



Transport for
Greater Manchester

GREATER MANCHESTER TRANSPORT STRATEGY 2040 DELIVERY PLAN 1: 2016/17–2021/22

**A sustainable urban
mobility plan for the future**

GMCA

GREATER
MANCHESTER
COMBINED
AUTHORITY



Greater Manchester
Local Enterprise Partnership

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Introduction

1. The Greater Manchester Local Transport Plan comprises two documents, which should be read together. The Greater Manchester Transport Strategy 2040 www.tfgm.com/2040 gives a long-term view of how the transport system will need to change to meet objectives and to respond to future economic, societal, environmental and technological trends. The strategy document is supported by a series of five-year Delivery Plans, each of which will be updated annually.
2. By producing a separate short-term delivery plan and updating it annually, we will be able to respond quickly to needs arising from new development and regeneration opportunities, as well as to additional funding opportunities and regulatory changes.

Scope of the Document

3. The Delivery Plan will provide an update on progress in delivering the strategy, in terms of:
 - the schemes delivered;
 - changes in Key Performance Indicators;
 - changes in the external environment which may affect priorities for delivery; and
 - the results of studies or development of detailed sub-strategies.
4. It will also set out our plans in terms of clear proposals for new investment, service delivery and maintenance/renewal of existing assets, within the funding available to support the delivery of policies set out in the 2040 strategy.
5. This Delivery Plan covers the period 2016/17-2021/22 and will be refreshed on an annual basis, a process that will include stakeholder consultation. It will not be possible to report on progress in this initial version, since we have not begun to implement the strategy, however, this will be included from the first annual update.

Progress in Delivering the 2040 Strategy

6. The 2040 Strategy set out strategic principles and ambitions for transport in Greater Manchester, along with the interventions required to support them. To understand whether the strategy is successful we need monitor its impact in terms of:
 - the delivery of particular interventions; and
 - changes in indicators which reflect the outcomes achieved for particular aspects of the strategy.
7. In reflecting on the impact of the 2040 Strategy, however, we need to be aware that outcomes are influenced by a range of factors outside of transport policy and investment. Changes in the local or national economy, population changes, location of new development, adoption of technology and legislative change will all affect travel and therefore the extent to which the strategy is successful.

Contextual Changes

8. The Evidence Base, which supports the 2040 Strategy, identifies a number of ‘drivers of demand’ for travel, namely:
 - Economy and Employment;
 - Society and Community;
 - Urban Development;
 - Environment and Resources;
 - Technology and Innovation; and
 - Policy and Governance.
9. Future updates of this Delivery Plan will therefore summarise any key changes in the above drivers that may influence our priorities. In particular, the Greater Manchester Spatial Framework, which is currently under development, will identify locations for residential, office and manufacturing/ logistics along with the key infrastructure needed to support them. The Delivery Plan will be the mechanism through which any additional scheme priorities are included in the Local Transport Plan.

Further Strategy Development

10. Strategy development is a continuous process, and further proposals may also emerge from the recommendations of location-specific studies, modal sub strategies or the enactment of the Bus Services Bill. Work of this type will also be reported in Delivery Plan updates.
11. The policies and interventions in the 2040 Strategy are at a high level, and in some cases, more detailed sub-strategies will be prepared to develop more detailed guidelines. In the first instance a Highways Strategy is being developed to reflect the greater co-ordination of highways policy and management that is being put into practice following the Greater Manchester Growth Deal. Updates of the existing Rail Plan and the City Centre Transport Strategy are also underway.

12. The 2040 Strategy is being published whilst Greater Manchester and its districts are consulting on the Greater Manchester Spatial Framework, a statutory Plan that will provide the context for the spatial growth of the conurbation to 2035. Following this consultation there will be consideration of all the responses that have been made, leading up to a Publication Plan being published (and further consulted on) later in 2017, and then a Submission plan prior to Public Examination when the overall Strategy and Policies will be subject to scrutiny in front of an independent inspector.
13. TfGM will be working with the Planning team on ensuring that the GMSF links to the overall approach of the 2040 Strategy, and that the actions emerging from the Delivery Plan help to deliver the growth planned for by the GMSF. The anticipated growth to 2035 requires us to look carefully at the overall transport network across Greater Manchester to ensure that wherever people live and work - whether in existing neighbourhoods and locations or in new ones emerging by 2035 - the opportunities are there to encourage as many people to make effective choices involving walking and cycling, and moving by bus, tram and train. Some new road infrastructure will be needed to link new sites into the network but, for Greater Manchester to work effectively, modal choices which are not car based will need to be maximised, and that will require the infrastructure to be in place.
14. Delivering infrastructure, including transport infrastructure, will be a challenge and will be determined by the final form and scale of growth proposed, as well as the availability of funding. In addition to the planning decisions taken by individual authorities and the ability of developers to deliver planned developments, the phasing of development could also be impacted by future infrastructure delivery and funding. For this reason, some development will be able to happen in the short or medium term, whilst the delivery of other growth areas will need to be delayed until later in the plan period to enable transport and other essential infrastructure to be put in place to support it. We will seek, proactively, to put in place funding packages to support scheme delivery, working with both Government and private developers.
15. A major area of work will therefore be to identify appropriate transport packages to support the new development areas identified in the draft GMSF. Table 4 below ('Delivery Plan Schemes 2016/17-2020/21') shows that a number of schemes have already been identified in support of the GMSF Strategic Locations, namely:
 - City Centre
 - Manchester and Salford Inner Relief Route improvements, Regent Road and Great Ancoats street (committed)
 - City Centre Salford Infrastructure Improvements (subject to funding)
 - Salford Central additional platforms (committed)
 - Main Town Centres
 - New interchanges in Stockport, Ashton and Wigan (committed)
 - Town Centre Access Packages in Stockport (committed) and Oldham (subject to funding)
 - Stockport Station Masterplan (subject to funding)
 - Wigan A49 and M58 Link Roads (committed)
 - Airport Gateway

- A6 Manchester Airport Relief Route (committed)
- Metrolink Airport Line Western Loop (subject to funding)
- Western Gateway
 - Trafford Park Metrolink extension (committed)
 - Western Gateway/Port Salford Infrastructure (subject to funding)
 - M60/Western Gateway Enhancement and Leigh Road Improvement (subject to funding)
 - Carrington A1 Spur Extension (subject to funding)
- The Quays
 - A5063 Trafford Road Improvements (subject to funding)
- Northern Gateway
 - M62 J19 Link Road (committed)
 - Northern Gateway Regeneration Initiative (subject to funding)
- Eastern Gateway
 - Mottram Moor and A57 Link Roads (committed)

In addition, the North Leigh Park and Amberswood link roads (both subject to funding) will unlock significant development areas. A number of Greater Manchester-wide measures, such as additional trams and improvements by Network Rail and Highways England will also improve the capacity of the network more generally.

16. Significant further work will however be needed to identify appropriate additional transport packages to support these and other new development locations. Masterplanning for each area will need to involve Districts, TfGM and key stakeholders such as Highways England. The schemes identified through this process will be included in future updates of the Delivery Plan, which will be subject to approval by GMCA. It should be noted that major transport schemes will be subject to public consultation and statutory Environmental Assessment.

Scheme Delivery

17. The period since the publication of the third Greater Manchester Local Transport Plan (LTP3), in 2011 has seen significant investment in the transport network. Having established the £1.5 billion Greater Manchester Transport Fund (which included £800 million of local borrowing) in 2009, we have been able to embark on a programme of major transport improvements, prioritised for their impact on economic growth. As a result, a very significant expansion of the Metrolink network is almost complete, along with major bus priority schemes and new Interchanges. The Government's devolved major schemes funding and Local Growth Fund added a further £315 million programme of major schemes (including new highway links, bus priority, Metrolink improvements and interchanges) along

with £138 million of minor schemes, for delivery by 2021. At the same time, the Local Sustainable Transport Fund and Cycle City Ambition Grant established a very significant programme of active travel and travel choices measures.

