

# Making travel easier in Greater Manchester

# Business Plan 2017–20



## Foreword

It's been a busy and productive year for transport and travellers alike in Greater Manchester, with a number of high-profile projects reaching completion. As we look to the future, this Business Plan sets out our key priorities for the coming year, building on our successes to date as we work to create an integrated transport network for Greater Manchester.

Key projects which have been completed over the course of the past 12 months include the recently opened Metrolink Second City Crossing. Running through the heart of Manchester city centre, this new line marks the end of a £1.5 billion expansion of Greater Manchester's iconic light rail network.

Some thirty years in the making, this major investment programme has trebled the size of the Metrolink network to deliver the largest light rail system in the UK. And there is no doubt it provides a vital service, with patronage growing rapidly – to a record-breaking 37 million journeys in 2016.

And, of course, our Metrolink ambitions do not stop here. Construction work is already under way on the much-anticipated Trafford Park line, with exciting plans coming forward for future investment elsewhere.

It's not just been all about trams either. In 2016 we opened a new flagship scheme for Greater Manchester: the Leigh Guided Busway. As the first dedicated guided busway in the North West, the scheme has transformed journey times from Leigh to Manchester and demonstrated the true potential of a quality bus service.

We see this as the start of a bright future for buses in Greater Manchester, complemented by ongoing investment into high quality bus interchange facilities across the conurbation. We look forward to the completion of the Bus Services Bill in Parliament, which will offer the future Greater Manchester Mayor the opportunity to take our vision for buses even further.

With a keen eye on the future, we have now launched the innovative and well-received Greater Manchester Transport Strategy 2040, setting out a blueprint for mobility in a modern and fast-growing city-region.





With transformational opportunities on the horizon, including high speed rail and further devolution, the 2040 Strategy has positioned Greater Manchester once more at the forefront of cutting-edge transport policy.

Integration lies at the heart of the 2040 Strategy: our mission is to deliver a truly integrated travel network for everyone in Greater Manchester – residents, businesses and visitors alike. This vision for integration has also shaped our plans to transform TfGM, reflecting our diverse responsibilities across public transport, highways, active travel and freight services in Greater Manchester.

Over the coming years, devolution will offer us major opportunities, but financial constraints will also continue to demand efficiencies in all that we do. We are taking bold steps to ensure we continue to deliver what Greater Manchester needs from its public transport systems. We've embarked on a programme of transformation across the organisation, aimed at reshaping our role at the centre of delivering an integrated mobility network in Greater Manchester.

There is no doubt it is both an exciting and challenging time for the city-region. As such we are committed to ensuring that our plans are focused on the big issues

that affect us and which we can influence. That ranges from helping to transform the northern economy to countering the public health risks of poor air quality in our cities, while ensuring that we offer links to real opportunities for all of our citizens.

All of this is reflected in this three year business plan, which clearly sets out how our priorities are consistently directed towards delivering real benefits for our customers, the local economy, our wider society and the environment.

The case for high quality urban transport has never been clearer – and TfGM is ready to play its role in transforming our city-region for the better.

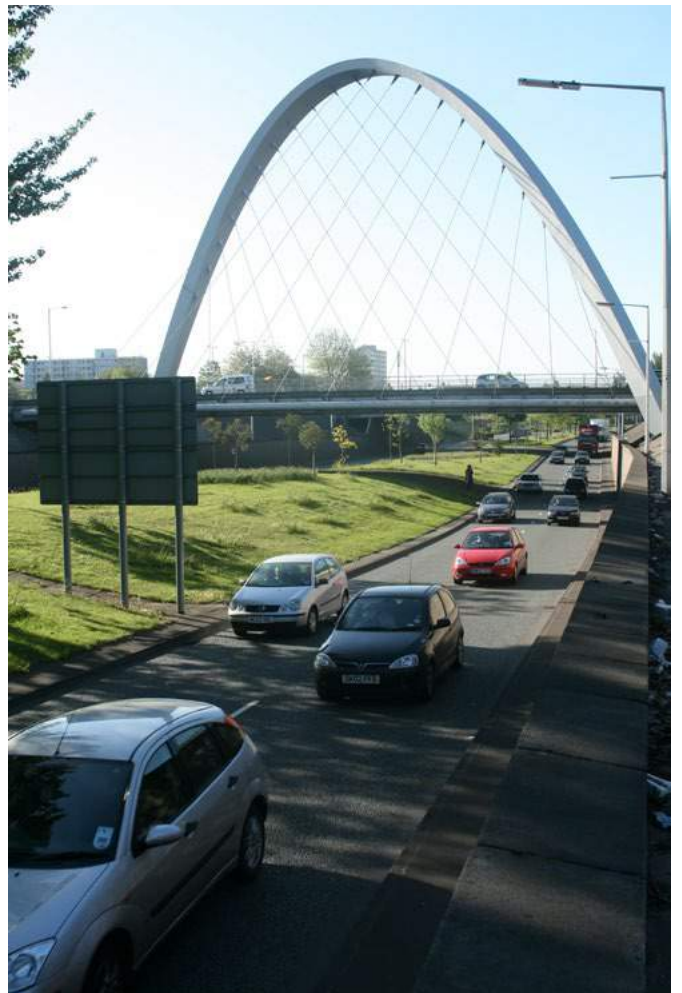


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**Dr Jon Lamonte**  
**Chief Executive**



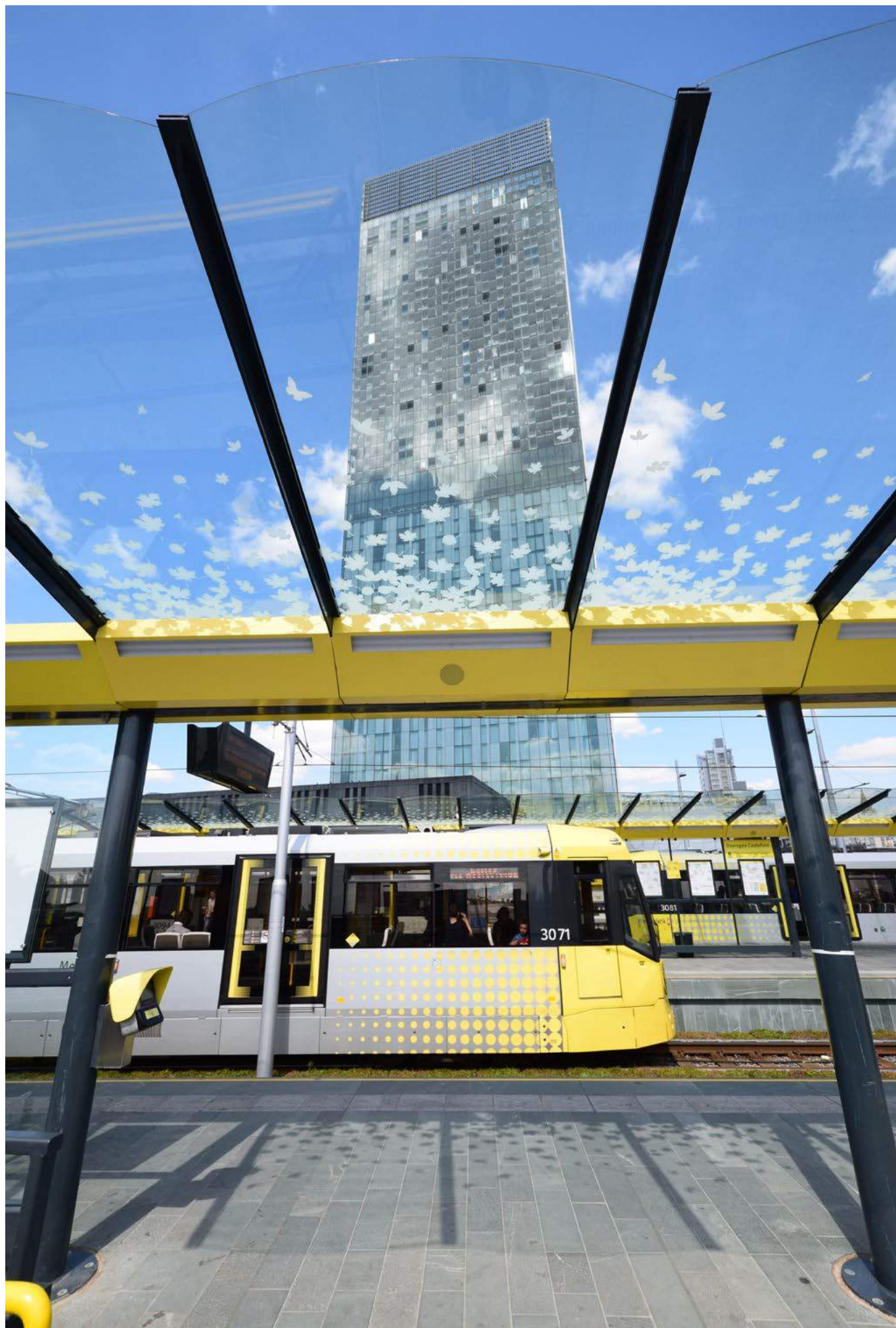






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# Introduction

Transport is crucial in supporting Greater Manchester's ambition over the next 25 years to become a world-class innovative city region and the gateway to a globalised Northern Powerhouse.

Greater Manchester is experiencing a period of tremendous growth, with opportunities for our businesses and residents to flourish and prosper. Our population is rapidly rising and is expected to reach three million people by 2040 – meaning over 11,000 new homes a year are likely to be needed. Major employment growth is also expected, with a further 2.4 million square metres of office space to support an estimated 200,000 new jobs by 2035.

Targeted and continued investment in our transport network is essential if the city-region is to grow in a sustainable way. By seeking to ease congestion and improve our air quality, we aim to improve our residents' quality of life and protect the environment. We're also committed to working with our partners to offer a safe and secure travel network.

To help achieve this, Greater Manchester recently published its 2040 Transport Strategy, setting out its ambitions for the next 25 years.

TfGM has developed the 2040 Transport Strategy on behalf of the Greater Manchester Combined Authority (GMCA) to help create a cleaner, greener, more prosperous city-region through better connections and simpler travel. An initial five-year delivery plan will start us on the road to achieving our vision of 'World class connections that support long-term, sustainable economic growth and access to opportunity for all'.

In coming years TfGM will play a pivotal role in achieving the ambitions outlined in the 2040 Strategy, as we:

- Gather and analyse information to inform Greater Manchester's strategic transport planning.
- Build and maintain Greater Manchester's transport infrastructure, including Metrolink, transport interchanges, bus stations, shelters and stops.
- Work in partnership with private transport operators to develop the public transport network and improve service levels and standards.

This is a three year Business Plan for 2017 to 2020 – the start of our journey to realise Greater Manchester's transport ambitions for 2040.

As we look to the future, we are also working to transform TfGM today – responding to wider political and economic challenges for better integration, improved delivery and greater devolution. We will continue to develop our assets and our people, investing in the right skills for the future.

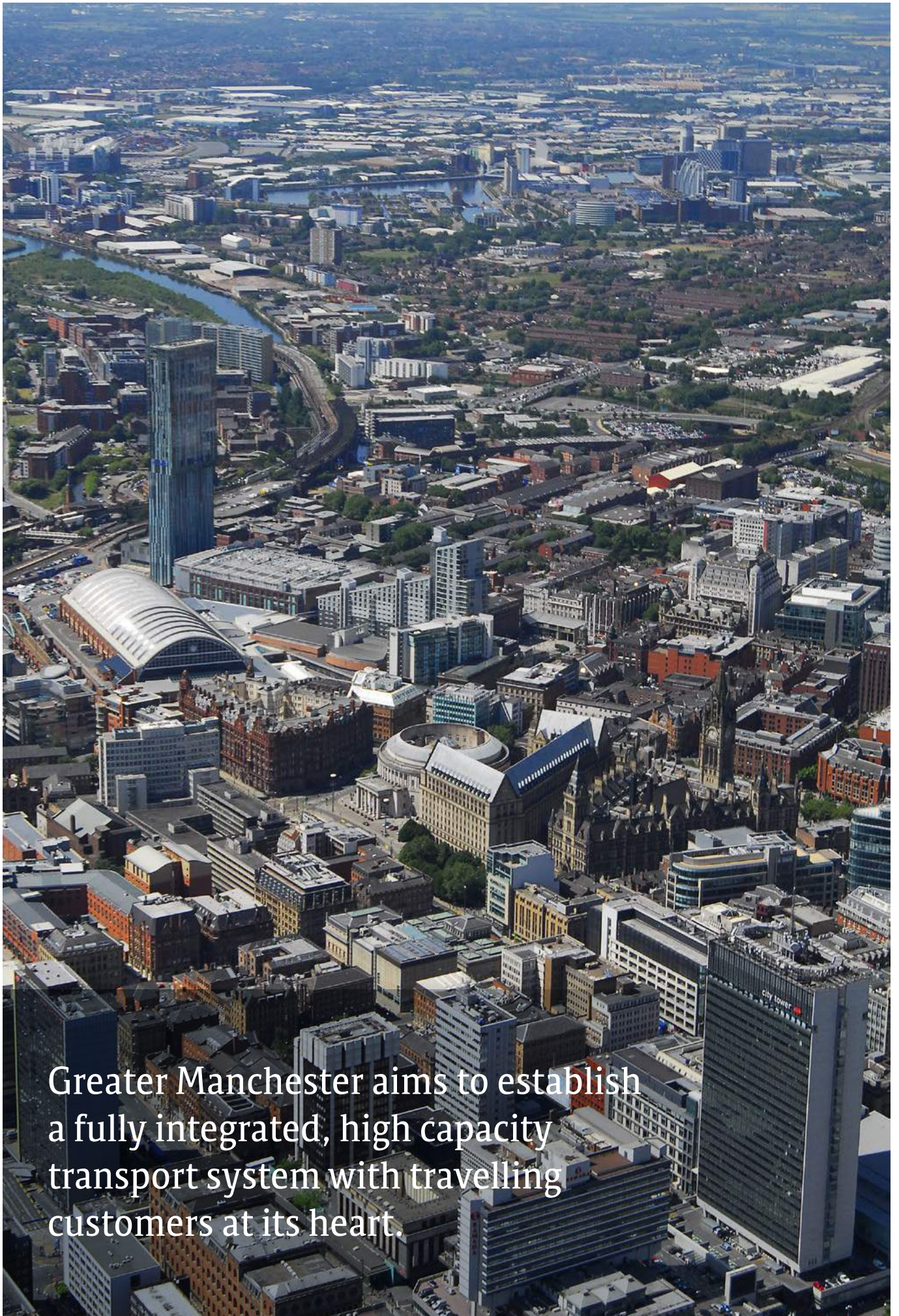
Working with the Greater Manchester family and the newly elected Greater Manchester Mayor, we will remain focused on the end goal. Our long-term Vision helps us to remember what we're constantly striving to achieve:

**'Driving the growth of a healthy and sustainable Greater Manchester through the delivery of a reliable, integrated transport network.'**

And our Mission reminds us, and our customers, what we're here to do every day:

“ Making travel easier  
in Greater Manchester ”





Greater Manchester aims to establish a fully integrated, high capacity transport system with travelling customers at its heart.



