Twitter Ads	Ads aimed at Manchester & Liverpool regions	£2,000	Main audiences: 16-24 Reach: TBC
TFGM & GMCA Owned channels (inc GM Fire)	Posts across Twitter, Facebook, LinkedIn and Instagram	N/A	Main audiences:30 -74 Combined Reach: 214,000
District & Health Partner Owned channels	Posts across all 10 districts & all partner organisations social media feeds	N/A	Main audiences: 30-74 Combined Reach: Over 1m
Stakeholder channels	Targeted with digital toolkit at launch of consultation.	N/A	Will help to ensure reach into specific sectors and communities – eg GM Chamber of Commerce will share with 27,000 followers on social channels



<b>PRESS</b>			
Partnership with Reach PLC (covering MEN Thurs/Fri, MEN Sun, Manchester Weekly News, Rochdale Observer Sat, Heywood Advertiser, Middleton Guardian, Stockport Express, Macclesfield Express, Rossendale Free Press, Accrington Observer, Metro North West)	Four 25 x 4 press adverts in each title One full page advertorial in each title Branded content in: MEN, LancsLive, CheshireLive Programmatic Digital adverts Newsjacking Digital Skins Branded Facebook & Instagram posts	£35k	Main audiences: 55+ Reach: 5,771,544
Print advertising across other GM & cross boundary titles (including Bolton News, Wigan Observer & Evening Post, Oldham Times & Tameside & Oldham Reporter Group, Bury Times, and The Messenger, Burnley Express, Lancashire Evening Post, Leigh Journal, Liverpool Echo)	One 20 x 3 press advert in each title	£2600	Main audiences: 55+ Readership:216,375
Manchester Evening News - media engagement activity	Press releases, feature articles and op-eds in MEN,	Free	Main audiences: 55+ Reach: 46,000
Local and regional media engagement activity – in GM	Press releases, feature articles and op-eds in other GM & cross boundary press Bolton News (9.7k); Bolton Independent; Bury Times (7.5k); Radcliffe Times; Oldham Evening Chronicle ; Oldham Times (5k); Rochdale Observer Rochdale Online; Salford Star Salford Mail; Stockport Mail Stockport Express (84k) Stockport Independent; Tameside Reporter; Messenger Newspaper (700); Wigan Evening Post/Wigan Observer (2.3k)	Free	Main audiences: varies by title by generally 55+ Reach: As per title
Local and regional media engagement	Lancashire Telegraph/Blackburn News	Free	Main audience: varies by title but generally 55+

activity – with cross boundary media	(12k); Lancashire Telegraph/Blackburn News (12k); Chester/Crewe Chronicle; Yorkshire Post (22k) Derby Telegraph (18k) Derbyshire Times (20k); Glossop Chronicle; Lancashire Telegraph (20k) Lancs Live Lancashire Business View Business Lancashire; Liverpool Echo (52k); Warrington Guardian (2k) South Warrington News		
Media engagement with sectoral press representing protected characteristics: race	Asian Leader (30k); Asian Express (42k); Jewish Chronicle (156k); Disability Review (1m); Able Now (150k)	Free	Various audiences specific to protected characteristics Reach: as per title
<b>OUTDOOR/OOH</b>			
Large Format Digital screens	The Hub – NQ/Ancoats; Axis; National Football Museum	£8,600	Main audience: commuters/city centre workers
Static Billboards	48, 96 & 6 sheet billboards at sites across Greater Manchester	£19,000	Main audience: commuters; public transport users  Impressions – 8,688,000
Local Authority Digital sites	Manchester City Council The Loop digital network (40 screens), and Mancunian Way screen	Free	Main audience: commuters; public transport users
Local Authority Print distribution network	A4/A3 poster distribution & leaflets at 450 locations across Greater Manchester including libraries, community centres, town halls	Free	Main audience: 55+ and those who don't have digital access
Public information events in each district	Public information events in each of 10 GM districts in areas of high footfall  Drop-in events in each district	Free	Aimed at all audiences
<b>DIGITAL &amp; ONLINE</b>			
Google Search	For people searching organically for bus-related info. This will enable gmconsult.org site to come higher in the rankings	£5,000	

Website adverts	MEN Online - Clickable Skins & mobile MPUs MEN Online - Branded Content – Mobile, Tablet, Desktop MIQ ads - target relevant audiences based on their internet behaviours and browser searches (i.e. google search history and browsing history).	Included in Reach package	Main audience: Impressions – 250,000 Estimated clicks – 2,500  Impressions – 5,714,286
Geotargeting website adverts	Targets using real-time location targeting: commuter hotspots, student areas and buildings, using custom locations & re-assessing users when they are likely to have more time to interact with ads such as home/work	£20,500	Main audience: commuters across GM & cross boundary  Impressions – 878,136
Free bus and Metrolink Wi-Fi landing page	Landing page for passengers signing onto the free Wi-Fi	Free	Main audience: commuters across GM
Website advert on tfgm.com website	Advert across website pages	Free	Impressions – 9,276,653 Reach – 6,827,243
<b>TRANSPORT</b>			
Adverts on Bus Sides/Rears	Greater Manchester wide	£6,500	Reach: 3,184,000
Posters & Vinyls at Bus Shelter & Interchanges	275 sites across Greater Manchester	Free	Reach: 47,250,000
Free Bus Wrap & Digital Screens	Two buses – in city centre; one in Bolton Window vinyls at appropriate stations/interchanges, i.e. Bolton/Shudehill	Free	Reach: 9,759,150 Reach: 1,692
Visual Messaging Signs on roadsides	56 sites across Greater Manchester	Free	56 sites across GM
Metrolink Posters  A1 Posters & 6 Sheet Posters	A1 Posters & 6 Sheet Posters at 61 sites across the network  48 sheet posters at 2 sites at Bury Metrolink stop	Free	Impressions – 23,629,928  Reach – 10,306,958

	Tram coving posters at 250 sites across the network  PIDs		
Get me there phone app screen advert	Advert will appear for all users of the get me there app	Free	
<b>NEWSLETTERS &amp; DATABASES</b>			
Email databases for Travel Pass holders	Database of customers eligible for concessionary pass (458,207); Igo (71,351); Get Me There (76,794)	Free	Reach: As per database opposite
Stakeholder Newsletters	External stakeholder newsletters from Metrolink (54,530); TFGM (300); GMCA (1,000); Districts (681,000)	Free	Reach: As per newsletter opposite
Partner Databases	Targeted at launch of consultation	Free	Will help to ensure reach into specific communities – eg Afro-Caribbean Network will send to 800 member database