18. Future updates of this Delivery Plan will set out the schemes that have been completed in the previous year, and those that are under construction.

Measuring Performance

Key Performance Indicators

19. We will measure performance through a series of Key Performance Indicators (KPIs). Annual updates of the Delivery Plan will compare performance against the position in 2015/16.
20. The following table shows the type of KPIs we will be using to measure performance in relation to the principles set out on Part 2 of the 2040 Strategy. We are aiming for a year-on-year improvement in each of these KPIs. In addition to the existing suite of KPIs, we will work to develop additional measures in a number of areas where these would improve our understanding of performance. These are shown as 'Future KPIs' in the table below.

Table 1: Key Performance Indicators

Desired Outcome	Current Key Performance Indicators		Future KPIs (<i>items in italics to be developed</i>)
	Key Performance Indicator	Baseline (2015/16 unless stated)	
Reduced congestion	Annual Vehicle Km on the KRN, and on other A and B roads	7,128 million vehicle kilometres (A&B roads)	<i>Journey speed by mode</i>
	Reliability of key strategic highways	89% reliability in 2015 (12 month average)	As existing
	Public transport capacity	% trains and trams arriving in Manchester City Centre at capacity during the AM peak period. ¹	As existing
Better access to skills & markets			<i>Sustainable transport catchment (time-based) of Regional Centre, Airport and other major employment locations</i>
More reliable journey times	Reliability of key strategic highways	89% reliability in 2015 (12 month average)	<i>Journey reliability , by mode</i>

¹ Baseline position tbc

Desired Outcome	Current Key Performance Indicators		Future KPIs (<i>items in italics to be developed</i>)
	Key Performance Indicator	Baseline (2015/16 unless stated)	
Resilient and well maintained network	Maintenance of major roads	5% of GM A, B & C classified roads where maintenance should be considered (DfT road condition stats, 2014/15)	<i>Satisfaction with road maintenance</i>
People see GM as a good place to visit & invest	Customer satisfaction	82% of public transport users fairly or very satisfied with the journey today: Bus 82% Rail 72% Metrolink 89% (Transport Focus surveys)	<i>Perceptions of GM as a place to live, visit and do business</i>
Better access to jobs/training	Access to public transport services	84% of the population having >level 4 accessibility to the public transport network ²	<i>Sustainable transport catchment population (time based) for key employment locations and colleges</i>
Better access to services	Access to public transport services	84% of the population having >level 4 accessibility to the public transport network ³	As existing
	DDA compliant vehicles and infrastructure	98.8% of buses with low floor access. DDA compliant infrastructure baseline TBC.	As existing
More people travelling actively	Short trips made by walking and cycling	52% of trips <2km made by walking and cycling: Walking 50.7% Cycling 1.6% (GM Travel Diary Surveys).	As existing
	Number of cycling and walking trips	28% of all trips in GM by walking and cycling: Walking 26.7% Cycling 1.5% (GM Travel Diary Surveys)	As existing

² Based on Greater Manchester Accessibility Levels (GMAL) in the AM Peak period. See <http://www.gmtu.gov.uk/gmbusroute/GMAL%20Calculation%20Guide.pdf> for further information.

³ Based on Greater Manchester Accessibility Levels (GMAL) in the AM Peak period. See <http://www.gmtu.gov.uk/gmbusroute/GMAL%20Calculation%20Guide.pdf> for further information.

Desired Outcome	Current Key Performance Indicators		Future KPIs (<i>items in italics to be developed</i>)
	Key Performance Indicator	Baseline (2015/16 unless stated)	
	School journeys by walking and cycling	52% of education trips (5-16 year olds) made by walking and cycling (GM Travel Diary Surveys).	As existing
	Km of cycle infrastructure	571km of cycling infrastructure (Sustrans bicycle account)	As existing
Improved safety and personal security	People killed or seriously injured (KSI) on roads	653 KSIs in 2015 (DSD Report 1877)	<i>KSIs by vulnerable groups</i>
	Casualty rates per 100,000 head of population	24 casualties per 100,000 population (DSD Report 1877)	As existing
	Personal security on public transport	26.9 incidents of crime or anti-social behaviour reported to TfGM per million public transport trips.	<i>Perception of personal security by mode</i>
More people travelling by non- car modes	Number of trips and mode of travel to Manchester City Centre	26% of peak trips into Manchester City Centre made by car.	As existing
	Number of trips and mode of travel to key town centres	51% of peak trips into key town centres made by car.	As existing
	Number of trips and mode of travel to Manchester Airport	16% of departing passengers using public transport to access the airport. Mode share of travel to employment at Airport TBC.	As existing
	Use of sustainable modes for travel to work	27% of GM residents using non-car modes for travel to work (2014 base) ⁴	As existing

⁴ DfT Transport Statistics GM

Desired Outcome	Current Key Performance Indicators		Future KPIs (<i>items in italics to be developed</i>)
	Key Performance Indicator	Baseline (2015/16 unless stated)	
	Public transport patronage	267.9 million public transport journeys per annum (bus, Metrolink and rail).	As existing
	Traffic levels on A and B roads	7142 million vehicle kilometres	As existing
Reduced emissions of CO ₂ , NO ₂	CO ₂ Emissions from vehicles	903,422 tonnes of CO ₂ p.a. from road traffic ⁵ (EMIGMA model).	As existing
	NO ₂ Emissions from vehicles	9,000 tonnes of NO ₂ from road traffic (EMIGMA model 2014)	As existing
Accessible locations prioritised for new development	Accessible new development	-	<i>% of new homes having >level 4 accessibility to the public transport network⁶</i>

22. This Delivery Plan will be updated each year during the period 2017-2021, after which it will be fully revised, enabling us to reflect any changes in the funding environment. The updates will be reported to GMCA and also published on the TfGM website www.tfgm.com/2040.

⁵ 2014 base.

⁶ Based on Greater Manchester Accessibility Levels (GMAL) in the AM Peak period. See <http://www.gmtu.gov.uk/gmbusroute/GMAL%20Calculation%20Guide.pdf> for further information.

Funding Available

Capital Funding

16. Since December 2011, the Government has been negotiating City Deals to give the largest urban areas more power locally to stimulate economic growth. The Greater Manchester City Deal was signed in 2014. The Government is now committed to negotiating a Growth Deal with every Local Economic Partnership, enabling them to bid for freedoms, flexibilities and influence over resources from Government and a share of a £12 billion fund targeted at local growth priorities: the Local Growth Fund (LGF). This is made up of funding from Business Energy and Industrial Strategy (BGIS), Department for Communities and Local Government (DCLG) and Department for Transport (DfT).
17. Following competitive bid processes in 2012 and 2014, in which £7.7 billion of the fund was allocated, Greater Manchester was awarded c.£350 million for major transport schemes (those costing more than £5 million) and nearly £50 million for small transport schemes (those costing less than £5 million) for the period 2015/16 to 2020/21. These schemes are now in various stages of delivery, and are shown in Table 4 as 'committed schemes'.
18. In April 2016, a further round of LGF bidding was announced for the remaining £4.275 billion. In November 2016, Greater Manchester was awarded funding for scheme development for the Metrolink Western Loop. At the time of writing, the implications of other funding announced in the Chancellor's Autumn Statement are still being assessed. Information on any schemes receiving funding will be included in an updated version of this document, prior to publication.
19. As part of the Greater Manchester Growth Deal, negotiations with Government are continuing to agree a multi-year financial settlement for Greater Manchester that would give greater certainty and enable us to develop a future pipeline of schemes.
20. Table 2 below summarises the GMCA's capital programme for the period to 2018/19.