# 1. Greater Manchester and the Wider Context

## Greater Manchester Transport Strategy 2040

Greater Manchester is changing, with an expanding population and growing economy. Our future growth will be driven by a new connectivity, with transport at the beating heart of the city-region's ambitious plans.

Greater Manchester is now in a unique position to shape its own future as it tackles the challenges – and opportunities – of the 21st century. Significant devolution of powers and funding from central government, supported by a directly elected mayor, is allowing the city-region to take a much bolder and longer-term view of its transport needs.

The Greater Manchester Transport Strategy 2040 is underpinned by a radical and ambitious new approach to planning our transport system in support of long-term needs and aspirations. The strategy does not simply predict what the future might hold – it will help to shape and create a successful, resilient city-region.

Greater Manchester aims to establish a fully integrated, high capacity transport system with travelling customers at its heart. Achieving this will not only be crucial to local success – the city-region has a fundamental role to play in achieving a successful Northern Powerhouse.

### A 25-year plan for transport

The Greater Manchester Transport Strategy 2040's supporting five-year delivery plan builds on the success of our existing transport investment programme, which is the largest outside London. It ranges from transformational investment in HS2 and new, fast east-west rail connections across the north, to establishing Greater Manchester as a modern, pedestrian and cycle-friendly city-region.

Under Greater Manchester's plans the local road system will be much more reliable and safe for all users, including freight and commercial traffic. Over the past 20 years the growing Metrolink network and improved local rail services have brought huge rises in passenger numbers. We will build on the success of this commuter revolution through new and improved rapid transit links and a transformed local bus network.

The end result will offer customer-focused, flexible travel choices, supported by intelligent information and payment systems, across a truly integrated Greater Manchester transport network.



## Keeping it customer focused

People – from residents and businesses to visitors – are at the heart of the 2040 Transport Strategy. By allowing goods to reach customers, and businesses to access skills and talent, transport will play its role in supporting a strong and growing economy.

It will also contribute to people's health and well-being by encouraging more active travel, tackling traffic pollution, and making it easier for people to get around and meet up with friends and family.

We've identified seven key principles that will be applied consistently across the transport network over the next 25 years.



## Spatial themes

As well as considering local journey needs, the 2040 Transport Strategy looks beyond Greater Manchester. We have developed five spatial themes to enable us to develop an integrated set of interventions to address specific issues in different parts of the city-region and for different types of travel.

The ambition is to be a **globally connected city-region** supported by a multi-modal transport network that can compete on the world stage. We aim to improve the region's connectivity to world-wide business, tourism and the commodities market to help further develop our strong international brand.

Greater Manchester's **city-to-city links** across the UK are critical to our long-term success. By transforming connectivity between the major cities of the north of England and to the Midlands, London and Scotland, we will deliver economic and social benefits across the Northern Powerhouse.

Improved access to Manchester city centre and the wider city-region is crucial, as the key hub of our transport network and a major driver of economic growth. We also plan to make it easier to get to neighbouring regenerated town centres across the **wider city-region**.



Locally, our ambition is for better **connected neighbourhoods** that are more pleasant to walk and cycle around and where people are safe, healthy, and can easily reach shops, schools, healthcare, recreation and job opportunities.

To find out more about Greater Manchester's plans to transform transport visit [www.tfgm.com/2040](http://www.tfgm.com/2040).



## Our Greater Manchester Family

Greater Manchester has a long tradition of working in partnership to achieve great things for the city-region. Our Greater Manchester family includes:

- Our travelling customers, including residents, businesses and visitors to Greater Manchester.
- Our local authority colleagues and the 10 leaders on GMCA.
- The newly elected Greater Manchester Mayor, who will have significant powers over transport.
- The Greater Manchester Local Enterprise Partnership, reflecting the voice of local businesses.

## Beyond Greater Manchester

### Supporting regional growth and the Northern Powerhouse

Transport for the North (TfN) has been created to bring together local transport authorities to develop and deliver the Northern Transport Strategy. With Greater Manchester at the heart of the Northern Powerhouse, TfGM will continue to play a leading role in the development of TfN as it becomes a statutory body in 2017 and works on its six key programmes:

- Northern Powerhouse Rail
- Integrated and smart travel
- Strategic road studies
- Rail franchising
- Freight and logistics
- International connectivity

TfGM will help to shape and influence these programmes through its membership of the TfN Executive Board as well as programme working groups.



### Working with other transport partners

TfGM will continue to work with **Rail North** to shape future rail franchise specifications and monitor franchisee performance. We aim to ensure that strategic and local rail networks contribute to the future success of Greater Manchester and the north.

**Network Rail** will remain an important national partner for TfGM, delivering the additional rail infrastructure and improvements that Greater Manchester needs to support its ambitions for growth. This includes construction of the Ordsall Chord, which is set to further improve rail travel throughout our region.

The Memorandum of Understanding signed with **Highways England** continues to foster closer working as we create a long-term vision for motorways and key roads across Greater Manchester.





## 2. Our Focus on Customers

### Improving the customer experience

**We want to make every stage of the journey experience as easy as possible. That's why we're working to place the travelling customer at the heart of everything we do.**

More than six million journeys are made in Greater Manchester every day, on foot, by bike and on roads, buses, trains and trams.

In 2015/16 1.35 million Greater Manchester residents made a journey on some form of public transport at least once during the year. 1 million people used the bus, over 500,000 used Metrolink and 600,000 used the train at some point. An estimated 699,000 residents travelled solely by car.

Greater Manchester is also a popular destination for international travellers and regularly hosts major cultural and sporting events. From regular Premier League football matches to the high-profile Manchester International Festival and national events such as the recent Somme 100 commemorations and Olympic Parade, the city-region's transport network is always busy.

We are working hard to understand and meet these varied customer needs. We want to make sure that commuters, leisure travellers, businesses and visitors all have as seamless a journey experience as possible.

We are doing this by listening to our customers and working with our partners to provide services that are safe, accessible, easy to use and understand, responsive, and reliable.



### What our customers want

To provide a more personalised experience and improved customer service we need to understand our customers better.

TfGM works closely with the independent transport user watchdog, Transport Focus, to assess customer satisfaction.

Transport Focus represents passenger and user views on the transport networks across the UK, offering insights into their needs, experience and satisfaction levels.

We are developing our understanding of what our customers want, and how we can improve their experience.

## Customer Principles

The following is a set of 'Customer principles' to help us better serve our customers. We will:

- Continue to use customer insight to shape services.
- Seek to resolve queries at the first point of customer contact to improve satisfaction.
- Offer multiple channels so all customers can easily contact us.
- Provide a seamless experience across all travel modes with improved ticketing and timetables.
- Give better customer information.
- Be more open and transparent in our communication with customers.



### A safe and secure network for everyone

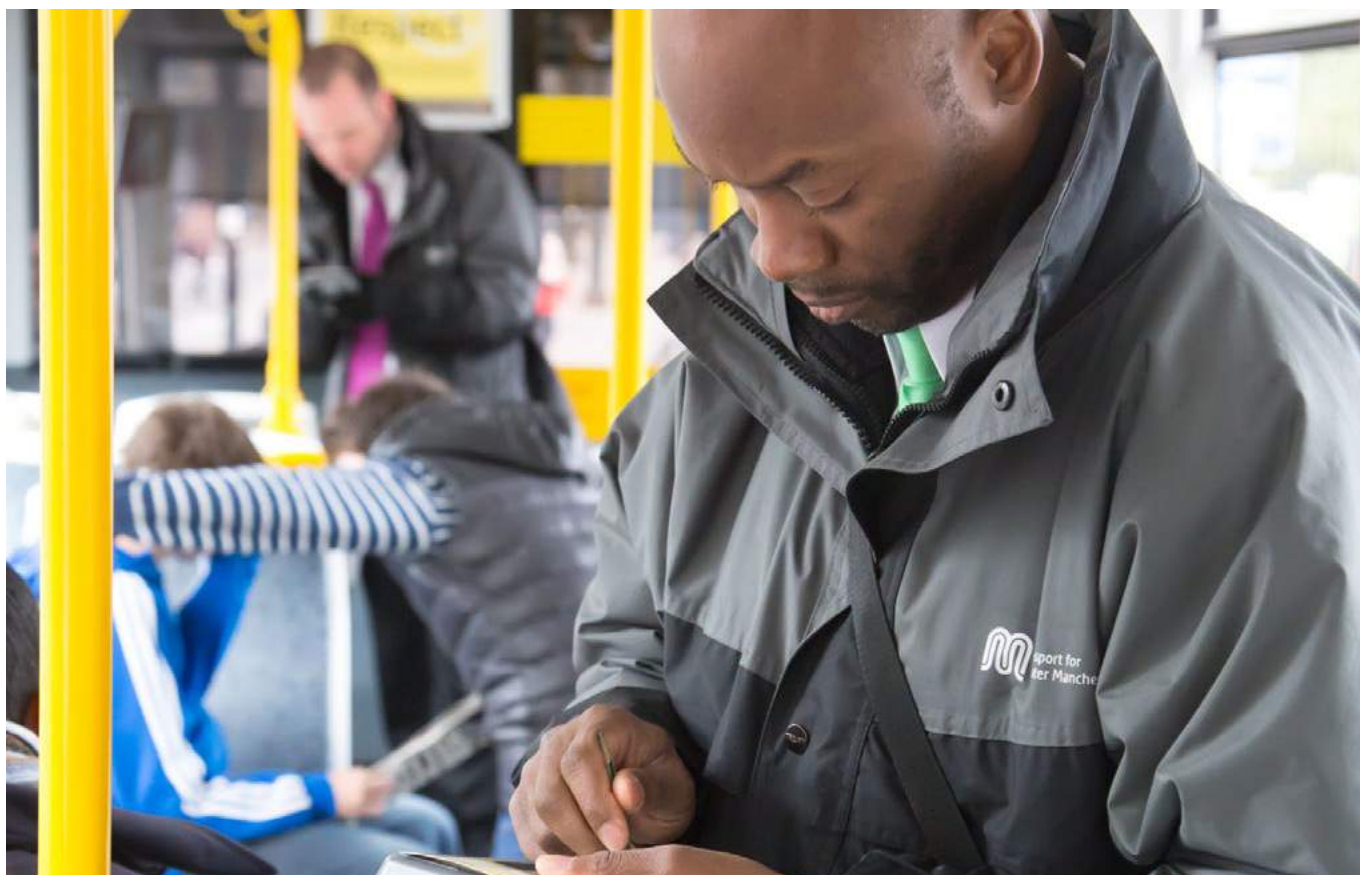
Working with our partners, we are seeking to ensure that the public transport network is accessible to all. Through our pioneering Disability Design Reference Group we are considering at every stage of new projects, as well as seeking feedback on the customer experience.

Safety and security is also a key customer priority and one that we take very seriously. Through the Travelsafe Partnership we are continuing to tackle incidents of crime and antisocial behaviour, encouraging incident reporting, and improving perceptions of personal safety and security when using public transport.

## 2017/18

- A **get me there** smartcard available for use on bus and Metrolink.
- Launch new streamlined **www.tfgm.com** website to offer a more responsive and central online source of real-time travel and transport information.
- Centralise customer information through a new Customer Relations Management system, enabling a deeper understanding of individual customer preferences.
- Launch a new 'Customer Panel' to help us deliver the best product or service possible.
- Measure customer satisfaction with TfGM services.
- Develop a Travel Demand Management Strategy to encourage behavioural change, maximise transport network capacity and support growth.
- Launch real time information on 'My TfGM' journey planner app.
- Extend 'My TfGM' to include real-time information from all bus operators.
- Develop our future fares and ticketing strategy.
- Improve perceptions of personal safety & security on the public transport network to encourage greater use.
- Deliver a pilot 'wayfinding' scheme to improve navigation and access to public transport in Manchester city centre.





## 2018/19

- Review Travelsafe initiative and identify measures to help make people feel safer on trams and buses.
- Review customer information provision to offer greater choice.
- Further develop a roadmap to providing all TfGM information services digitally.
- Continue to develop the infrastructure needed to offer contactless payment for travel.

## 2019/20

- Provide all our information services digitally as well as through other established channels.
- Launch contactless payment on Metrolink, with other travel modes to follow from 2020.

## We will measure

- ▲ Customer satisfaction
- ▲ Perceptions of safety
- ▼ Customer complaints

# Customers: Our strategy in action

## Customer safety and security



The Travelsafe Partnership is Greater Manchester's approach to tackling crime and antisocial behaviour and helping make people feel safe on our trams and buses.

The partnership is responsible for the Travelsafe Unit, a dedicated team of police constables, police community support officers, special constables and security personnel who carry out regular patrols across the bus and Metrolink networks. The Unit is helping to reduce crime and anti social behaviour across the bus and tram networks. It has had many notable successes since it launched, making numerous arrests – including a number of “most wanted” individuals.

This joined-up approach means we can share intelligence and target hotspots in a more cohesive way. Having a dedicated team also helps us to identify and deal with regular offenders. The unit also supports major events, is involved in various youth engagement schemes, and supports operations to crack down on fare evasion.