Table 2⁷ GMCA Transport Capital Programme 2015/16-2018/19

	Forecast Outturn 2015/16 £m	Budget Forecast 2016/17 £m	Budget Forecast 2017/18 £m	Budget Forecast 2018/19 £m	Budget Forecast Future Years £m
Greater Manchester Transport Fund Capital Programme					
(includes Metrolink Phase 3, Cross City Bus Package, Leigh Salford Manchester Guided busway, Park and Ride, Altrincham Interchange, Bolton Town Centre Transport Strategy, A6MARR)	150.9	108.3	141.2	26.2	1.4
Other Metrolink Schemes					
Trafford Line – Powers/Programme / Design	20.3	30.3	89.2	72.2	93.4
Other Committed Capital Schemes					
(includes Wythenshawe Interchange, Better Bus Area Fund, Local Sustainable Transport Fund, Cycle City Ambition Grant 1 & 2)	27.3	9.9	15.4	-	-
Minor Works Funding (Integrated Transport Block and Growth Deal 1& 2)	12.2	17.6	21.7	2.7	-
Growth Deal Major Schemes	66.1	37.6	113.9	78.1	31.4
Total Capital (TfGM)	276.8	203.7	381.4	179.2	126.2

21. In addition to the above, the 10 Highway Authorities receive funding from DfT for Highway Maintenance. For 2016/17 this was £27.128 million, and in 2017/18 £24.873 million. Indicative allocations for 2018/19- 2020/21 are £22.513 million per annum, although under new arrangements this will vary according to performance (see para. 69 below).

⁷ https://www.greatermanchester-ca.gov.uk/download/meetings/id/579/item_15_gmca_capital_programme_1516

Revenue Funding

22. The TfGM revenue budget for 2016/17 was approved by GMCA on 29th January 2016. Table 3 below shows the resources available and planned expenditure for 2016/17.

Table 3 TfGM Revenue Budget⁸

	2016/17 Budget £million
Resources	
Total Levy	132.9
Special Rail Grant	51.0
Utilisation of surplus/other reserves	1.5
Metrolink Funding from Revenue / Reserves	2.1
Other Grants	1.5
Total Revenue	189.0
Expenditure	
Concessionary Support	66.1
Supported Services	27.1
Rail	49.2
Accessible Transport	4.9
Operational costs	32.3
Financing	9.4
Total Expenditure	189.0

23. TfGM 'Operational Costs' covers the costs of operating and maintaining the TfGM owned bus stations, travel shops and other infrastructure, and the costs of the support functions. This includes the support of many of the ongoing programmes of work including those relating to safety and security, travel choices and environment.
24. The Greater Manchester local authorities receive funding from DfT to provide 'Bikeability' training to schoolchildren, and this funding has been confirmed up to 2019/20. In addition, DfT is making revenue funding for active travel available in the period 2016/17-2020/21 through the Access Fund for small sustainable transport projects (replacing the previous Local Sustainable Transport Fund). This funding will be allocated following a competitive process.
25. In the period up to 2020/21, the Government is also making £80 million of revenue funding available, via a competitive process for sustainable transport, through the Access Fund. £20 million will be available for 2016/17 as Sustainable Transport Transition Year funding (bridging the gap between LSTF and the Access Fund), and TfGM been awarded £2.5 million on behalf of GMCA.

⁸

http://www.transportforgreatermanchestercommittee.gov.uk/tfgmc/downloads/file/5171/item_07_transport_levy_budget_2016-17

Highways England Programme

27. The first 'Road Investment Strategy' (RIS1) for the period April 2015-March 2020 outlines a long-term programme for England's motorways and trunk roads. RIS1 includes nine major schemes in Greater Manchester, with another on the boundary with Cheshire East. These schemes, which are mainly 'Smart Motorway' schemes aimed at improving traffic flow, are listed in Table 3 below. The National Infrastructure Commission (NIC) in its "High Speed North" report (March 2016) recommended that a number of RIS1 schemes should be advanced with respect to timetable. These recommendations were accepted by Government, as confirmed in Budget 2016 and its official response to the NIC (April 2016). The new start dates for schemes affected are referred to where possible in the Table.
28. Underpinning the way in which Highways England plan and coordinate future interventions on the network, from an operational, maintenance and modernisation perspective, are the route strategies. Working closely with Local Enterprise Partnerships and other local partners such as TfGM and the Greater Manchester Districts, Highways England use route strategies to identify current and future constraints to economic growth that the performance of the strategic road network potentially causes, and identify how future delivery and investment plans might address them.
29. Looking forward to RIS2 (2020 to 2025), Highways England began to develop the next iteration of the strategies in April 2016 and will publish them at the end of 2016/17. Two of these cover parts of Greater Manchester, namely:
 - South Pennines, including M56, M58, M60, M61, M62, M66, M67 and M602 plus trunk roads; and
 - London to Scotland West, which incorporates the whole of the M6.
29. Alongside this work, Highways England will publish its joint Strategic Economic Growth Plan (SEGP) in 2017. Working with public and private partners (including Local Enterprise Partnerships, developers, local authorities and the Combined Authorities), the SEGP will enable Highways England to develop a better understanding of how investment contributes to economic growth, where it will deliver best value in the future and how we can collaborate and pool funding to unlock the greatest benefits through, for example, network improvements or new infrastructure. Following evidence gathering and consultation in 2016/17, Highways England expects to publish the SEGP which will inform new Highways England Route Strategies being developed in 2017/18.

Rail Funding

30. Network Rail plans its investment over a series of five year 'Control Periods (CP)'. The current Control Period, CP5 running from 2014 to 2019 will see a number of schemes completed in Greater Manchester, focussing on elements of the electrification and Northern Hub programmes. The schemes included in the Network Rail Enhanced Delivery Plan, January 2016, are shown in Table 3. No delivery date has yet been set for the Oxford Road Re-modelling and Piccadilly Platforms 15 and 16 schemes and we will continue to make the case with Network Rail for their early delivery. We are updating the 2012 -2024 Greater Manchester Rail Policy to identify the improvements needed in the next 10 years and following this we will seek to have these included in the plan for CP6 (2019-2024).
31. In addition to Network Rail investment, service and infrastructure enhancements are negotiated through the franchise process. The Transpennine and Northern rail franchises have recently been re-let and the successful operators have undertaken to implement a number of improvements that will benefit Greater Manchester. These are as follows:

Transpennine

- 66% increase in peak capacity
- Much improved Sunday services and longer hours of weekday operation
- New direct Liverpool-Glasgow (via WCML) and Liverpool-Edinburgh (via ECML)
- More through ticketing with bus, tram and light rail
- New vehicles and existing trains refurbished
- Free wi-fi at all TP stations and all trains

Northern

- 37% more peak capacity
- 2000 more trains per week –a 12% increase
- Vastly improved Sunday service and better start and end of weekdays
- Introduce higher standard “Northern Connect” Network
- New through services across cities (e.g. Bradford-Leeds-Nottingham)
- 45 unmanned stations re-staffed
- New vehicles, existing trains refurbished and Pacer units replaced by October 2019
- New advance purchase tickets, mobile ticketing, carnets and discounts for job seekers

New Investment: Capital Programme 2016/17-2021/22

Schemes for Delivery

32. In this first five-year period, we will be continuing to implement schemes that were funded through the Local Growth Fund in 2014. These were described in 'Greater Manchester Local Transport Plan 3: Capital Programme 2015/16-2020/21', which can be viewed at <http://www.tfgm.com/ltp3/Pages/Capital-Programme.aspx>. These schemes will therefore provide the foundation for our initial capital programme, set out in Table 4 below. The capital programme will be developed in more detail as future funding, currently the subject of discussions with the Government, is finalised.
33. The items in Table 4 fall into three categories:
- Committed schemes, i.e. fully funded;
 - Indicative schemes and programmes, to be delivered subject to funding; and
 - Studies and scheme development.
34. Table 4 includes schemes that will be funded and/or implemented by a range of partners: Transport for Greater Manchester, the ten District Councils, Highways England, Network Rail, HS2 Ltd, and the private sector (e.g. developers).