## Managing our customer relations



We want every customer contact with TfGM to be handled as quickly, effectively and as consistently as possible, offering a pleasant customer experience.

We are developing a new Customer Relations Management system which will improve our processes and systems. This will help us understand what our customers need and better answer their queries.

It will also give us a customer registration system to deliver integrated smart pricing and payments. This centralised system will help us make use of every customer contact to transform our business to be more customer-focused.

This deeper understanding of our customer preferences will in turn help us better target our services to help increase public transport use.



## Accessible to all



TfGM's Disability Design Reference Group (DDRG) was established in 2008. It brings together people with a range of disabilities to help us develop and improve the design and layout of our facilities. During the recent major Metrolink expansion their input helped to ensure the tram system is one of the most accessible forms of transport in Europe.

The DDRG has since offered advice and input on the interchange and bus priority programmes. We are now working with DDRG to make all our facilities increasingly accessible for all customers with disabilities and mobility impairments. The success of this work to put passengers first from the outset has been recognised as a model of best practice by the Equality and Human Rights Commission and has also won several industry awards.



# Customers: Our strategy in action

## Planning for major events



Every year Greater Manchester plans for and reacts to dozens of planned – and unplanned – major events. In 2015/16 TfGM supported 22 major event days, ranging from the national Somme 100 commemorations, the Olympic Athlete homecoming parade and the weekend Parklife Music festival, to the emergency closure of the Mancunian Way.

The increased travel demand can lead to significant pressures on the bus, rail, tram and road networks.

Our travel demand management and event team ensure that these pressures are understood and managed – and that transport services are safely and efficiently delivered. Whether it's a busy match day or a major road closure, we seek to maintain high service

standards and ensure a quality customer experience, enhancing Greater Manchester's reputation as a place to visit and do business.





## Getting smart



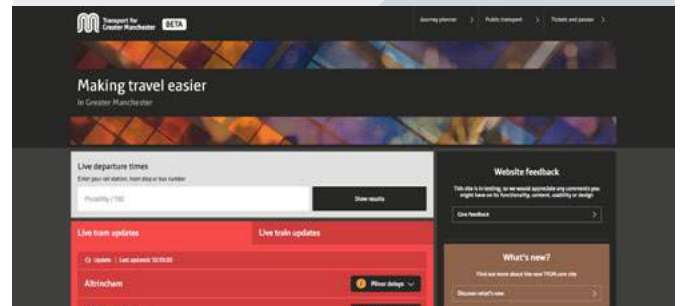
Our **get me there** smart ticketing system is currently available across most Greater Manchester bus operators. Bus passengers can load a range of pre-paid tickets and passes from different operators onto a single smartcard. More than 10,000 **get me there** smartcards are being used each week across Greater Manchester, accounting for thousands of trips each day – making buying a ticket and boarding the bus quicker and easier.

On Metrolink, **get me there** is available to concessionary pass holders, and through a mobile ticketing app, launched in 2015. In its first year the app was downloaded 70,000 times with 45,000 customers registering to use it. Around 4,000 tickets are sold on the app every day – saving passengers time by avoiding queues at ticket machines.

From summer 2017, customers will be able to use a single smartcard for all their journeys on any Greater Manchester tram or bus. We are also developing our smart ticketing system to offer a contactless, account based method of payment, initially for travel on Metrolink, from 2019.

As well as being more convenient for customers, the data provided through smart ticketing will help us improve services by better understanding customers and their journeys.

## Digital innovation



We are developing the right digital tools for our customers to make informed travel choices with the latest accurate travel and transport information at their fingertips. We've recently transformed the TfGM website – **www.tfgm.com** – which is the first point of contact for many of our customers.

A new, easy to use website is currently running in Beta (ahead of its launch later in 2017) providing customers with a responsive and central online source of real-time travel and transport information.

The website's new journey planner – 'My TfGM' – is also available as an app, offering scheduled bus, train and Metrolink information. This is being developed to offer real-time information on services as it becomes available from operators.

Real-time train and bus service information will be available by summer 2017, using National Rail open source data for all rail services and live bus operator feeds covering 80% of bus journeys – with more bus operators to be added at later stages.

Metrolink customers can use 'MyTfGM' to check live departures – as displayed at tram stops – with future plans to develop more detailed real-time journey planning information.

Customers will also be able to set up personalised journey alerts for specific routes or trips to warn of late running or delayed services.







### 3. Our Commitment to Health and Sustainability

#### Making healthy, sustainable travel options the first choice

We are passionate about playing our part in improving health and sustainability across Greater Manchester, but we recognise that economic success and population growth will bring ever increasing challenges. We are striving to balance the rising demand for freight and logistics activity against our promise to reduce carbon emissions, improve air quality and ensure travel contributes to a healthier, happier population.



We are working with our partners to ensure we understand the city-region's current and future requirements as we work to:

- balance the efficient movement of goods and passengers
- reduce carbon emission and improve air quality
- encourage active travel through more cycling and walking
- encourage people to choose sustainable travel to work

# Air Quality

Greater Manchester has ambitious plans for environmental improvements as we strive to meet challenging UK-wide targets to reduce greenhouse gas emissions and improve air quality.



While we are making good progress, more investment and radical action is needed to meet these targets. TfGM has developed the Greater Manchester Low-Emission Strategy and Air Quality Action Plan, establishing a framework for a long-term integrated approach to reducing carbon emissions and improving air quality through to 2025.

The strategy sets out specific measures to meet targets for reducing emissions in line with new requirements and regulations, underpinned by a change implementation plan. It clearly demonstrates Greater Manchester's commitment to the UK government to meet EU thresholds for key pollutants as early as possible.

We have identified the types of measures we believe will have the biggest impact on emissions. We have also highlighted potential risks to achieving our

ambitions, including uncertainty around investment, coupled with wider financial challenges facing public authorities.

Our five priority areas for investment are:

- stimulating the uptake of Ultra-Low-Emission Vehicles
- reducing emissions from Heavy Goods Vehicles
- reducing emissions from buses on key urban corridors
- changing travel behaviour
- investigating Clean Air Zones





## 2017/18

- Raise public awareness with a new, refreshed Greatair Manchester website.
- Carry out a Clean Air Zone feasibility study.
- Hold Greater Manchester's first National Clean Air Day.
- Introduce requirements to provide a low-emission car club service.
- Consider options for a Greater Manchester wide Bicycle Share scheme.

## 2018/19

- Introduce a Greater Manchester low-emission car club service.
- Subject to funding, implement Clean Air Zones measures to deliver Greater Manchester Strategy measures.
- Provide more real-time air quality information through an enhanced sensor network.

## 2019/20

- Launch the Greater Manchester Bicycle Share scheme.
- Subject to funding, introduce Clean Air Zones to deliver national strategy measures.

## We will measure

- ▼ NO<sub>x</sub> levels below national objective level of 40 micrograms per m<sup>3</sup>
- ▼ CO<sub>2</sub> emissions across Greater Manchester reduced by 48% on 1990 levels
- ▼ Percentage of NO<sub>x</sub> from road traffic

## Air Quality: Our strategy in action

### Greater Manchester Clean Air Day 2017



On 15 June 2017 Greater Manchester will hold its first 'Clean Air Day' as part of a national day of action across the UK.

Greater Manchester is one of six city-regions to win government funding to host a series of events and activities leading up to the big day.

This national initiative is part of a behaviour-change and awareness-raising programme which aims to improve health outcomes and reduce inequalities caused by air pollution.

It will bring together businesses, academia, public health organisations, schools, charities and the public sector.

We will be generating excitement and engaging with the general public across Greater Manchester with a particular focus on reaching schools and young people.

All our activities will highlight the ways in which people can protect themselves, their friends and family from excessive pollution – and how to tackle the causes of pollution.

### Yellow School Buses go green



Since 2013 our Yellow School Buses have taken millions of car journeys off the road, reducing people's exposure to harmful air pollutants. The 93-strong fleet of buses is also now eco-friendly, following completion of our 'Clean Air for Schools' programme.

52 of our Yellow School Buses were already hybrid diesel-electric low-emission vehicles, producing up to 30% fewer greenhouse gas emissions. We wanted to target the tailpipe emissions of the remaining 41 older diesel vehicles. Two successful bids for government funding enabled us to retrofit air pollution control equipment to these buses.

A condition of the 'Clean Bus Technology' Funding was that projects must deliver at least a 50% reduction in nitrogen oxide (NOx) emissions. However, we set a higher target of an 80% reduction and over the course of six months achieved a reduction of up to 99% overall.

This achievement was recognised with the award of the 'Local Authority and Public Sector Air Quality Initiative of the Year' at the 2016 National Air Quality Awards.



## Active Travel

We are seeking to improve people's health and reduce emissions across Greater Manchester by encouraging more 'active travel' – such as walking and cycling – as the natural choice for shorter journeys.



TfGM is shaping the Greater Manchester Active Travel Strategy, outlining the city-region's commitment to providing better connected neighbourhoods and easier travel by more sustainable modes – particularly walking and cycling.

Our focus is on promoting active travel for shorter trips – such as the journey to school – encouraging the use of local stations, sustainable travel to new developments, and using new transport infrastructure. Improvements to our infrastructure and services will be complemented by 'travel choices' education and advice to help influence local travel decisions.

Since the Greater Manchester Cycling Strategy was produced in 2013, over £42 million has been invested in cycling across Greater Manchester. We are now working to produce a single Active Travel Strategy encompassing cycling and walking. This will have clear links to priorities and targets set out in the

Department for Transport's draft Cycling and Walking Investment Strategy.

The Greater Manchester Active Travel Strategy will make the case for more investment in walking and cycling underpinned by actions and commitments from TfGM and our partners. This will be closely aligned with the regional priorities outlined in the Greater Manchester Spatial Framework.

Our established Travel Choices programme will help us achieve our ambitions for active travel as well as helping jobseekers and apprentices get to interviews and travel to work.

Through our successful £1.5 million Cycling and Walking to Work Fund bid we will continue to connect jobseekers with employment and apprenticeships over the next 12 months, breaking down transport barriers to employment and training.



## 2017/18

- Develop the Greater Manchester Active Travel Strategy.
- Actively promote the health benefits of walking and cycling.
- Build and continue to improve Greater Manchester's cycling infrastructure.
- Deliver cycle training to encourage more people to take up cycling.
- Continue our work to connect jobseekers with employment through the 'Cycling and Walking to Work' Fund.

## 2018/19

- Deliver a programme of work aligned to the Active Travel Strategy.
- Measure the health benefits of walking and cycling.
- Pursue sustainable funding options.

## 2019/20

- Drive a set of activities that demonstrate we are delivering the Active Travel Strategy ambitions.

## We will measure

- ▲ % of cycling journeys in Greater Manchester
- ▲ Number of cycle trips recorded on routes with automatic counters
- ▲ Number of jobseekers assisted by the Cycling and Walking to Work Fund



# Active Travel: Our strategy in action

## Cycle City

Greater Manchester's vision is for a healthy, sustainable city-region where people want to live and work – a city fit for the future with a well-established cycling culture.

Through our ambitious £42 million 'Cycle City' programme we are working to make cycling a convenient, attractive and safe travel choice for everyone. The improvements so far have included:

- Six new cycleways with 67 kms of largely segregated cycle lanes.
- Better cycling facilities at five rail stations and four Metrolink stops.
- Working with 11 schools and colleges to encourage cycling.
- 1,150 new cycle parking spaces.
- £380,000 in cycling grants to 61 businesses.
- Bike training sessions for around 9,000 people.

Our work through to 2018 will see a further:

- 45kms of separate or protected cycle lanes.
- Five cycle-friendly district centres.
- Cycle and Ride schemes, improving access and cycle parking facilities at six local rail stations.
- Cycling infrastructure improvements and education at 10 more schools and colleges.
- More cycle storage grants for businesses, social housing organisations and community groups.

Our aim is to increase the total number of journeys made by bike across the city region from 2% today to 10% by 2025, making cycling a mainstream, every day and aspirational form of transport for everyone.

## Making the right travel choices

Our Travel Choices team recently collaborated with Manchester Metropolitan University (MMU) to support its 37,000 students and 4,300 staff with their travel needs.

Daily commuting patterns and limited car parking poses a significant and ongoing challenge for the university.

We worked with the university to help staff make more sustainable journeys, aiming to: reduce congestion and demand for parking across university sites; lower energy consumption; and minimise carbon emissions. A range of initiatives included:

- 'Personal Travel Planning' sessions offering advice, personalised journey plans and discounted tickets to more than 100 employees.
- An interest-free loan for public transport season tickets available to all staff.
- Free TfGM cycle training and maintenance sessions for all staff wanting to cycle to work.
- Staff bulletins to promote sustainable travel and new bus and cycling infrastructure on nearby Oxford Road.
- A new subsidised bus service and 'Cycle to Work' scheme, with a grant to install cycle lockers for 38 bikes.

Through our work to raise awareness of travel options, promoting alternatives to car based trips, and giving staff and students the confidence to leave their cars at home, the university has seen a reduction in single occupancy car trips across the Manchester campus.

# Active Travel: Our strategy in action

## Helping jobseekers and apprentices back to work



### Apprentices Bike to Work

Ask your mentor or apprenticeship provider about **FREE** bike and cycle equipment to travel to your apprenticeship.



Transport can be a major barrier to getting to interviews and work during the first few months of a new job or apprenticeship.

Working with Jobcentre Plus, TfGM's Travel Choices team now offers a range of practical travel support and information for jobseekers and new-starters. Jobseekers can apply for free one day travel passes to get to interviews by bus, and for free bus or Metrolink travel for their first four weeks in employment, with discounted travel for 12 weeks afterwards.

A new pilot scheme also allows eligible apprentices, who often struggle with transport costs as they are not entitled to discounted travel, to apply for a free 28-day travel pass valid on bus or Metrolink services across the region.

The 'Bike to Work' scheme also offers jobseekers and apprentices access to free recycled bikes, cycling accessories and safety equipment such as lights and helmets. With cycle training and bike maintenance courses also available, the scheme is encouraging more people into work through more sustainable travel choices.

## Greater Manchester Walking Festival steps out



The third annual Greater Manchester Walking Festival takes place in May 2017 with 300 free guided walks across the region.