Table 4 Delivery Plan Schemes 2016/17-2020/21

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date
Global Connectivity				
Committed Schemes				
G.5	A6 Manchester Airport Relief Route	10km new 2-lane dual carriageway from A6 near Hazel Grove to Manchester Airport via A555 <i>(improve connectivity to Manchester Airport, particularly from SE of the conurbation and neighbouring areas, and relieve congestion in local centres)</i>	Stockport	2017
Potential Schemes (subject to funding)				
G.1	Metrolink Airport Line Western Loop	Extend Metrolink in a loop from the existing line to the west of the Airport. <i>(reduce congestion by providing an alternative to car travel and improve connectivity to Terminal 2, HS2, Wythenshawe Hospital and the western part of the Enterprise Zone)</i> TfGM has been awarded Large Major Scheme Development Funding for 2017/18 to progress this scheme	TfGM	
G.6	Western Gateway/Port Salford Infrastructure	Road, rail and port infrastructure for Port Salford <i>(improve access to Port of Liverpool via Manchester Ship Canal and enable more freight to be carried by sustainable modes)</i>	TfGM/ Developer	
Studies and Scheme development				

G.4, G.5, G8	Studies and business case development for public transport schemes to improve access to the Western Gateway and Airport Gateway, , including rapid transit, bus links, rail stations and services			
G.7	HS2 Airport Growth Strategy (reporting to Government in September 2017)			
G.6	Study of Freight Optimisation - Port of Liverpool to Greater Manchester (funding bid)			
G.4, G.9	Studies and business case development for road infrastructure to improve connectivity and relieve congestion on the motorway network in the Western Gateway and Airport Gateway areas.			
G.7	Further development of the consulted Airport-Piccadilly HS2 route			
City-to-City Links				
Committed Schemes				
W.12	Ordsall Chord	West of Victoria track layout changes, Castlefield and Ordsall Lane junction capacity and performance improvements <i>(part of the Northern Hub rail scheme to increase capacity)</i>	NR	Dec 2017
W.12	Manchester-Preston	Manchester-Preston electrification and journey time improvements <i>(improve journey speeds, reduce emissions)</i>	NR	Dec 2017
W.12	Manchester-Stalybridge	Manchester Victoria-Stalybridge electrification and journey time improvements <i>(improve journey speeds, reduce emissions)</i>	NR	Dec 2017
W.12	Platform Lengthening	North West Train lengthening 4 cars length: Diggle, Mid Cheshire, Buxton, Bolton-Clitheroe, Southport and Hadfield/Glossop line stations. <i>(improves capacity by allowing longer trains to stop)</i>	NR	Dec 2019
W.12	Calder valley	Calder Valley journey time Improvements: Manchester-Bradford via Calder Valley <i>(faster journey times)</i>	NR	tba

W.13	Guide Bridge-Stalybridge	Guide Bridge-Stalybridge electrification and journey time improvements <i>(improve journey speeds, reduce emissions)</i>	NR	Dec 2022
W.13	Trans-Pennine	Trans-Pennine route upgrade Electrification Stalybridge-Leeds-York/Selby, line speed improvements <i>(improve journey speeds, reduce emissions)</i>	NR	Dec 2022
C.1	Wigan A49 Link Road	A link road to complete a dual carriageway link between J25 of the M6 <i>(improve access to the southern part of Wigan Town Centre, and Westwood Park employment area).</i>	Wigan	2018
C.1	Wigan M58 Link Road	A link road between Junction 26 of the M6 and the A571 <i>(provides an alternative link into Wigan from the M58, relieving congestion on the A577, and supporting new employment development).</i>	Wigan	2019
C.5	M60 Junction 8 to M62 Junction 20 Smart Motorway	Smart motorway M60 J8 to J18; Smart motorway with all lane running M62 J18-20 <i>(improve capacity and reliability of motorway)</i>	HE	2017
C.5	M62 Junctions 10-12	Smart motorway including hard shoulder running <i>(improve capacity and reliability of motorway)</i>	HE	2018
C.5	M6 Junctions 21A-26	Smart motorway including hard shoulder running <i>(improve capacity and reliability of motorway)</i>	HE	2018/19
C.5	M60 Junctions 24-27 & J1-4	Smart motorway with hard shoulder running from J24 to J4 <i>(improve capacity and reliability of motorway)</i>	HE	2018/19
C.5	M56 Junctions 6-8	Smart motorway including hard shoulder running <i>(improve capacity and reliability of motorway)</i>	HE	No later than 2020
C.5	M60 Junction 18	Improvement to Simister Island interchange <i>(reduce congestion)</i>	HE	RP2 (2020/21-2025-25)

C.5	M62 Junctions 20-25	Smart motorway <i>(improve capacity and reliability of motorway)</i>	HE	2019
C.3	Mottram Moor Link Road ⁹	New link road from the M67 to A57(T) at Mottram Moor. ¹ <i>(reduce congestion in the Longdendale area)</i>	HE	Late in RP1
C.7	A556 Knutsford to Bowdon (Cheshire East)	Replacement of A556 from M56 J7/8 to the M6 J19 <i>(reduce congestion and improve safety)</i>	HE	2017
Potential Schemes (subject to funding)				
W.12	M6/M58 Interchange	Improve M6/M58 junction to accommodate new M58 link road (committed scheme)	Wigan/HE	
C.6	Stockport Station	Implementation of the Stockport Station Masterplan <i>(improve passenger facilities and reduce severance for non- rail users)</i>	NR/TfGM/Stockport	
Studies and Scheme development				
C.8 - C.11	Input to Transport for the North (TfN) studies: road, rail (including NPR/HS2 planning), freight, plus strategic transport plan)			
C.3	Feasibility study into new link from A57(T) at Mottram Moor to A57 at Woolley Bridge (HE)			
C.4	Studies and business case development for improved access to the M6 and M58			
C.6	Develop masterplans/designs for improvements at National Hub rail stations			

⁹ Notes: Consideration is being given by Highways England to a possible extension of this scheme to include a bypass of the A628 through Hollingworth and Tintwistle

C.7	Feasibility study and scheme development for a A6-M60 Link Road from Hazel Grove to the Bredbury M60 junction			
C.7, C.9	Work with Highways England to further develop packages of measures emerging from the North West Quadrant Study (including measures to support development in the Carrington and Port Salford areas and other strategic studies e.g. Trans-Pennine Tunnel)			
Regional Centre				
Committed Schemes				
RC.1	Salford Central Additional Platforms	Three additional platforms to accommodate increased passenger numbers and additional services post completion of the Ordsall Chord. <i>(improve access to the rail network from the Central Salford/Spinningfields area)</i>	TfGM/ NR	2019
RC.7	Piccadilly Station Platforms 15 and 16	Two additional platforms to provide additional capacity as part of the Northern Hub package (Note: Subject to Transport and Works Act approval) <i>(enable more trains to travel through the city centre)</i>	NR	tba
RC.9	Manchester Oxford Road Re-modelling	Widening of the railway viaduct and lengthening of platforms (Note: Subject to Transport and Works Act approval) <i>(accommodate longer trains)</i>	NR	tba
RC.2	Manchester and Salford Inner Relief Route: Great Ancoats Street	Measures to improve routeing of traffic around the north-east side of the Regional Centre <i>(reduce congestion and severance)</i>	Manc’r	2019
RC.2	Manchester and Salford Inner Relief Route: Regent Road	Measures to improve the Regent Road junction on its approaches and at adjacent junctions (Trinity Way/Irwell Street, Chapel Road and the merge from Chester Road roundabout). <i>(reduce congestion)</i>	Manc’r /Salford	2019
RC.3	Metrolink Service Improvement Package	Additional light rail vehicles (LRVs) and supporting infrastructure to provide increased resilience across the network. <i>(increase capacity to encourage a shift from car use)</i>	TfGM	2017
RC.10	Minor Works Programme 2016/17	Programme of schemes costing <£5 million <i>(improve Regional centre connectivity and access to development sites)</i>	TfGM/ Districts	2017