TfGM coordinates the festival with support from walking groups and charities, showcasing all the region has to offer.

The festival aims to get as many people as possible across Greater Manchester to find out how easy – and enjoyable – walking more can be.

The walks, which cater for a variety of abilities and ages, provide the chance to explore Greater Manchester, meet new people and get more active.

People of all ages, abilities and interests can join in and see more of Greater Manchester's towns, cities, parks, canals and riversides, as well as hills and moors.

Special-interest and themed walks for 2017 include a ghost walk, a Gruffalo walk for young families, an art walk and a birdsong walk.



# Freight and Logistics

Greater Manchester's economy depends on the efficient movement of freight. Our rapidly growing population, urban infrastructure developments, changes to the way we live, and the ambition for accelerated economic growth, are resulting in increased and different demands for goods and services.



In order for the city-region to prosper and encourage investment, it must present an attractive place for businesses to operate fairly and flexibly – but in a sustainable way. In our region, high-street and online retailers and consumers play a big role in levels of freight on our road network.

Given the economic importance of the industry, we aim to positively influence the operational activity that takes place in our region so it complements our ambitions.

The 2016 Greater Manchester Freight and Logistics Strategy has been developed by TfGM in consultation with a broad range of industry stakeholders from the public and private sector. It seeks to strike the right balance between interventions which promote growth but lessen the social and environmental impact on the region. It works alongside the Northern Freight Strategy currently under development by Transport for the North.

We will work with the industry to develop targeted interventions to improve the management and capacity of the transport network for freight and logistics activity. Planning and research will allow us to consider and influence the long-term development of activity across Greater Manchester so we can deliver a shift to more sustainable modes of distribution.

We want to encourage the freight and logistics industry to work together for the overall good of the city-region. TfGM is taking a proactive approach by gaining a better understanding of what the industry wants so we can build stronger relationships. We are also championing best practice on freight and logistics activity so we can address concerns about safety and air quality.



## 2017/18

- Establish the Greater Manchester Freight and Logistics Forum as the city-region's voice of the industry.
- Work with the construction industry to encourage their use of standards and best practice.
- Embed the construction industry road safety culture into TfGM procurement standards.
- Develop a measurable framework to support a TfGM Delivery and Servicing Plan and demonstrate that associated freight activity is effective and efficient.

## We will measure

- ▲ Key Route Network reliability
- ▼ Number of cyclist accidents involving HGVs
- ▼ Distance travelled by HGVs

## 2018/19

- Implement a TfGM Delivery and Service Plan.
- Encourage uptake of the Fleet Operator Recognition Scheme.
- Create a more efficient environment for freight operating companies to operate in by focusing on Key Route Network journey speeds and reliability.

## 2019/20

- Subject to funding, build on the Delivery and Servicing Plan to develop consolidation models across the city-region.
- Work with the 10 Greater Manchester local authorities to deliver the city-region's Freight and Logistics Strategy.



# Freight and Logistics: Our strategy in action

## Greater Manchester Freight and Logistics Forum



TfGM has a key role working with the logistics industry and influencing stakeholders. As a first step towards developing better engagement and communication with the industry we have established the Greater Manchester Freight and Logistics Forum.

This partnership approach is allowing members – ranging from academics, operators, freight users and institutions to trade associations – to work with the public sector.

We are working together to identify and drive forward solutions to address some of the joint challenges while seeking to encourage the industry to change their behaviour for the common good.

While the forum aims to be a recognised voice for the industry with the public sector in the city-region and a first point of contact for meaningful consultation.

It is providing networking opportunities for collaboration, sharing best practice and introducing innovative approaches, with workgroups delivering pilots and case studies of sustainable practices.

## Greater Manchester's Eco Stars



TfGM recently launched a free, voluntary scheme to help Greater Manchester's fleet operators improve efficiency, reduce fuel consumption and emissions.

This is helping to improve local air quality while making cost savings. The free 'ECO Stars' Fleet Recognition Scheme provides guidance and advice on operational best practice to goods vehicle, bus and coach operators.

Businesses who join the scheme have their vehicles and overall fleet rated by industry experts to assess their current performance – both operational and environmental – and achieve an ECO Stars rating between 1 and 5. They are then given a "road map" with tailor-made guidance to help improve the efficiency of their fleet.

The scheme can have major business impacts, including:

- **Improved fuel efficiency** – a typical commercial vehicle operator could expect to reduce fuel consumption by at least 5% in the first year.
- **Money savings** – up to £2300 per vehicle – for an operator with 10 vehicles this equates to a saving of one whole tanker of diesel.
- **Reduced environmental impact** – a typical LGV could see its annual output of carbon dioxide fall by six tonnes per year (reductions in toxic emissions of NOx and PM are also possible).



37

Million Metrolink  
passenger journeys



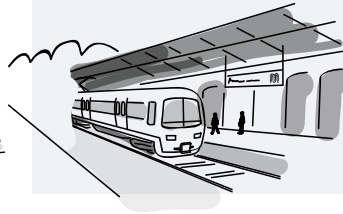
206

Million bus passenger  
journeys



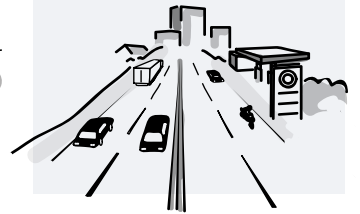
27

Million rail passenger  
journeys



1.6

Billion  
road journeys





## 4. Integrating our Operations

### Continuing to strengthen the overall network operation

TfGM is committed to making travel easier by delivering, co-ordinating and maintaining an integrated transport network for people and businesses across Greater Manchester. We work alongside our partners, and the bus, tram and train operators who run the services, to plan and integrate the network to best serve our customers.

Together our operations and project teams are making travel easier for customers across Greater Manchester and beyond. From the day-to-day planning, running and development of the transport network, to providing the infrastructure for a multi-modal, integrated transport network, we put the customer first.

With our significant experience in successfully developing and delivering complex and challenging transport schemes, we aim to be recognised as “best in class” in project and programme management across Greater Manchester.

Alongside day-to-day operations, we are currently investing heavily in transport improvements, working towards achieving the ambitious plans outlined in the Greater Manchester Transport Strategy 2040.

#### What we do

- We work closely with more than 30 bus operators to seek high quality services for the 206 million bus passenger journeys made each year. We also directly support socially necessary services on around 20% of the Greater Manchester bus network.
- We build, maintain and staff bus stations and interchanges. We're also responsible for more than 12,000 bus stops and nearly 4,500 shelters, working with partners such as shelter provider JC Decaux.
- We own and manage the Metrolink network, which covers 60 route miles with 93 stops across seven lines. 37 million passenger journeys are made on 120 trams each year.
- We are a key partner in Rail North with an influential role in the development of future rail services for Greater Manchester. We also monitor and report on train operator and Network Rail performance, working closely with our partners to deliver the current rail franchise commitments.
- We manage the strategic highways Key Route Network and co-ordinate maintenance, investment and strategic modelling with local authorities to help keep traffic flowing. We work with Highways England, who manage the motorway network, and also install and maintain Greater Manchester's 2,400 traffic signals.
- We place paramount importance on the travelling public's safety at all times, across our operations and in the design of new infrastructure. We work closely with all our suppliers to ensure safety is embedded into their systems and processes.

# Bus



Greater Manchester's bus network plays a key role in keeping Greater Manchester moving, helping to reduce car journeys and ease congestion on our roads. Four in every five public transport journeys are made by bus in Greater Manchester, some 206 million passenger journeys in 2016.

Along with Greater Manchester's bus operators, local authorities and Highways England, we are committed to improving the passenger experience and attracting even more people on to the bus network.

The majority of Greater Manchester's bus services are run by bus operators on a commercial, profit-making basis, while TfGM supports some essential bus journeys to ensure people can make vital journeys to local services, including work, shopping and healthcare. We also provide funding for young and old and disabled people to travel at reduced fares or for free.

TfGM also delivers major bus transport projects, such as the north west's first guided busway between Leigh and Ellenbrook.

We also provide and manage safe, secure, clean and attractive bus stations and interchanges that offer a high standard of information about services. We are currently delivering a multi-million pound programme of new interchanges to offer modern, state-of-the-art passenger facilities. With our partners we have also

developed a prototype 'bus shelter of the future', showing how the waiting environment can play an important role in making bus travel more attractive.

This is an exciting time for the transport network, with once-in-a-generation changes on the horizon. The government's Bus Services Bill is expected to become law in 2017, offering potential to reform the bus market in Greater Manchester. We are currently assessing the options within the Bill to evaluate which will best deliver the 'Vision for Bus' outlined in the Greater Manchester Transport Strategy 2040.

Key to delivering this vision is improving connections between bus services and other types of transport, such as rail and Metrolink. We also want to introduce a simplified and integrated fares system, improve the customer experience, and get better value for money from the bus network to allow us to reinvest in improving services.



206

Million  
bus passenger  
journeys

24

Bus stations and  
Interchanges

More than  
12,000  
Bus stops

Nearly  
4500  
Bus shelters

## 2017/18

- Open the new Bolton Interchange, integrating bus and train services with cycling facilities in an attractive, modern facility.
- Start work on the new Tameside (Ashton-under-Lyne), Wigan and Stockport Interchanges.
- Submit planning application, secure funding and start delivery of an improved Farnworth bus station.
- Develop the business case for introducing bus improvement measures outlined in the Bus Services Bill.
- Assess the 'bus stop of the future' project to inform future development.
- Complete the first Salford Bolton Network Improvements package of works in Pendleton and Walkden.
- Complete the Greater Manchester Bus Priority Package works on Oxford Road.
- If required, facilitate a public consultation on plans to improve the bus network.

## 2018/19

- Start to implement the first phase of the Mayoral preferred option for improving bus services.
- Open new Stockport Interchange, offering attractive, modern passenger facilities and information.
- Start works to the A666 and A6 corridors as part of the Salford Bolton Network Improvements programme.

## 2019/20

- Complete delivery of the Salford Bolton Network Improvements programme.

## We will measure

- ▲ More staff at bus stations and interchanges
- ▲ Bus service reliability
- ▲ Bus customer satisfaction

# Bus: Our strategy in action

## Bus Priority Package



2017 will see the completion of Greater Manchester's £122 million Bus Priority Package. It's one of the largest investments in Greater Manchester's bus network for decades – with over 25 miles of the network on key routes into the city either created or improved.

The transformation of Manchester city centre's Oxford Road will deliver cross-city bus services, creating better access to healthcare, education, employment and retail facilities. The scheme has also included improvements for all road users, including pedestrians and cyclists, with the region's first 'Dutch-style' cycle lanes on Oxford Road.

The Bus Priority Package of improvements will make bus travel a better experience for everyone, helping people enjoy quicker, more punctual and reliable bus services along key routes across Greater Manchester.





## North west's first guided busway



Opened in 2016, the award-winning 4.5 mile Leigh to Ellenbrook guided busway is the flagship scheme in the £122 Bus Priority Package. Services on the guided busway – the first in the north west – then link customers through Salford to Manchester city centre on new and existing bus lanes, reducing bus journey times on a route that includes the busy East Lancs Road.

The busway offers smooth, rapid connections thanks to a unique concrete track, with three new park and rides along the route. High-specification, low-emission hybrid buses offer customers free Wi-Fi and USB charging points, plush seating, audio and visual stop announcements and climate control.

Thousands of local horse riders, walkers and cyclists have enjoyed a shared-pathway – which runs alongside the route – in its first year. More than 45,000 people a week are now using the 'Vantage' service – and a recent survey found that a fifth of passengers have switched from their cars – taking thousands of car journeys off the road.

## Modern Interchanges



With new interchanges at Wythenshawe, Rochdale and Altrincham now open, we are gearing up to offer improved facilities at Bolton, Tameside (Ashton-under-Lyne), Stockport and Wigan.

The new Bolton Interchange is due to open in summer 2017, providing a far more attractive 'gateway' to the town centre and linking bus services with the rail station via a new skylink.

Customers at Bolton will also benefit from a Cycle Hub, better passenger information and ticketing facilities, and a more secure waiting environment.

Bolton Interchange's striking design features a high-tech super lightweight and highly translucent roof, using the same material as the Eden project in Cornwall.

Work will also start soon on the new interchanges in Stockport, Tameside and Wigan. All will feature modern, attractive facilities, offering a far better customer experience.

# Bus: Our strategy in action

## Change ahead for the bus network



New powers over Greater Manchester's bus network are being proposed in the Bus Services Bill, which builds on the Devolution Agreement that was signed by GMCA and the Government in late 2014. The Bill, expected to become law in 2017, would grant the elected Mayor of Greater Manchester new powers over the bus market. This includes the option to franchise bus services – the system currently used in London – should the Mayor choose to do so after a public consultation.

If progressed by the elected Mayor, bus franchising would enable Greater Manchester authorities to take control of bus service planning, with private operators contracted to run routes under a franchise agreement. This means that Greater Manchester would have the ability to decide the routes, frequencies, timetables, fares and set quality standards for local bus services.

This could help to deliver a joined-up transport network with coordinated routes, simple fares, integrated ticketing and consistent quality standards. It would place the customer at the heart of Greater Manchester's transport network and offer better value for money – allowing us to reinvest in the bus network.





## Salford Bolton Network Improvements



The Salford Bolton Network Improvements programme is a comprehensive package of improvements to roads and junctions, enhancing safety for pedestrians, easing traffic congestion and improving journey times for all road users.

The scheme is focused around a local transport and district centre network that serves over 100,000 residents in Bolton and Salford, including areas of high level deprivation and with unsustainable levels of car ownership.

Through a series of improvements the programme will better connect communities and towns by providing easy and reliable access to employment, health, education and leisure opportunities.

A key aim is to promote active, healthy lifestyles by making active sustainable travel safer and easier to use and an attractive alternative to car use.

## Bus stop of the future



Commuters and visitors to Manchester can now charge their phones and access Wi-Fi and live travel information for free at a cutting-edge pilot bus shelter in the city centre.

As well as keeping customers connected while they wait, the state-of-the-art ‘super’ shelter, near Manchester Piccadilly Station, offers news, travel and city information via digital touchscreens.

The ‘bus stop of the future’ – a first for the UK – creates a more attractive and public space and comfortable waiting area by using different materials and lighting. The planted roof absorbs pollution and contributes to a greener city.

The shelter’s modular design means it can be adapted to fit other sites in Greater Manchester and offer different services if required. The digital advertising opportunities also offer a potential income stream for reinvestment into public transport.

# Metrolink



**Metrolink is now the UK's largest light rail network, with more people than ever before getting on board thanks to a £1.5bn expansion programme and a number of customer-focused improvement initiatives.**

Since 2010, Metrolink has almost trebled in size with new lines to MediaCityUK, East Didsbury, Oldham and Rochdale, Ashton-under-Lyne and Manchester Airport. The final piece in the jigsaw – the 1.3km Second City Crossing through the heart of Manchester city centre – opened to passengers in February 2017, allowing new services to run on a more reliable network.

Metrolink now runs with a new, modern fleet of trams all offering free Wi-Fi. A new depot and state-of-the-art control room has been built in Old Trafford, replacing the original control room at Queens Road depot in North Manchester.

A new signalling and tram management system is being introduced to increase capacity, and a range of projects are planned for the years ahead to help improve the service and attract more customers.

Over the next three years TfGM will continue to expand the network. Our award-winning collaboration with MPact-Thales and WSP Parsons Brinckerhoff continues, with construction work now under way on a much anticipated line to the Trafford Centre via Trafford Park. We will also be developing business cases for investment in further tram lines.

As we welcome Keolis-Amey on board as the new Metrolink operator we will work hard to achieve continuous improvement in the service.

By 2020 we expect our customers to make almost 47 million journeys per year, supporting economic growth and cementing Metrolink's reputation as the UK's premier light rail network.



37

Million passenger  
journeys per year

120

Modern  
trams

93

Stops across  
seven lines

124

Miles of track

## 2017/18

- Manage the transition to the new Metrolink operator, Keolis-Amey.
- Grow patronage to 40 million passenger journeys per year.
- Start construction work on the new six stop Trafford Park Line.
- Introduce a new customer-focused performance regime.
- Establish and start a network renewals programme.
- Introduce the new Tram Management System to the Bury line and Victoria stop.

## 2018/19

- Continue construction of the Trafford Park Line.
- Build on relationship with Metrolink operator to continuously improve performance KPIs.
- Grow patronage to 44 million passenger journeys per year.
- Introduce the new tram management system between Altrincham and Timperley stops.
- Achieve ISO 55001 Asset Management standard.

## 2019/20

- Grow patronage to 47 million passenger journeys per year.
- Subject to funding, start construction on the Airport Western Loop extension.

## We will measure

- ▲ Service reliability
- ▲ Customer experience
- ▲ Patronage growth

# Metrolink: Our strategy in action

## Metrolink Second City Crossing



In early 2017 the transformational 'Second City Crossing' tram line through the heart of Manchester city centre opened to customers. The 1.3km stretch of track is the final connection in a £1.5bn expansion programme that has seen Metrolink grow to three times its original size.

The new line is allowing trams to run through the city centre more often, as well as improving service reliability and offering greater operational flexibility across the tram network. The Second City Crossing package of work also included the complete transformation of major city centre tram stops at Deansgate-Castlefield, Victoria and St Peter's Square.

Thanks to European Regional Development Funding a new stop was also built at Exchange Square, offering improved access to jobs, leisure, culture and shopping in this busy city centre district.





## Trafford Park Metrolink line



Work has started on the much-anticipated Metrolink line to the Trafford Centre via Trafford Park. The six stop line will offer rapid transport connections to key business and leisure destinations on a 3.4 mile route, playing a crucial role in the city-region's ongoing growth and development.

The line will offer sustainable transport connections to over 1,300 businesses at Trafford Park, Europe's largest industrial estate, currently poorly served by public transport. The route also runs to several other major visitor attractions, including Old Trafford football stadium, the Imperial War Museum North and EventCity.

Keeping people informed about the Metrolink expansion programme has been key to its success and we will continue to keep businesses, residents, employees, commuters and visitors to the area up-to-date throughout the project.

The Trafford Park line will see the expanded Metrolink network grow to 99 tram stops across Greater Manchester, cementing its reputation as the UK's premier light rail network.

## A new Metrolink operator



A new operator will run Greater Manchester's iconic Metrolink network from summer 2017. Keolis-Amey, a joint venture partnership of UK public transport operator, Keolis, and infrastructure asset management specialist, Amey, will take over the reins in summer 2017, with a contract running for up to 10 years.

It comes at an exciting time: 2017 marks Metrolink's silver jubilee and has seen the completion of a £1.5bn expansion programme. Keolis-Amey will inherit the largest light rail network in the UK with two depots and a fleet of 120 modern trams that offer free Wi-Fi to passengers.

Keolis-Amey is a partnership between two international transport and infrastructure management specialists with the experience and skills to operate Metrolink, create jobs, and support the growth of the local economy. Across the globe, they work with public authorities to deliver innovative solutions that create better passenger experiences.

# Metrolink: Our strategy in action

## An exciting future for Metrolink

A record-breaking 37 million passenger journeys were made on Metrolink in 2016, with patronage continuing to grow. We are now working to support this demand to travel with the aim of increasing Metrolink journeys to a forecasted 44 million journeys in 2018, exceeding our target of 47 million by 2020.

We will achieve this through a range of customer-facing improvements. This will be supported by a collaborative and knowledge-sharing approach with the new Metrolink operator, Keolis-Amey, and our key partners. We expect that having a new operator on board will bring a renewed focus on improving reliability and ensuring that the investment made in Metrolink in recent years delivers increased value and quality of service to our passengers.



## Renewals and enhancement projects

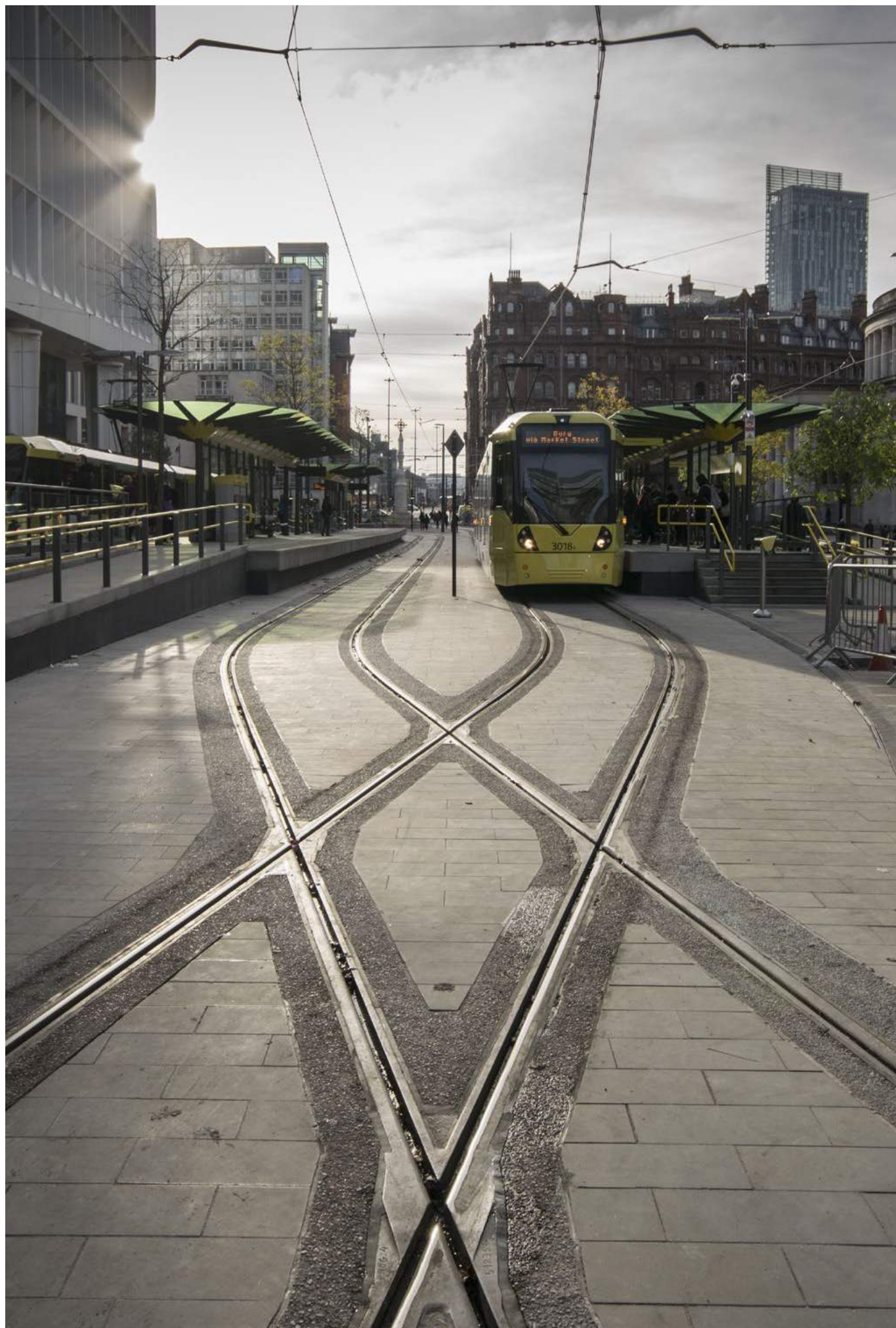


TfGM will establish and manage a programme of renewals and enhancements to ensure that Metrolink assets remain up-to-date and are delivering value for Greater Manchester.

Working with our partners and new Metrolink operator Keolis-Amey, we will agree the scope of objectives to build upon our success of delivering major projects, improving the customer offer, and experience which is recognised globally.

We will also keep this Delivery Plan under review to ensure it continues to align with TfGM's longer term strategy.





## Heavy Rail

TfGM has a strong and influential voice in developing the best possible rail services for Greater Manchester – today and in the future. Working alongside industry partners, customers and communities we are overseeing major improvements to the rail network, which carried 27 million passenger journeys in 2016. By securing improvements to capacity, connectivity and reliability we will help rail play its role in making travel easier across the city region.



Greater Manchester has a comprehensive network of rail services run by private operators on the national rail network, which is owned and managed by Network Rail.

As a key Rail North partner we are currently supporting Arriva Rail North Ltd and TransPennine Express in delivering their exciting commitments in the new franchises, ensuring they provide the best possible benefits to rail users. We are also working with the Department for Transport to specify more services and better facilities, on trains and stations, in future franchises.

Our collaborative approach helps rail play its part in offering transport solutions for major events, network improvement projects and during disruption. In partnership with Network Rail and train operators, we are delivering improved customer information and alternative travel options during the major Ordsall Chord works, and for future elements of the Northern

Hub programme.

We're also supporting a range of rail station improvements by securing more funding to complement work already planned by Network Rail and train operators. Our local knowledge allows us to consider what facilities and improvements will offer the greatest benefit for local passengers. By supporting local rail groups we make sure these stations remain an important asset at the heart of the communities they serve.

Our aspiration is to take on greater responsibility for the 97 rail stations in Greater Manchester. In early 2017 we submitted our 'Stations Transfer: Case for Change' to government. This business case emphasises the need for long-term station investment and our ambition to deliver truly integrated travel across the region.

We are also currently developing the strategic Greater Manchester Ten-Year Rail Plan. This will outline our vision for the future of rail across the region, clearly setting out our policies and how they deliver the aspirations in the Greater Manchester 2040 Transport Strategy.

27

Million passenger journeys

97

Stations in Greater Manchester



## 2017/18

- Improve customer service through improved train performance, upgraded facilities and targeted multi-modal information during events and disruption.
- Publish a strategic Ten-Year Rail Plan outlining future aspirations for the local rail network.
- Input to Network Rail's Northern Route study to prioritise route level rail improvement schemes over the next three decades.
- Additional enhancements to Network Rail's platform renewals scheme at Salford Central station.
- Contribute to the rail industry's long-term plan.
- Obtain government approval to assume responsibility for Greater Manchester stations.
- Ongoing delivery of a customer-focused three year rolling programme of station improvements.
- Help define the scope for the TransPennine route upgrade to ensure the best benefits for passengers.
- Provide evidence to bidders for the East Midlands and Wales & Borders franchises to secure TfGM aspirations.
- Work with HS2 on the route to Manchester and major stations.

## 2018/19

- Mobilisation to assume responsibility for Greater Manchester stations.
- Ensure delivery of franchise commitments and network rail infrastructure in Greater Manchester.
- Improve customer service through improved train performance, upgraded facilities and targeted multi-modal information during events and disruption.
- Seek approvals for two new platforms at Salford Central station.
- Integrate the Northern Powerhouse design for the Greater Manchester rail network into the plans for HS2 Phase 2 between West Midlands, Manchester and Leeds.

## 2019/20

- Older Pacer trains replaced by new rolling stock to transform services.
- Secure government commitment for funding and delivery of a TransPennine route upgrade.
- Under TfGM station management – a complete 'deep clean' of local stations and start of a long-term station improvement programme.
- Secure government commitment to Northern Powerhouse Rail.

## We will measure

- ▲ Customer satisfaction
- ▲ Rail service reliability
- ▲ Rail capacity to meet growing demand

# Heavy Rail: Our strategy in action

## The future of rail stations



Train travel in Greater Manchester is growing – rail passenger journeys have risen by 21 per cent in the past eight years. However, there is an opportunity to deliver better value from Greater Manchester’s stations, putting rail stations at the heart of the community and making the most of their role within an integrated transport network.

The Greater Manchester Agreement (2014) has presented the opportunity for TfGM to take a more active role in delivering rail station improvements across the city-region. In early 2017 we submitted our ‘Stations Transfer: Case for Change’ to government, for increased responsibility for local station investment, as well as their management and operation. This would mean a step change in the current management set-up, bringing more focus on long term planning and investment.

Under these proposals we seek to better integrate transport services and invest in high quality customer facilities. Through innovative approaches to station management we aim to improve asset management, focus on local investment and better understand our customers and their communities.