Potential schemes (subject to funding)			
RC.10, RC.11	City Centre Salford Infrastructure Improvements	Highway modifications in the New Bailey/Greengate area <i>(improve sustainable transport links and support new development)</i>	TfGM/Salford
RC.12	Trafford Road	Junction improvements/signal optimisation and pedestrian/cycle improvements <i>(reduce congestion and improve access to MediaCityUK and Salford Quays)</i>	Salford
Studies and Scheme Development			
RC.5, RC.12	Further development of a transport strategy for the City Centre, including a review of bus routeing and interchange, the highway and active travel network provision and a parking and servicing review.		
RC.7	HS2 Growth Strategy for Piccadilly, including development of a masterplan for Piccadilly Hub (reporting to Government in September 2017)		
RC.8, RC.11	Study of options for increasing Metrolink capacity in the City Centre and to Salford Quays		
RC.9	Studies to identify to capacity improvements needed at Regional Centre rail stations		
RC.10, RC.11	Identification of measures to improve access to The Quays		
RC.13	Study into the potential for a Clean Air Zone		

Wider City-Region				
Committed Schemes				
W.1	M62 J19 Link Road	Link road between M62 Junction 19 and the Hareshill Road/Manchester Road junction to provide access to existing and planned employment sites and relieve congestion in and around Heywood Town Centre. <i>(reduce congestion, improve access to development)</i>	Rochdale /HE	2021
W.2	Salford-Bolton Bus Network Improvements	Improvements to bus routes, passenger interchange and waiting facilities to improve quality, frequency, journey times and reliability. <i>(improved services and facilities to encourage mode shift)</i>	TfGM/ Salford/ Bolton	2019
W.3	Stockport Interchange	Replacement of the existing Interchange to improve passenger facilities and bus-rail interchange, and make provision for the future extension of Metrolink. <i>(improved passenger facilities, encouraging mode shift)</i>	TfGM	2019
W.3	Tameside Interchange	New Interchange with bus and Metrolink on a single site, replacing the existing bus station <i>(improved passenger facilities, encouraging mode shift)</i>	TfGM	2018
W.3	Wigan Interchange	Improvement of the existing Wigan bus station, including telemetry with the two rail stations and connections to key town centre destinations. <i>(improved passenger facilities, encouraging mode shift)</i>	TfGM	2018
W.4	Stockport Town Centre Access Package	Measures to improve access for sustainable modes (bus priority, cycle and pedestrian links, public realm enhancements and signage), rationalise traffic movements and improve access to interchanges and development sites. <i>(improve connectivity to support town centre regeneration)</i>	Stockport	2020
W.5	Trafford Centre Metrolink extension	Extend Metrolink to Trafford Centre <i>(reduce congestion by providing an alternative to car travel and enabling future extension to the AJ Bell Stadium and potentially Port Salford)</i>	TfGM	2020

W.7	Cycle City Ambition Grant 2	Programme of measures including cycleways (see N.3 below) <i>(encourage mode shift to cycling)</i>	TfGM/ Districts	2018
W.10	Bolton station	Bolton station remodelling and extra platform <i>(additional capacity to encourage mode shift)</i>	NR	tba
W.13	Rochdale capacity	Turnback at Rochdale station <i>(additional capacity to encourage mode shift)</i>	NR	Dec 2017
W.10, W.8 W.15	Minor Works Programme 2016/17	Programme of schemes costing <£5 million, covering town centre connectivity (see also N.1, N.3 below), local access to public transport, access to development sites and active travel schemes.	TfGM/ Districts	2017
Potential Schemes (subject to funding)				
W.9	North Leigh Park Link	New highway across North Leigh Park, forming part of east-west road link across Wigan <i>(provide access to development site)</i>	Wigan	
W.9	Carrington A1 Spine Road	Upgrade A1 private road and adopt as highway <i>(improve access to development, improve resilience of highway network)</i>	Trafford	
W.9	Amberswood Link	New road link, forming part of east-west road link across Wigan <i>(access to development)</i>	Wigan	
W.10	Interchanges Enhancements and Connectivity	Information improvements, improved pedestrian access and wayfinding at bus stations and interchanges <i>(encourage mode shift)</i>	TfGM	
W.10	Horwich Parkway – Passenger enhancements	Improved passenger facilities and additional car parking <i>(encourage mode shift)</i>	TfGM	
W.11	A6 and Merseyway Structures	Repairs to viaduct, supporting the A6, and the Merseyway Bridge, supporting the Merseyway shopping precinct, incorporating improved provision for pedestrians and cyclists	Stockport	

		<i>(ensure resilience of the highway network, improve pedestrian/cycle facilities)</i>	
W.12	J13/A572 Improvements	Vehicular access for RHS Bridgewater and modifications to M60 J13 roundabout <i>(provide additional capacity to accommodate visitor traffic)</i>	Salford, HE
W.12	Key Route Network Package	Upgrade of traffic signals, bus priority and bus stop accessibility upgrades <i>(reduce congestion, improve bus reliability, improve accessibility)</i>	TfGM, Districts
W.15	Oldham Town Centre Access Package	Measures to improve pedestrian/cycle access within the town centre, reduce severance of arterial routes, improve traffic circulation and improve access to development sites <i>(reduce congestion, encourage active travel, support new development)</i>	Oldham
W.8	Additional Trams	Eight additional trams to enable an 'all double trams' service on Altrincham line, and improve resilience of the system <i>(reduce congestion through mode shift)</i>	TfGM

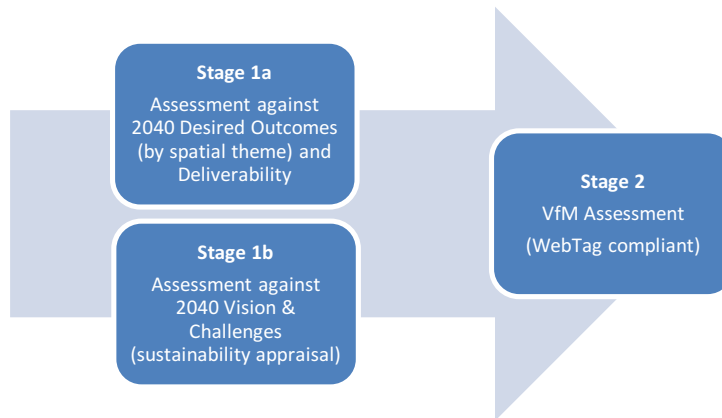
Studies and Scheme development	
W.3	Develop business cases for improvements to prioritised interchanges
W.6	South East Manchester Multi-Modal Study (SEMMMS) Refresh and development of schemes following A34 Corridor Study. Includes a study of A6 to M60 Relief Road.
W.8	Scoping studies for potential rapid transit schemes, including orbital links, and business case development as appropriate
W.9	Studies into transport requirements, and identification of transport packages to support the delivery, of GMSF strategic growth locations: <ul style="list-style-type: none"> • City Centre; • The town centres of Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan; • The Quays; • Airport Gateway; • Western Gateway; • Northern Gateway; • Eastern Gateway; East Lancashire Road Corridor;