## Improving rail in the north



A new direction for rail in the north of England is now firmly on track, promising improved train services to boost the northern economy, connect businesses and get people to work. Through our partnership with Rail North and the Department for Transport (DfT) we have specified and launched two new rail franchises for the region. Over the next four years these will introduce brand new trains, new journey opportunities, and more frequent services with more seats for passengers.

Rail commuters into Manchester will benefit from an almost 30% increase in capacity on Northern services in the morning peak and a 56% increase in the number of seats on Transpennine Express trains. Stations will be improved, while older Pacer trains will be replaced by more than 500 new-build train carriages, with new and improved standards for customer service, offering free Wi-Fi.

As a result we expect even more people to take advantage of local rail services. Importantly, key decisions about rail services in the north of England are now being made at a regional level. A new franchising body based in Leeds – a partnership between Rail North and DfT – has been created to oversee and administer the franchise contracts in our region.

## Investing in local rail stations



This year we launched a £2.5 million three year rolling investment programme that will see safety, security and information systems improved at a number of Greater Manchester rail stations.

We are working in partnership with Network Rail and train operators to make stations more accessible, inclusive and comfortable for customers.

Stations will benefit from improved waiting areas with CCTV, lighting and tactile strips on platforms to boost customer safety and security.

Cycle hubs will encourage sustainable travel to and from stations, while improved and integrated travel information will support the whole journey experience.

At Mills Hill, we have worked with Network Rail to develop a scheme to provide a step-free, unobstructed access route from the station entrance to both platforms as part of the Department for Transport 'Access for All' programme.

# Highways

Greater Manchester's roads are the arteries of the region's economy, underpinning a prosperous and forward looking city-region. Every year the travelling public makes 1.6 billion individual trips on the highways network. We are working with our partners to keep Greater Manchester's roads moving and ensure they have the capacity to support continued growth.

TfGM now has strategic oversight of a Key Route Network making up nearly 400 miles of Greater Manchester's busiest roads. While this is just seven per cent of the total length of the highways network, it carries some two-thirds of peak-time traffic.

We work with our local authority partners and Highways England to monitor and report on performance, and seek to make the most of long-term investment opportunities. This approach will help us to reduce delays and ease congestion, to benefit all road users.

We're also working to ensure our roads are as safe as possible. Through the Greater Manchester Casualty Reduction Partnership, we collaborate with highway authorities, Highways England and other emergency services. Together we design and implement a programme of road safety education campaigns as well as maintaining and running safety cameras.

Each safety campaign is carefully targeted at a specific audience to help raise awareness of safety issues such as drink driving, looking out for cyclists, or not using mobile phones. Our aim is to reduce the number of people that suffer serious or fatal injuries on our roads.

We also run the Greater Manchester multi-modal Control Centre. Our Advanced Traffic Management

System gathers data from CCTV and sensors on the highways network so that we can take action in real time to keep our roads moving. With plans for more CCTV cameras on the highways network, we'll have even more information to give to road users about their routes, including alternative travel options.

Through dozens of roadside variable messaging signs, or using dedicated apps and social media, we aim to give people the information they need to make better choices about their travel.



5.7

Million road journeys per day

390

mile 'Key Route Network'

2400

Traffic signals

985

Pedestrian crossings





## 2017/18

- Introduce 46 new CCTV cameras to offer greater oversight on the Key Route Network.
- Work with local highway authorities to prepare a Greater Manchester Highway Strategy in support of the Greater Manchester 2040 Transport Strategy.
- Start work on site on the A49 Link Road as part of the Wigan Council project team.
- Work with local highway authorities to improve collaboration in the delivery of highway services.
- Support Stockport Council in its delivery of A6 road improvement scheme.

## 2018/19

- Improve traffic signal junction capacity by installing adaptive traffic management systems on selected routes.
- Start improvement works at the busy Water Street /Regent Road junction as part of the Manchester and Salford City Council project teams.
- Start improvement works to Great Ancoats Street as part of the Manchester City Council project team.
- Start improvement works on M62 J19 Link Road as part of the Rochdale Borough Council project team.

## 2019/20

- Start work on M58 Link Road as part of the Wigan Council project team.

## We will measure

- ▲ Journey time reliability
- ▲ Traffic signals available
- ▲ Road safety

# Highways: Our strategy in action

## Greater Manchester's Key Route Network



TfGM oversees Greater Manchester's Key Route Network, comprising nearly 400 miles of highways, carrying 64 per cent of annual traffic. This network includes busy roads that offer strategically important connections, such as links to motorway junctions, high frequency bus routes and strategic employment sites.

We assumed this important responsibility in 2015 as part of the Greater Manchester devolution deal. Since then we have worked closely with local highway authorities to build-up a detailed picture of how effective Greater Manchester's most important roads are.

We've improved our monitoring and management of the Key Route Network through new data collection equipment – including CCTV, more than 800 passive bluetooth sensors, and over 100 automatic traffic and cycle counters. As a result we now have an action plan to improve performance and target investment where it is most needed on these vital roads.

Following our work in Greater Manchester, Key Route Network management has been included in more devolution deals across the country. We are now assisting other combined authorities with their plans by sharing our experiences and key learnings so far.





## TfGM Control Centre



TfGM's new Control Centre acts as the eyes and ears for Greater Manchester's main roads. This multi-modal hub allows us to manage day-to-day traffic flow – and to plan for and respond to events and incidents on the network.

The Control Centre offers a joint working environment, with staff from key bus operators and TfGM's Customer Engagement team on site and information feeds directly from Greater Manchester Police and Highways England.

A wall of large screens show CCTV across Greater Manchester, covering important junctions and congestion hot-spots on the Key Route Network. On screen maps alert us to any slow moving traffic, picked up by hundreds of passive bluetooth sensors located on the road.

Together these tools are helping us to respond in real time to reduce congestion and improve journey times. We can change traffic signal timings in congested areas and advise road users in real time through our 50 variable message signs and social media. The system also allows us to respond to automated requests from late-running buses for extra green light time, so they can make up valuable minutes over their journeys. The Control Centre is playing a vital role in keeping traffic flowing as smoothly and safely as possible for all road users.

## Keeping our roads SCOOTing along



We are continuing to take advantage of the latest technology to help keep Greater Manchester's roads moving by linking many traffic signals together so that they operate more effectively.

In the last year we have upgraded over 30 traffic signal junctions using an innovative traffic control system called SCOOT (Split Cycle Offset Optimisation Technique). This adaptive system responds automatically to changes in traffic flow using detectors embedded in the road. It can then control traffic light duration and sequencing to lessen wasted green light time at junctions, and reduce stops and delays by synchronising nearby sets of signals.

This means that traffic signal timings evolve in response to actual traffic levels without the need to change to the fixed time traffic signal timings on more traditional urban traffic control systems. SCOOT can improve road junction capacity by up to 15 per cent and is making a significant contribution to reducing delays and easing congestion across Greater Manchester.

We are now identifying further routes that would benefit from this system, within the funding available to us.

# Highways: Our strategy in action

## Keeping our roads safe



Working with partners to keep our roads safe is a key priority. Project TED (Technology-Enhanced Driving), a three-month academic research study, used two different types of technology to observe and record the driving behaviour of young drivers (17-24 years) on the region's roads.

A first set of volunteers were asked to mount their iPhones to their windscreen, like a dashboard camera, to receive useful advice and information on driving style from an app. Other volunteers used a smart, multi-sensing 'black box' which plugged into their car's on-board diagnostics port to collect driving data and provide feedback on driving style via an app or a website.

The project aimed to investigate whether the presence of monitoring and driving information technology affected driver perceptions and behaviour over time. The data collected included acceleration, braking, cornering and speed, which will now be used to identify possible road safety risks and repeated patterns of behaviour.

Our Innovation team and the Greater Manchester Joint Road Safety Group will now use this to develop future road safety initiatives and driver training plans.

## Green light for traffic signals



Greater Manchester has completed the biggest traffic signalling upgrade programme in the country, taking a major step forward to achieving a greener, more energy efficient transport network.

All the traffic signals have been replaced with more environmentally-friendly, energy efficient cost-saving LED bulbs.

More than 52,000 traditional bulbs have been replaced across more than 1,800 sites, significantly reducing monthly energy usage due to low power-consumption.

Further cost and environmental savings will be made from maintenance as the new LED bulbs only need to be replaced every seven years on average, saving around 30,000 standard bulbs per year.

Work is now under way to upgrade traditional 'Wait' pedestrian indicator lamps with the longer-lasting and energy-saving LED lights across more than 500 traffic signal sites.











## 5. Our Assets

### Getting the best out of our diverse assets

From bus stations and trams to staff offices and information systems, TfGM owns and manages a diverse and complex range of assets across Greater Manchester's transport network. We're investing in our assets and keeping them in good shape to help deliver a safe and efficient travel network.

The Greater Manchester Transport Strategy 2040 sets out TfGM's commitment to delivering a single, integrated transport network.

To help support this we are taking a strategic approach to maintaining and renewing our assets right across the transport network. This will help keep travel disruption to a minimum and safeguard the welfare of our customers, staff, contractors and the general public.

Greater Manchester's devolution deal and emerging bus reform legislation could mean that TfGM soon takes on a range of new assets. That could include Greater Manchester's train stations and bus assets such as depots.

We are currently preparing to make sure we are ready for the potential introduction of major new assets to our existing portfolio.

#### Our Asset Management Strategy

Our priorities over the next three years will centre on delivering an integrated approach to maintaining and managing all the assets we own.

This strategic approach will coordinate activity across and within different 'modal' transport networks, such as the Metrolink, bus and road networks.



Through our Asset Management Strategy we will:

- Centralise the information we hold about our assets across different travel modes.
- Ensure the timely replacement of older assets.
- Maintain our assets in a timely and effective way.
- Maximise efficiency through the right mix of new investment and targeted maintenance.

We're also taking a new approach to asset investment planning. This will allow us to produce business cases based on long-term forecasts for any new assets we require. As always, we are striving to make sure all our assets meet high standards of compliance across a range of areas.



## 2017/18

- Publish an informed long-term strategy for data and information management to support wider asset management.
- A full and robust record of all our assets.
- Develop common approaches to management of our complex assets.
- Build a relationship with the Institute of Asset Management (IAM).

## 2018/19

- Build a clearer understanding of the impact of future travel demand on our asset portfolio.
- Develop a long-term investment strategy for each mode of travel and asset type.
- Introduce an Asset Management Information System (AMIS).

## 2019/20

- Develop a long-term investment strategy for assets across all modes of travel.
- Support Metrolink to achieve 'ISO 55001' Asset Management certification.

## We will measure

- ▲ Quality of our asset information
- ▲ Asset condition
- ▲ Planned maintenance



## Our diverse assets



### Transport assets

TfGM currently owns, manages and maintains transport assets, including:

- The Metrolink network, including 124 miles of track, 120 trams, 93 stops and two depots
- 2,400 sets of traffic signals
- 24 bus stations and interchanges
- More than 12,000 bus stops and nearly 900 bus shelters
- 20 Cycle Hubs and 78 Cycle Parking locations
- Horwich Parkway Rail Station
- Leigh Guided Busway
- 21 Park & Ride sites

### Telecomms & Information Systems

Telecommunications and IT technology play a major role in helping us deliver day-to-day services across the road and Metrolink networks. We own:

- More than 1,000 CCTV cameras
- 50 roadside Variable Messaging Signs
- More than 900 highways passive bluetooth sensors and traffic counters
- 250 passenger information displays

### Vehicle fleet

We own and manage a diverse fleet of vehicles that run transport services we financially support, including:

- 20 electric and hybrid Metroshuttle buses
- 93 Yellow School Buses, including 52 hybrid vehicles
- 27 hybrid general network buses
- 5 hybrid Townshuttle buses
- 8 minibuses for 'demand responsive' transport services
- 29 TfGM service vehicles

### Offices and estates

TfGM has more than 1,400 land and property interests across Greater Manchester comprising 57,000 square feet of office space, commercial and residential properties, and land.

These property interests support both the day-to-day services offered by TfGM, such as our head offices and 16 Travelshops, as well as properties used by a range of businesses to support the economic growth of Greater Manchester.

Through our in-house teams and service providers we maintain our properties to a good standard so they are clean, safe and provide attractive commercial opportunities.





## 6. Our Greater Manchester Family

**Leading an integrated, innovative and customer focused approach to strategic planning**

Greater Manchester, with its 10 distinct districts, has a long tradition of working in partnership to achieve great things for the city-region. With further powers to be devolved to the new Greater Manchester Mayor and Greater Manchester Combined Authority (GMCA), we are working to ensure we are prepared for TfGM's growing responsibilities.

Our most important stakeholders:

- Our travelling customers, including residents, businesses and visitors to Greater Manchester.
- Our local authority colleagues and 10 leaders on GMCA.
- The newly elected Greater Manchester Mayor, who will have significant powers over transport.
- The Greater Manchester Local Enterprise Partnership (LEP), reflecting the voice of local businesses and advising on local economic priorities to drive growth and job creation.

TfGM already has an established, highly regarded team of transport strategy experts who are an integral part of the Greater Manchester family. Over the last two years our Transport Strategy team has shaped and developed the 2040 Transport Strategy on behalf of GMCA.

We now have a comprehensive understanding of key stakeholders' expectations and a clear, adopted policy framework within which we can determine the right future transport investment to support Greater Manchester's needs.

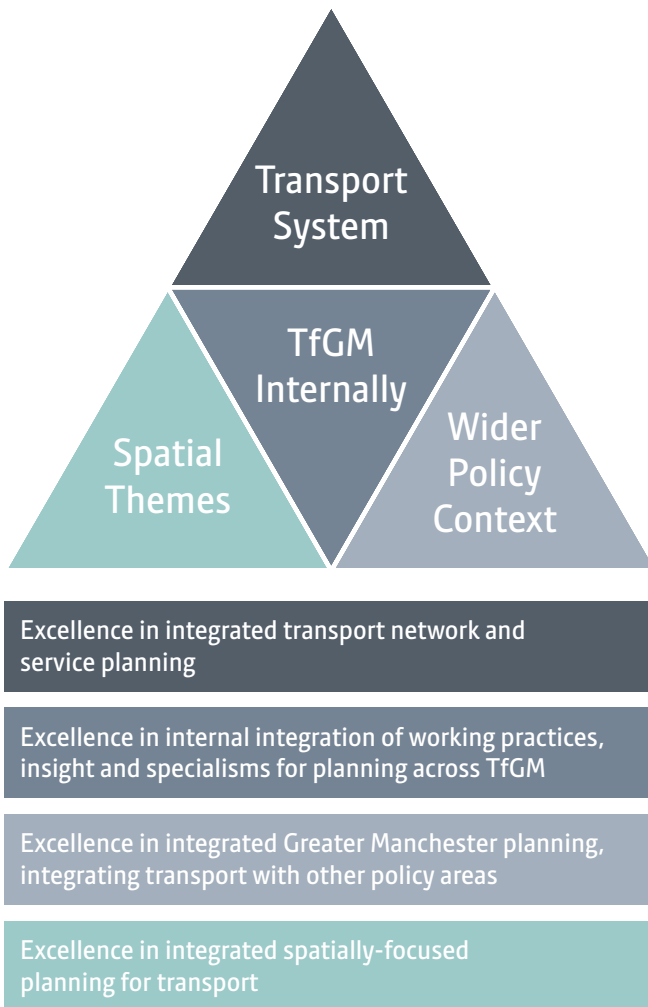


Our experts will build on their successful reputation to address new challenges. The team will ensure that transport investment decisions are well informed through new sources of high-quality customer insight and cutting-edge analysis and appraisal.

Our new dedicated Corporate Affairs function will provide a focus for important external engagement activity and ensure that TfGM's activities are well-aligned with the priorities of the new Mayor and GMCA.

## Integration at the heart of the 2040 strategy

TfGM is developing a more joined-up approach to planning and delivering transport services in support of Greater Manchester's devolution and reform agenda.



A key ambition is for people to move seamlessly between services and different modes of transport on what will be seen as a single integrated transport network.

Integration will be embedded at all levels in the way TfGM works – from the integration of our strategic planning with stakeholders, to our internal integration around 2040 policies, principles and delivery priorities, and into our organisational processes and working practices.

## Future investments in transport

The new, long-term Greater Manchester Spatial Framework (GMSF) will allocate land to support the delivery of new homes and new jobs over the next 20 years. This will need to be supported by major investment in transport infrastructure and services.

Our Transport Strategy team is looking ahead and has started work with our partners on a 20-year multi-modal transport investment and funding strategy – the Greater Manchester Transport Fund 2 (GMTF2) – to support the spatial framework and our 2040 strategy priorities.

This includes work to develop the next generation of rapid transit schemes (including Metrolink Phase 4, Manchester Airport Western Loop and tram-train development). This will also need to be harmonised with Transport for the North's strategic transport planning work.

TfGM's research team will also continue to rigorously monitor and evaluate our transport delivery programme. We will ensure that we maximise the impact from our investments and learn from experience to continuously improve future transport scheme design and delivery.

## At the cutting edge of transport innovation

In order to keep TfGM at the forefront of transport innovation we will continue to develop a programme of research and pilot schemes linked to:

- Connected and Autonomous Vehicles (CAVs)
- Electric Vehicle (EV) technologies
- Mobility as a Service (MaaS)
- Internet of Things (IoT) and harnessing its potential for transport improvements
- Sophisticated wayfinding systems for our towns and cities

Through this work we aim to secure government and other funding to trial new technologies and innovative working practice. We will take advantage of a range of opportunities for Greater Manchester to play a key role



in driving innovation and understanding the potential benefits and risks.

### Building on our collaborative approach

TfGM's profile will increase rapidly as we provide active support for the elected Greater Manchester Mayor's office across the transport agenda – and seek to deliver

more consistent and effective engagement with local, pan-northern and national political stakeholders. We will work to ensure Greater Manchester remains at the forefront of the transport policy agenda by continuing to work closely with our well-established national and international networks, enabling us to share and learn from best practice from across the world, and become a world class city-region.

## 2017/18

- Develop Northern Powerhouse Rail/HS2 Growth Strategies for Manchester Piccadilly and Manchester Airport.
- Promote transport innovation activity, with research and pilot schemes on the latest technologies.
- Create a Corporate Affairs function to develop our engagement with and influence on key stakeholders.
- Develop future transport investment plans and Greater Manchester Transport Fund (GMTF2) strategy to support the 2040 Transport Strategy and Greater Manchester Spatial Framework (GMSF).
- Prepare 2040 sub-strategies, including plans for highways, active travel, rapid transit and regional centre.

## 2018/19

- Complete plans for GMTF2, providing a 20-year transport investment and funding strategy.
- Ongoing development of transport proposals and evidence base to support the GMSF, gearing up for a public inquiry in 2018.
- Ongoing development work for tram-train, which would allow adapted Metrolink vehicles to run on heavy rail tracks.

## 2019/20

- A more embedded approach to integrated planning and customer insight, and ongoing development of our analytical and appraisal toolkit.
- Progress development work for the Metrolink Airport 'Western Loop' extension.

## We will measure

- ▲ Development of customer insight activities
- ▲ Alignment of transport scheme development with 2040 customer-focused principles
- ▲ Annual review of the 2040 five-year delivery plan

# Our strategy in action

## The Greater Manchester Transport Strategy 2040



We have now published Greater Manchester's long-term framework to improve transport, creating a cleaner, greener, more prosperous city-region through better connections and simpler travel.

The Greater Manchester Transport Strategy 2040, developed by TfGM on behalf of the Greater Manchester Combined Authority, focuses on creating an integrated, sustainable and well coordinated transport system. It considers the specific needs of different people, places and journeys across Greater Manchester and sets out a clear vision for how transport can support the economic, social and environmental ambitions of the city-region.

A major three-month public consultation on the strategy – and the associated first 5-year delivery plan – received nearly 1,800 formal responses from local residents and a range of stakeholders. Many more people engaged with us through social media and other forums, with very strong support shown for our ambitions, policies and priorities for improving transport over the next 25 years.

The final plan has been shaped by the views of individuals, organisations and businesses from across the city-region, as well as from neighbouring areas, enabling us to create a long-term strategy which works for the whole of Greater Manchester and beyond. You can read it at [www.tfgm.com/2040](http://www.tfgm.com/2040).

## Making the case for the future

Greater Manchester has a strong history of successfully securing funding for major transport schemes, such as the Metrolink 'big-bang' expansion and North West's first guided busway. More recent successful funding bids include:

- £2.1 million Department for Transport funding to develop an outline business case for the Metrolink 'Western Loop' extension to Manchester Airport.
- £47 million Local Growth Funding and National Productivity Investment Funding from government to develop a number of major transport schemes, support delivery of new employment and housing sites, town centre regeneration schemes and improvements to our highways.
- Successful innovation bids from the EU and Transport Systems Catapult to support a range of innovative transport delivery pilot schemes.

We're also working with key partners to make the strategic case for Northern Powerhouse Rail and High Speed 2 (HS2). That includes developing wider connectivity packages – and preparing detailed station proposals and local area masterplans – to support growth for the proposed HS2 stations at Piccadilly and Manchester Airport.

A detailed analysis of our rapid transit networks shows that we will need significant additional cross-city capacity over time. Constructing new rail tunnels beneath the city centre could provide the excellent connectivity and faster journey times we will need. We will work on the investment case for this as we develop our long-term transport investment programme to deliver the transformational 2040 Transport Strategy.



## Planning for Metrolink's future

In 2015 we opened an award-winning new 15 stop Metrolink extension to Manchester Airport, the international gateway to the city-region. Extending the Airport line with a 'Western Loop' is a long-held ambition for Greater Manchester.

The new tram loop line would initially connect Metrolink with the Airport's expanded Terminal 2 and Airport City. It would ultimately serve the recently announced High Speed 2 (HS2) rail station. The loop would also improve links to the Davenport Green development area and University Hospital South Manchester.

In 2016, the Department for Transport awarded us £2.1 million funding to allow us to explore the benefits of this line and develop an outline business case, including commissioning engineering, architectural and environmental surveys, and scheme modelling.

We are now investigating a strategic and staged delivery programme for the 'Western Loop'.

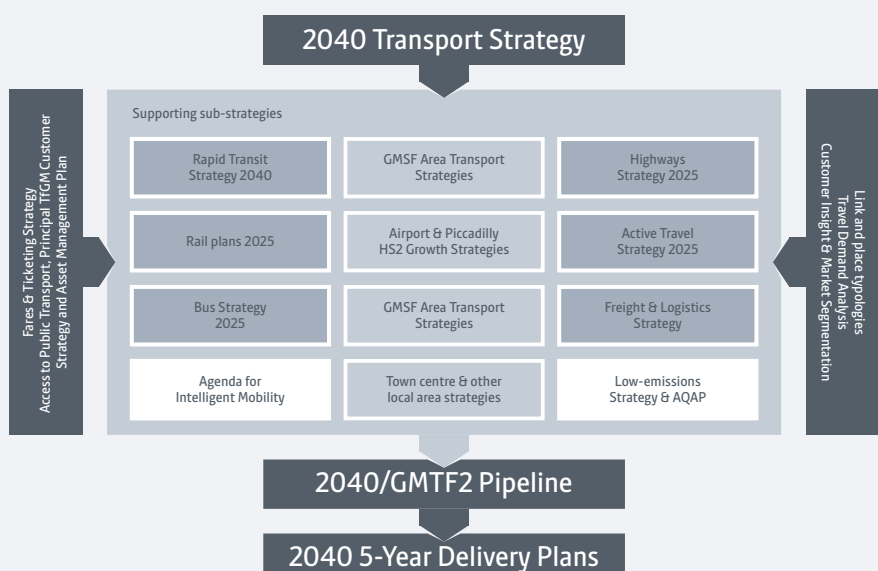
By working collaboratively with the Airport, rail industry and other partners we will continue to promote Manchester Airport's standing as an international gateway and truly integrated transport hub.



## New strategies for Greater Manchester

We are now developing a suite of sub-strategies to support the delivery of the overarching 2040 Strategy, including more detailed plans for highways, active travel, rapid transit and Manchester city centre transport.

We will continue to co-ordinate major government and EU transport funding bids to ensure we have the funding in place to deliver our ambitious programme of transport delivery.







## 7. Our People

### Delivering a sustainable, high performance organisation

Transport in Greater Manchester is changing – and that means TfGM needs to change too. Greater Manchester Transport Strategy 2040, the devolution agenda, increasing customer expectations for seamless integrated travel, and the impact of digital, are just some of the many factors influencing that change.

In support of this, we are moving towards being a more customer-focused, service oriented organisation. We want to transform the customer experience by delivering a truly integrated transport network and ensuring seamless journeys across all transport modes.

TfGM employs around 750 staff, supported by delivery partner, agency and contractor staff. We are organised into seven functional areas, working together to deliver the range of activities required for our success – both now and in the future.

We're working to ensure TfGM is in the right shape, with the right organisational capability, the right culture and the right tools to meet our future ambitions.

Our blueprint to achieve this is the 'People Strategy', which is built on four key principles that focus on:

- good leadership and demonstrable improvement
- having the right capability
- efficiency of people and costs
- instilling the right values

Our People Strategy is designed to mirror the phases of the TfGM change journey over the next few years.

#### Leadership and Performance

Building on TfGM's strengths to further develop a culture that focuses on leadership, performance and the continuous improvement of the service that we provide to our customers.

#### Building capability

So we always have the right people with the right skills and knowledge in the right place at the right time.

### Delivering a sustainable, high performance organisation

#### Productivity and cost-effectiveness

Making best use of our skills, knowledge and expertise to ensure we deliver our services at the best ultimate cost.

#### A values-driven organisation culture

So all TfGM employees feel valued and respected by the organisation and can actively contribute to the organisation's success.



We are working towards our People Strategy vision of 'Delivering a sustainable, high performance organisation' in three phases:





# Our strategy in action

## Transforming our business

Shaping our business transformation to meet the challenges ahead requires an organisation-wide approach to change. Our Transformation programme is all about helping us to define what that means in practice – and how it becomes a reality in the most effective and efficient way possible.

The Transformation programme aims to deliver the right future organisational capability to enable us to fulfil our ambitions. It considers both the way we're organised and what we deliver day-to-day.

The key is to design and deliver a Target Operating Model for TfGM which will provide new and strengthened capabilities to fulfil our future responsibilities, as well as ensuring we organise ourselves in the most effective way possible.

The Target Operating Model isn't just a new organisational structure. It's a way of making sure that we examine all areas of the organisation so we have the right people, processes and systems in place. It will make sure we're in the best possible position to make travel easier in Greater Manchester in the short, medium and long term.

The Target Operating Model will also guide us as we develop the future organisation in line with our strategic priorities, ensuring everything that we do can be linked back to the Greater Manchester Transport Strategy 2040.

Each functional area will be empowered through a clear remit of their strategic priorities and what they need to deliver.

## Measuring and supporting staff engagement

The annual independent national 'Best Companies' engagement survey is our people's opportunity to share their views and influence how we work together. The survey is all about understanding what we are doing well and what we can change for the better.

The good news is, our response rate and the overall engagement score have increased year-on-year for the three years TfGM has taken part.

81% of our people took the opportunity to be heard in our third Best Companies staff engagement survey 2016. We were pleased to see our 'Most Overall' engagement score increase to 626.4 from the previous survey 608.6 score. This is a great sign of our collective commitment to seeing the organisation continue to progress.

We're using the valuable feedback provided to improve all of our day-to-day experiences of working for the organisation. We are directly addressing the key points raised by our staff through closely monitored action plans.

The fact that our score is improving means our commitment to ongoing improvement is resulting in a tangible difference for our staff. TfGM has been awarded a 'One To Watch' status – a strong position to build on as we aim to achieve a one, two or three starred status.

Our goal is to become a one starred organisation following the next Best Companies survey.

# Our strategy in action

## Improving physical and mental wellbeing



Our people's physical and mental wellbeing is extremely important to us. Our Health and Wellbeing strategy sets out a clear path to creating a culture that supports a healthy and highly engaged workforce.

A range of wellbeing activities have already taken place, including engaging with our staff through lunchtime seminars and events.