	<ul style="list-style-type: none">• M61 Corridor; and• M6 Corridor. and other significant allocations where a need for transport improvements has been identified.			
W.12	Studies into options for relieving congestion at prioritised locations, including the potential of strategic park and ride			
W.12	Development of a Greater Manchester Highways Strategy and Delivery Plan			
W.13	Work with Transport for the North and Network Rail to identify the potential for rail capacity improvements			
Neighbourhoods				
Committed Schemes				
N.1	Rail Station Improvement Strategy Tranche 6	Improvements to passenger help points, CCTV, real time information screens and public announcement systems at smaller rail stations	TfGM	2017
N.1, N.3	Minor Works Programme 2016/17	Programme of schemes costing <£5 million, covering town centre connectivity, local access to public transport, access to development sites and active travel schemes.	TfGM/ Districts	2017
N.3,	Cycle City Ambition Grant 2	Programme of measures including cycleways, Cycle Friendly District Centres, Partner Schools Programme, cycle parking, cycle and ride stations and promotional activity	TfGM/ Districts	2018
Potential Schemes (subject to funding)				
N.1	Rail Station Access Improvements	Provision of step-free access at prioritised rail stations (improve accessibility, encourage mode shift)	TfGM/NR	
N.2	Bus Stop Enhancements	Kerb raising at bus stops to allow level access (improve accessibility, encourage mode shift)	Districts/TfGM	

Studies and Scheme development				
N.6	Identification of priority areas for noise reduction and development of measures			
GM-Wide Schemes				
Committed schemes				
Policy 13, Policy 14	Safety and security programmes	Ongoing programmes to reduce road accidents and improve personal safety and security for passengers	TfGM/ Districts	Ongoing
Policy 3	Travel Choices programmes	Targeted interventions (including work with businesses and schools) to support mode shift	TfGM	Ongoing
Policy 2	TfN integrated fares and ticketing system	Develop an integrated fares and ticketing system and work with Transport for the North to develop a cross-modal payment system, compatible across the North	TfGM/ TfN	Ongoing
Studies and Scheme Development				
Policy 12	Study to identify the key risks to the Key Route Network and other transport infrastructure from flooding			
Policy 1	GM cycle hire feasibility study			
Policy 1	GM car club feasibility study			
Policy 2	Greater Manchester Fares and Ticketing Strategy development			

Funding Prioritisation and Scheme Assessment

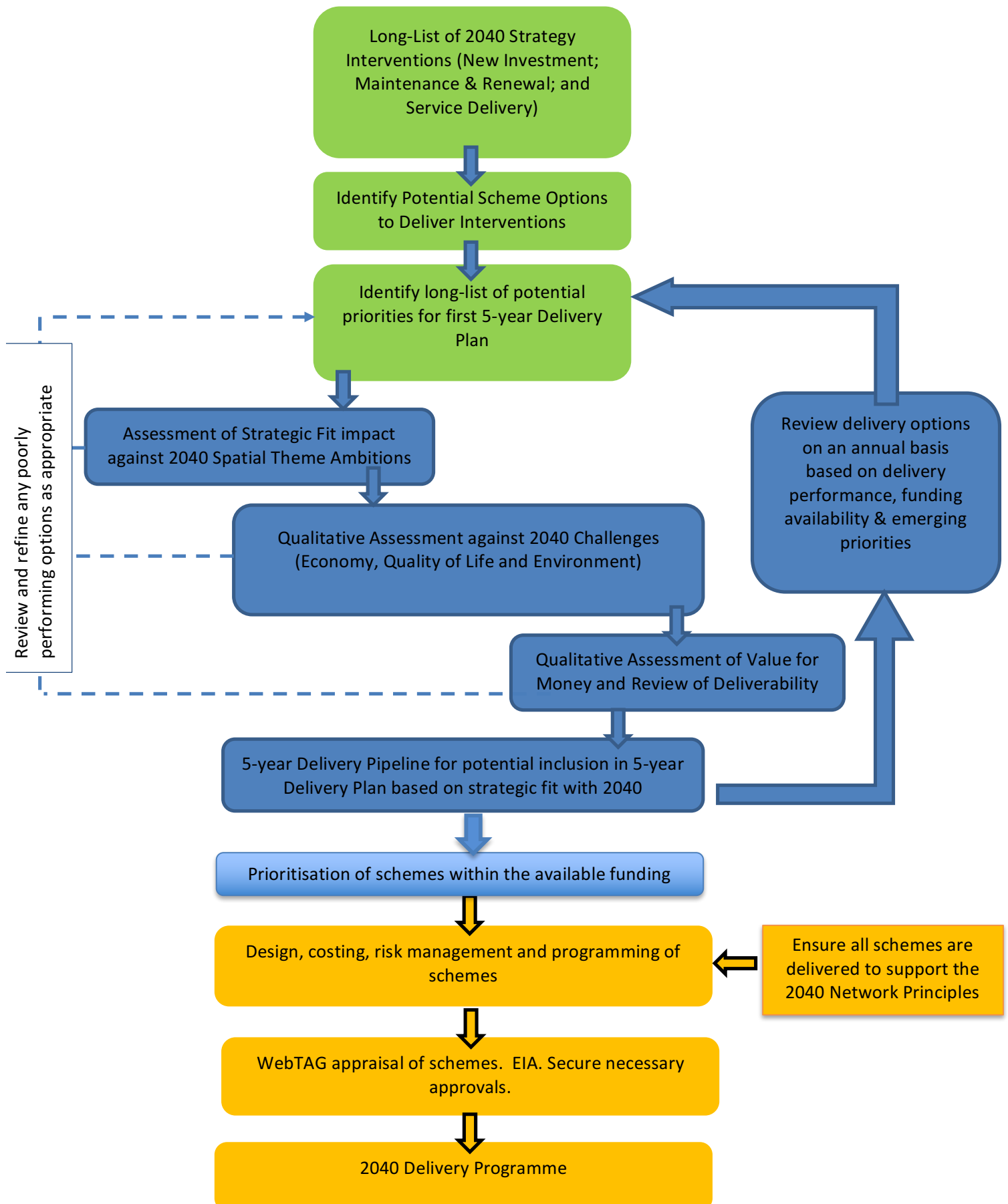
35. All schemes will undergo assessment before receiving funding. The two- stage approach is summarised in the diagram below, with Stage 1 assessments helping to shape priority schemes for inclusion in the Delivery Plan; and Stage 2 enabling a more detailed value for money assessment to inform final funding decisions.