We have already started working with a new Occupational Health provider and recently launched a new Employee Assistance Programme. This offers a 24/7 helpline for our staff and family members to speak to someone in confidence about a range of issues.

Mental wellbeing is just as important as physical health. We're also pledged to the Time to Change initiative, demonstrating we are serious about increasing awareness and reducing the stigma often associated with mental health.

All TfGM line managers will receive training to give them the skills to offer their teams the right support when it's needed.

Through a phased approach over the next five years we aim to be a 'best in class' employer.

## Diversity and inclusion



Equality and diversity is not just a legal obligation – it's a real organisational commitment.

TfGM is committed to eradicating discrimination as we strive to be recognised as an equality and diversity champion and leader.

This commitment underpins our organisational vision, values and our activities as an employer and provider and commissioner of services.

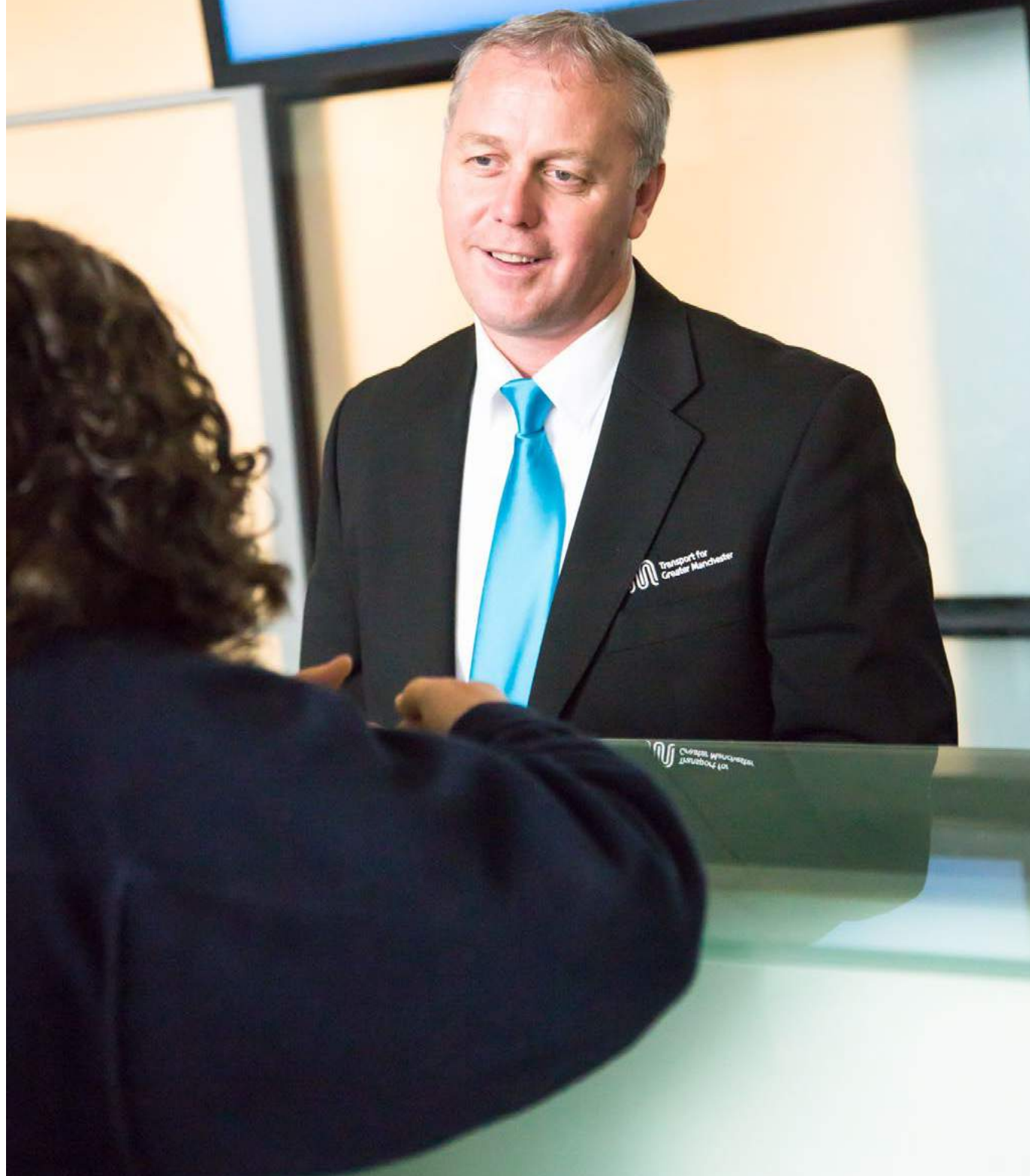
Through our five-year Diversity and Inclusion Strategy we aim to:

- Have a diverse workforce that represents the communities we serve.
- Deliver and champion the provision of inclusive, high quality services and facilities for everyone living and working in Greater Manchester.

Ultimately, we want to make TfGM an employer of choice, setting the standard for diversity and inclusion.

### Our vision

To improve the quality and availability of transport networks and services, supporting the economic prosperity of Greater Manchester by connecting people with employment, education, health and leisure choices in ways that are affordable, accessible and environmentally sustainable.







## 8. Our Funding and Finance

### Developing and delivering a financial strategy with a commercial focus

The Greater Manchester Combined Authority (GMCA) funds a number of Greater Manchester-wide functions, including transport, business support, tourism and marketing. Working with GMCA, TfGM is developing a financial strategy that will allow us to make the right spending choices now, while supporting investments for the future to deliver our strategic priorities.

#### Revenue funding for 2017/18

We receive annual revenue funding from GMCA, with a budgeted spend of £250.8 million for 2017/18, excluding capital investment. This covers the cost of 'revenue' expenses to run our day-to-day operations, such as the services we provided to customers, subsidised bus services and concessionary travel.

#### Transport levy – £103.8 million

The majority of our revenue funding comes from a levy on the 10 Greater Manchester local authorities via council tax. For 2017/18 this will be £103.8 million, an average of £37.69 per resident.

#### Rail Grant – £1.9 million

The Department for Transport (DfT) provides us with a special rail grant to contribute to TfGM rail-related costs, including directly supporting local rail services. For 2017/18 this is budgeted to be £1.9 million.

#### Reserves and third-party contributions – £134.6 million

We have funding reserves built up over time. For 2017/18 this includes £91.3 million, largely through the reduction of the transport levy as a one-off refund of GMCA reserves to the 10 local authorities. We will rebuild reserves by increasing the transport levy in future years. £13.4 million of reserves in 2017/18 will fund devolution related activities on bus reform and rail stations.

The balance of funding from reserves is supporting further investment in transport activities, including through the Greater Manchester Transport Fund.

#### Other grants – £10.5 million

We also receive capital and revenue funding from a number of other grants. For 2017/18 this includes £10.5 million revenue funding to be spent on the development and feasibility work on GMCA priority schemes, including the development of potential public transport, cycling and walking solutions to support the city region's growth agenda.

	2016/17 (£million)	2017/18 (£million)
Total levy	189.3	103.8*
Special rail grant	1.8	1.9
Funding from reserves	33.7	134.6
Other grants	11.0	10.5
Total revenue funding	235.8	250.8

\*Total levy in 2017/18 is net of an adjustment of £91.3 million, largely in relation to the reduction of the transport levy as a one-off refund of GMCA reserves to the ten local authorities. (Please note all figures are rounded).



## How the money will be spent in 2017/18

### Concessionary fares scheme – £65.7 million

TfGM funds the cost of national and local concessionary fares schemes to provide free or reduced cost travel for some people. This includes:

- Free off-peak bus, local rail and Metrolink travel for older people.
- Under 16s – half fare at all times on bus and Metrolink when using an iGo pass.
- Over 16s still in full-time education – half fare on bus, rail and Metrolink between home and school/college.
- Free off-peak travel for disabled people on bus, rail and Metrolink and half fare on bus, rail and Metrolink before 9.30am.
- Free travel for Concession Plus pass holders on bus, rail and Metrolink at all times.

### Supported bus services – £27.1 million

We pay Greater Manchester's private bus operators to run socially necessary bus services at times and in areas where they do not consider it commercially viable to run a service. This accounts for around 20 per cent of annual bus mileage. We also provide school services, the cost of which is partly covered by fares.

### Accessible transport – £4.9 million

This is a grant to Greater Manchester Accessible Transport Ltd. to run the door-to-door accessible Ring & Ride service. We also provide travel vouchers for people who cannot use ordinary transport to pay for taxis,

private hire vehicles, or travel on accessible bus services such as Ring & Ride and community transport.

### Operating costs – £61.1 million

This covers the costs of providing the services we deliver, such as: staff costs; operating and maintaining infrastructure such as bus stations, bus shelters and Travelshops; safety and security; the traffic signal network; and passenger information.

### Financing costs – £91.9 million

This includes repayments and interest on loans to deliver major transport capital programmes for Greater Manchester. It covers the costs of investing in historic infrastructure developments and schemes through the Greater Manchester Transport Fund, such as the Metrolink expansion.

	2016/17 (£million)	2017/18 (£million)
Concessionary support	66.1	65.7
Supported services	27.1	27.1
Accessible transport	4.9	4.9
Operational costs	47.8	61.1
Financing	89.9	91.9
<b>Total expenditure</b>	<b>235.8</b>	<b>250.7</b>

Please note all figures are rounded.

TfGM continues to face wider spending pressures, with ongoing reductions in local authority funding and the need to absorb additional costs within existing budget levels. We are looking to make further savings through more efficient operations and a renewed commercial focus.

## Capital investment

TfGM is responsible for delivering the capital programme of public transport investment which will drive economic development and regeneration across Greater Manchester. The key projects under way can be found within each section of this plan.





The Greater Manchester capital programme continues to be the largest transport capital programme outside London, with capital expenditure in 2017/18 budgeted to be £216 million.

The capital programme is funded by a combination of grants and borrowings. Where we borrow monies, our financing costs (interest and principal repayments) are funded from three main sources – the levy, surpluses generated from Metrolink and third party funding.

	2017/18 (£million)
<b>Greater Manchester Transport Fund</b> (includes Bus Priority, Metrolink Phase 3 Park & Ride, Bolton Interchange and A6 Manchester Airport Relief Road)	81.3
<b>Other capital schemes</b> (includes Cycle City Ambition Grant, Metrolink Trafford Park Line and Smart Ticketing)	67.3
<b>Minor Works</b> (includes Growth Deal 1 & 2 minor works)	18.5
<b>Growth Deal Major schemes</b> (includes highways schemes being delivered by local authorities)	49.1
<b>Total expenditure</b>	<b>216.3</b>

## Transforming our commercial focus

TfGM continues to explore opportunities to generate more income from our existing assets.

The budget for 2017/18 includes challenging targets to obtain additional commercial income from our property estate and other assets.

## Developing a new funding base for transport in Greater Manchester

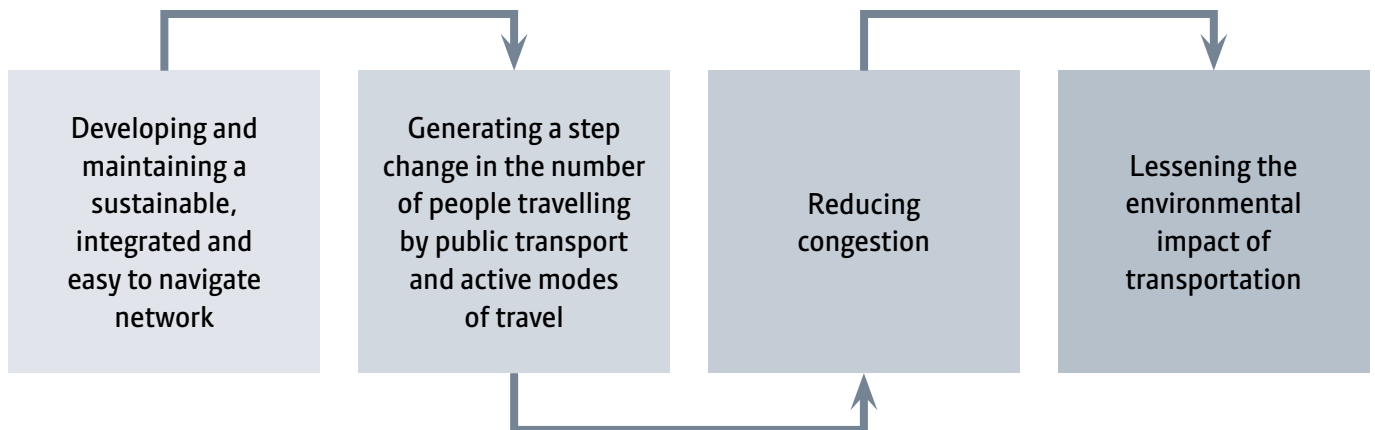
The 2040 Strategy has set out the scale of transformation needed in our transport system to support Greater Manchester's growth over the next 20 years.

This will require a new long-term funding arrangement to provide for a step change in spending on transport infrastructure, services and network maintenance.

TfGM will be working with key government departments through 2017/18 to develop these arrangements.

## 9. Delivering our Business Plan

Our 2017–20 Business Plan sets out our ambitions over the next three years and is underpinned by a clear organisational purpose:



We are fully committed to building on our successes to date and ensuring the delivery of the longer term Greater Manchester Transport Strategy 2040.

This business plan will provide us with a clear roadmap and detail the steps we can take in the here and now to move us towards that goal.

### As our commitment to you, we will:

- Continuously improve our operational services.
- Bring the greatest value to our city-region by seeking out and prioritising the right interventions.
- Successfully deliver our projects.
- Measure and track how we are doing.
- Seek greater longer term financial certainty to enable us to develop future schemes.
- Have detailed functional plans which support the right people, processes and governance.

Our ambition is to deliver a truly integrated travel network for the benefit of everyone living and working in or visiting Greater Manchester.

Our business plan will be updated yearly to keep you informed about our progress. As TfGM evolves as an organisation to meet the challenges ahead, our Key Performance Indicators will show how we are performing against our future ambitions.

Thank you for taking the time to read this business plan. For further information please visit **[www.tfgm.com](http://www.tfgm.com)** or contact us at:

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