36. The Stage 1 assessment is based on the guidance contained with the Department for Transport's Early Analysis and Sifting Tool ([EAST](#)).
37. Schemes are considered for their fit with each of the 2040 Strategy's spatial themes, identifying the degree of alignment with the ambition statements set out in the draft 2040 strategy document, and for their deliverability.
38. The second part of the initial assessment involves scoring each proposal against the 2040 Vision themes and challenges relating to: Protecting our Environment; Supporting Sustainable Economic Growth; and Improving Quality of Life for all. The criteria enable assessment of a scheme's contribution to the following:
- Protecting Our Environment
 - Reducing the need to travel by car/move goods by road
 - Reducing carbon dioxide emissions
 - Improving air quality
 - Impact on the natural or built environment
 - Making the best use of existing infrastructure
 - Improving Quality of Life
 - Access to jobs and training
 - Access to other facilities
 - Active travel

- Safety and security
 - Inclusion and accessibility
 - Sustainable Economic Growth
 - Improving reliability
 - Supporting new development
 - Regeneration of priority areas
 - Improving resilience
 - Improving the image of Greater Manchester
- 39. This assessment process results in a pipeline of priority schemes, which are then prioritised in light of the available funding.
- 40. Although all schemes will be expected to contribute to improving the quality of life and protecting the environment, those schemes prioritised for funding will be those that make the greatest contribution to sustainable economic growth, measured in terms of the Gross Value Added (GVA) they will generate. This will ensure that transport investment supports the aims of the overarching Greater Manchester Strategy. Schemes will also be designed to support the seven Network Principles from the 2040 Strategy.
- 41. Stage 2 of the assessment, prior to seeking final approval for funding, is a more detailed WebTAG compliant appraisal. Scheme proposals will be assessed against the following groups of criteria:
 - Impact on the Economy;
 - Impact on the Environment;
 - Impact on Society;
 - Public Accounts; and
 - Distributional Impacts.
- 42. Appraisal will be undertaken in a proportionate manner, but will aim to ensure that schemes have been developed in a robust manner, supported by fit for purpose and proportionate analysis, providing a sound basis for identifying problems and identifying solutions. This should result in an auditable and documented process which identifies the best performing option to be taken forward.
- 43. An indicative Benefit to Cost Ratio will be produced where possible. The approaches to the assessments are described in Table A2 in Appendix A of The Transport Appraisal Process, TAG Unit.
- 44. An overview of the Assessment Process is shown below.

Overview of 2040 Scheme Assessment Process



45. The environmental impact of schemes will be minimised through the design process and assured through the WebTAG appraisal and the planning process, which involves statutory Environmental Assessment and may also involve Habitats Regulations Assessment for large schemes.
46. In terms of design, each of the authorities has established standards and principles for new infrastructure projects, which will continue to be applied. For TfGM schemes:
 - Projects are required, as a minimum, to comply with all local planning authority rules and policies relating to the use of renewable energy, including through onsite generation, in order to reduce annual carbon dioxide emissions. Where such rules or policies energy do not exist, TfGM seeks to develop designs which are able to generate 15% of the building energy requirement through the use of on-site technology;
 - The accepted industry standard tools for developing and assessing the sustainability of many projects are BREEAM and CEEQUAL. These assess the scheme in term of impacts including: landscape, ecology, biodiversity, historic environment, water resources and water environment, energy and carbon, use of materials, waste management and impact on neighbours. TfGM aims to achieve 'Excellent' ratings for new build schemes and 'Very Good' for refurbishments.
 - We are aware that the applicability of BREEAM and CEEQUAL to public transport infrastructure schemes is not strong. We have therefore developed a bespoke Sustainable Assessment Toolkit (SAT) for use on; bus stations/interchanges, bus lanes and stops, guided busways, cycle hubs and storage facilities, cycle lanes, Metrolink stops, tramways, and Park and Ride (for rail). SAT ensures that areas such as enhancing and maintaining biodiversity, engaging with community and improving quality of life, being sympathetic to heritage and archaeological features, and ensuring protection to local water resources are considered throughout the development and completion of any project within the organisation where it is applied.

Service Delivery

Key Route Network

Overview

47. The Greater Manchester Growth Deal in July 2014 included a commitment for Greater Manchester to identify a Key Route Network (KRN) of local authority roads for unified management in the interest of the growth agenda. In April 2015, the GMCA approved a Highways Reform process which built on the initial KRN concept and consisted of three principal elements:
- Adoption of the Key Route Network;
 - Collaborative working; and
 - Asset management.

The Key Route Network

48. The Highway and Traffic Authority duties continue to be delivered by the ten local authorities who have responsibility for the day-to-day management and maintenance of the network and detailed design and implementation of priority interventions. However TfGM, on behalf of GMCA, became responsible for the strategic management of the KRN in April 2015. This includes:
- Monitoring and reporting on the performance of the network through a series of Key Performance Indicators (KPIs);
 - developing strategy and policy for the KRN; and
 - identifying capital/maintenance investment programmes, in consultation with local highway authorities and Highways England.
49. In April 2016 TfGM also took on the following additional duties in relation to the KRN, as agreed by GMCA and set out in a series of protocols:-
- Monitoring of the implementation of the KRN Action Plan;
 - Development of the forward investment strategy including prioritisation of capital improvement schemes;
 - Programme management and oversight of capital projects;
 - Review of relevant planning applications (as a non-statutory consultee);
 - Co-ordination of roadworks; and
 - Road safety audit, collision analysis and identification of scheme options.
50. This new model of working will help strengthen the case for highway investment in Greater Manchester and is facilitating enhanced joint working arrangements with Highways England (set out below) regarding the integration of operations on, and development of, the SRN and KRN.
51. Looking forward, the Devolution Agreement (November 2014 - updated in November 2015) included a commitment from Government to pool and devolve relevant central funding on local transport for the city region (where it has not already been devolved) and provide a multi-year budget settlement. As

part of this agreement, Greater Manchester committed to develop proposals for establishing a Joint Investment Platform (JIP) to support the resilience of the highways network and efficiencies in the management of the network. Although not taken forward in the March 2016 budget, work will continue with HM Treasury and DfT to develop this proposal.

Collaborative Working

- 52. We now have in place two key mechanisms to aid collaborative working on highways matters. The Greater Manchester Highways Group was established in 2015 and is the primary highways liaison forum that brings together all the Greater Manchester Local Authorities with Greater Manchester Police and Highways England to address highways issues at an operational and tactical level and at which overall network performance is shared. In addition, a Memorandum of Understanding between TfGM and Highways England has been agreed to formalise joint working between the two organisations.
- 53. We are exploring the potential for greater collaborative working between local authorities and Transport for Greater Manchester in the delivery of local highway services. This has been proposed in response to an increase in capital infrastructure work across the region; to resolve skills shortages; improve efficiencies across the network; and enable delivery of joined up, integrated services.
- 54. It will be for the participating authorities to each determine which areas they wish to collaborate on. There are a number of possible areas which could be included, for example, bridges and structures, asset management, highway design, programme management, street lighting, traffic management and development management. In all cases the individual authorities will retain their individual highway and traffic authority responsibilities and powers.

Rail Station Devolution

- 55. Greater Manchester (GM) is growing and evolving. As demand for travel increases and travel patterns change, rail station devolution will play an increasingly important role in allowing GM's economy and communities to thrive.
- 56. Stations are gateways to Greater Manchester and define the image of the whole region. They are the centres of GM's communities with the potential to support local regeneration and place-making, and contribute to local and national economies. Stations must therefore do more than deliver a consistent standard of transport excellence.
- 57. The existing division of station responsibilities, with Network Rail (NR) as rights holder and asset manager, and the Train Operating Companies (TOCs) as operators and maintainers, has led to poor outcomes. There is a lack of tailored investment in stations; assets are managed on too short term a basis; enhancements are piecemeal and not aligned to common minimum standards; and smaller stations have been largely neglected. Passengers continue to suffer poor travel information (particularly for inter-modal journeys), especially in times of disruption. Commercial opportunities in and around the stations, which could directly or indirectly benefit customers, are not being fully exploited.
- 58. This has led to a significant gap between the current station condition and the aspirations of the 2040 Transport Strategy, with overall passenger satisfaction below regional and national averages. Without intervention, asset condition will remain unsatisfactory - and may even worsen, whole life costs will remain sub-optimal and the opportunity to improve customer experience and unlock the economic growth potential of stations will be lost.

59. TfGM already manages 92 Metrolink stops and interchanges, and taking greater control of rail stations is key to GM's 2040 Transport Strategy. It will enable TfGM to take a long-term view and drive forward investment in facilities and service levels in a way that reflects the differing needs of users.
60. Evidence from elsewhere suggests that a long term programme of investment and maintenance can deliver real customer benefits. Such benefits include up-to-date and reliable passenger information, improved integration, connectivity and social inclusion and a safe and secure station environment. In addition, unlocking development land and onsite commercial opportunities, together with a more efficient whole of life asset stewardship, will drive incremental economic and financial benefits.
61. TfGM is considering a range of options which give Greater Manchester greater influence or control over rail stations with the aim of:
 - improving **customer experience**;
 - improving **connectivity** to increase productivity and economic growth;
 - increasing **efficiency of investment** and **commercial returns** from stations;
 - delivering **regeneration** through unlocking development land and onsite opportunities; and
 - delivering changes which increase **wider social inclusion and community amenity**, and is deliverable within the existing regulatory architecture.
62. Detailed work is now underway to assess these and a range of possible variants to identify the preferred 'GM model of control'.
63. By taking on the management of rail stations, TfGM can play the following roles:
 - **a customer champion**: who is focused on improving customer experience through improved facilities at stations - ticket retail, safety and security measures, as well as improving the station environment to make stations a more inviting place for passengers.
 - **an integrator**: who will improve the customer experience through improved operational arrangements at stations, enhanced multi-modal information provision and integration of interchange between modes (rail, Metrolink, tram-train, bus, cycling and walking) and parking improvements;
 - **an active guardian**: who is proactive in its approach to asset management and takes a long term view on maintenance, renewals and enhancement activity, maximising whole life cycle costs and delivering activity underpinned by a considered asset management strategy;
 - **a station investor, placemaker and urban regenerator**: who recognises the wider role of stations and transport investment in delivering economic regeneration through unlocking development land and on-site opportunities, including well-connected residential and commercial development; and
 - **a driver of wider social inclusion**: who recognises the needs of all groups in society, providing a secure and accessible station environment and seeks to cater for the wider needs of the community, providing multi-functional hubs and community amenities.

64. TfGM has developed a detailed Strategic Case for stations devolution and is actively working with DfT, Rail North, Network Rail and the train operators to develop a full business case during the first half of 2017 for approval by government.

Bus Reform

65. The 2040 Strategy includes our vision for bus. It sets out our four main objectives that will contribute to increased demand for public transport, and modal shift. These are:
- **Network integration**, this is about how physically integrated the services will be between themselves and with other modes.
 - **Simplified and integrated fares system**, including transparency and operation across modes.
 - **Customer experience**, offering passengers the best possible journey experience, and
 - **Value for money**, delivering enabling investment to improve services.
66. The Government introduced the Bus Services Bill in May 2016. In anticipation of the Bill becoming an Act, we will continue to develop and appraise options that would offer the best chance of delivering our vision for bus. This work will inform the choices available to the Combined Authority.

Maintenance and Renewal

Asset Management

67. Government required all Local Highway Authorities (LHAs) to complete a self-assessment by 31 January 2016 on how well they manage their highways assets against the criteria set out in its Highways Maintenance Efficiency Programme (HMEP). Future national allocations from the DfT's Highways Maintenance Incentive Fund (HMIF) will be linked to the HMEP assessment level attained by the LHAs. Across Greater Manchester, the maximum potential funding gap between HMEP Level 1 (lowest) and Level 3 (highest) is some £14m over the next 5 years.
68. Initially all Greater Manchester authorities have provisionally been classified by Government at Level 3. However, this will be reviewed in 2017. Work is being undertaken to prepare a forward plan that demonstrates how the Combined Authority and individual highway authorities are collectively going to tackle the challenge of maintaining Level 3 status. This will not only help access the national HMIF funding over the longer term but will also demonstrate our commitment to efficiency, alongside work on investment prioritisation.
69. Asset management is widely accepted by central and local government as a means to deliver a more efficient approach to management of highway infrastructure by introducing longer term planning and ensuring that standards are defined and achieved within available budgets. At present assets are managed by 11 different organisations (10 Local Authorities and TfGM) to no consistent standard and to varying levels of maturity.
70. Through collaborative working at the Highways Group, a Greater Manchester-wide approach to asset management will be further developed. TfGM has also commenced a project to introduce an asset management strategy across all transport modes and its property portfolio.
71. There is a growing consensus that the scope for efficiencies and improved management of asset risks through the development of good GM-wide asset management systems and policies is significant and should be explored. This is an area for further development as part of the next steps of highways reform with the potential for the introduction of a further highways protocol, should the case be made for change.
72. TfGM recently commissioned Yotta to assess the current maintenance backlog of the KRN carriageway (amounting to £93.4 million) using their 'Horizons' software and this has generated a list of potential schemes. TfGM has appointed a dedicated KRN Asset Manager who will be responsible for using this information to develop a forward investment strategy agreed in collaboration with the district Highway Authorities.
73. TfGM (on behalf of the 10 Greater Manchester district Highway Authorities) has recently purchased a Bridge Management System (BMS) to replace existing obsolete systems. Whilst this system will be used by districts, it will be managed on their behalf by the TfGM KRN Asset Manager. Soft market testing, has demonstrated that this procurement approach has reduced Greater Manchester costs significantly.
74. This BMS will store inventory data for all Greater Manchester bridge and structure assets, and allow the district bridge engineers access via an internet connection with secure login details. The BMS is 'cloud based' and as such will ensure the data is stored in a resilient manner.

75. The BMS will allow district bridge engineers to programme regular safety inspections and allow inventory data to be inspected, analysed, manipulated and updated as required. The BMS, will use inspection data to programme and prioritise maintenance and improvement works within predefined financial allocations. The BMS will also be used to produce district annual 'Bridge Condition Index' and produce asset values to ensure compliance with CIPFA Whole Government Accounts requirements.
76. TfGM has a 30 year renewals plan for its Metrolink assets, the detail of which is currently being refined for the initial 3-year period. This plan will form the basis of the relationship between TfGM and the next Metrolink Operator following the renewal of the operations and maintenance contract in 2017.
77. Currently, management of maintenance and renewal contracts is undertaken on a modal basis. Successful and efficient delivery of the 2040 Strategy will require TfGM to operate differently, which will be addressed by the establishment of a new Asset Management Office (AMO) supported by a new Asset Management Information System (AMIS).
78. One of the key responsibilities of the AMO will be for the central management of maintenance, renewal and enhancement contracts for Metrolink, rail, highways, bus and real estate assets. This will be achieved by the AMO working alongside the operational teams and using a common set of tools and processes that align with the international standard for asset management ISO 55001 to set and monitor the delivery of maintenance and renewal contracts using a "whole system, whole life cost" approach.

Summary and Conclusions

- 79. This Delivery Plan has identified the schemes and measures we hope to bring forward in the period up to 2021, as well as the performance indicators we will use to measure our progress in achieving the ambitions set out in the Greater Manchester Transport Strategy 2040.
- 80. Our ability to deliver the schemes shown will depend on the availability of funding and we will pursue all relevant opportunities to bid for additional resources.
- 81. Annual updates of this document will describe progress in delivering schemes and show performance in terms of the Key Performance Indicators, set within the context of any external factors that have affected our plans.
- 82. Work to develop a Spatial Framework for Greater Manchester means that further infrastructure requirements will be identified as sites are allocated for development. Any new schemes will be included in future versions of this Delivery Plan.
- 83. This document will be updated each year to 2021, after which a new five-year plan, Delivery Plan 2, will be produced for the period 2022/23-2026/27. Five year Delivery Plans will continue to be produced until the next update of the Transport Strategy.



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