Transport for Greater Manchester

Making travel easier
Business Plan 2016/17
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive’s foreword</td>
<td>3</td>
</tr>
<tr>
<td><strong>Our Strategy 2040 –</strong></td>
<td>4</td>
</tr>
<tr>
<td>A sustainable urban mobility plan for the future</td>
<td></td>
</tr>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>The principles that will inform our work</td>
<td>6</td>
</tr>
<tr>
<td>Funding and governance</td>
<td>7</td>
</tr>
<tr>
<td>Prioritising investment</td>
<td>7</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>8</td>
</tr>
<tr>
<td>through smarter travel</td>
<td></td>
</tr>
<tr>
<td>Journey planning</td>
<td>9</td>
</tr>
<tr>
<td>Simple payment options</td>
<td>10</td>
</tr>
<tr>
<td>Managing our road network</td>
<td>11</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>12</td>
</tr>
<tr>
<td>by developing our infrastructure</td>
<td></td>
</tr>
<tr>
<td>Supporting cycling and walking</td>
<td>13</td>
</tr>
<tr>
<td>Constructing the Trafford Park Metrolink line</td>
<td>14</td>
</tr>
<tr>
<td>The Bus Priority Programme</td>
<td>15</td>
</tr>
<tr>
<td>Opening the guided busway</td>
<td>15</td>
</tr>
<tr>
<td>Completing the Metrolink Second City Crossing</td>
<td>16</td>
</tr>
<tr>
<td>Development of the highways Key Route Network</td>
<td>17</td>
</tr>
<tr>
<td>Collaborating to maintain the highways</td>
<td>17</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>18</td>
</tr>
<tr>
<td>by supporting reliable services</td>
<td></td>
</tr>
<tr>
<td>Improved Metrolink operations</td>
<td>19</td>
</tr>
<tr>
<td>Developing our future Metrolink network</td>
<td>19</td>
</tr>
<tr>
<td>Supporting the Rail North franchises</td>
<td>20</td>
</tr>
<tr>
<td>Bus services</td>
<td>20</td>
</tr>
<tr>
<td>Promoting a new era for freight</td>
<td>21</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>22</td>
</tr>
<tr>
<td>by working with partners</td>
<td></td>
</tr>
<tr>
<td>Playing our part in Greater Manchester</td>
<td>23</td>
</tr>
<tr>
<td>Working with Highways England</td>
<td>23</td>
</tr>
<tr>
<td>Collaborating on Northern Powerhouse Rail</td>
<td>24</td>
</tr>
<tr>
<td>Working with Network Rail</td>
<td>24</td>
</tr>
<tr>
<td>Making journeys to Manchester International Airport</td>
<td></td>
</tr>
<tr>
<td>easier</td>
<td>25</td>
</tr>
<tr>
<td>Total transport</td>
<td>25</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>26</td>
</tr>
<tr>
<td>by providing high-quality customer facilities</td>
<td></td>
</tr>
<tr>
<td>Enhanced cycle parking</td>
<td>27</td>
</tr>
<tr>
<td>The Metrolink park and ride overnight trial</td>
<td>27</td>
</tr>
<tr>
<td>Transforming bus stations</td>
<td>28</td>
</tr>
<tr>
<td>The future of bus shelters</td>
<td>29</td>
</tr>
<tr>
<td>Transforming neighbourhood rail</td>
<td>29</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>30</td>
</tr>
<tr>
<td>by making transport cleaner, greener, safer and more inclusive</td>
<td></td>
</tr>
<tr>
<td>Air quality</td>
<td>31</td>
</tr>
<tr>
<td>Building a low-emission bus fleet</td>
<td>31</td>
</tr>
<tr>
<td>A green Metrolink fleet</td>
<td>32</td>
</tr>
<tr>
<td>Road safety</td>
<td>32</td>
</tr>
<tr>
<td>Cycle skills training</td>
<td>32</td>
</tr>
<tr>
<td>Security and safety on public transport</td>
<td>33</td>
</tr>
<tr>
<td>Creating a transport system for all</td>
<td>34</td>
</tr>
<tr>
<td><strong>Making travel easier...</strong></td>
<td>35</td>
</tr>
<tr>
<td>through high quality customer service</td>
<td></td>
</tr>
<tr>
<td>Managing disruption and capacity</td>
<td>36</td>
</tr>
<tr>
<td>Co-ordinating transport for major events</td>
<td>37</td>
</tr>
<tr>
<td>Making it easier to talk to us</td>
<td>38</td>
</tr>
<tr>
<td>New avenues for feedback</td>
<td>38</td>
</tr>
<tr>
<td><strong>Business Operations and Development</strong></td>
<td>39</td>
</tr>
<tr>
<td>Devolution</td>
<td>40</td>
</tr>
<tr>
<td>The future of bus services</td>
<td>41</td>
</tr>
<tr>
<td>The future of rail stations</td>
<td>41</td>
</tr>
<tr>
<td>Future funding</td>
<td>42</td>
</tr>
<tr>
<td>Future operating model</td>
<td>42</td>
</tr>
<tr>
<td>Transforming our contract management and procurement</td>
<td>43</td>
</tr>
<tr>
<td>Transforming our asset management</td>
<td>43</td>
</tr>
<tr>
<td>Transforming our project management</td>
<td>44</td>
</tr>
<tr>
<td><strong>Transforming our people management</strong></td>
<td>44</td>
</tr>
<tr>
<td>Transforming our financial management processes</td>
<td>44</td>
</tr>
<tr>
<td>Digital First and transforming our information systems</td>
<td>45</td>
</tr>
<tr>
<td>Transforming our commercial focus</td>
<td>46</td>
</tr>
<tr>
<td>Capital funding</td>
<td>46</td>
</tr>
<tr>
<td>Capital Expenditure 2016/17</td>
<td>47</td>
</tr>
<tr>
<td>Revenue funding</td>
<td>47</td>
</tr>
<tr>
<td>Revenue expenditure in 2016/17</td>
<td>48</td>
</tr>
<tr>
<td>Delivering the Business Plan</td>
<td>49</td>
</tr>
<tr>
<td><strong>Further information</strong></td>
<td>49</td>
</tr>
</tbody>
</table>
Chief Executive’s foreword

Greater Manchester is growing. The economy is expanding, new jobs are being created and the population is increasing. The city-region has been offered a wide-range of new powers as a result of the Devolution agenda, which will help to drive long-term growth, and it also lies at the heart of the Northern Powerhouse.

As such there are significant opportunities ahead – and our challenge is to ensure Greater Manchester’s transport system continues to improve, evolve and adapt to support these exciting changes through an integrated, customer focused network providing people with real choice and connecting them with jobs, healthcare, education and leisure opportunities.

Alongside the very real challenge of dealing with the extra demands which will be placed on Greater Manchester’s existing networks as a result of this growth, we also need to tackle poor air quality – which impacts on people’s health across the region – and rising levels of congestion on the region’s highways: an issue which can stifle or slow economic growth and cause great frustration.

These are the critical factors which we seek to address through our ambitious 2040 Transport Strategy and in more detail through to 2020 in this Business Plan.

The Devolution agenda will see a democratically elected mayor for Greater Manchester arrive in 2017. It also provides the tools to make travel easier enabling TfGM to look at the options around bus service provision, the local management of rail stations, multi-year funding opportunities and more powers relating to the region’s busiest roads – the Key Route Network.

This could all result in TfGM becoming responsible for more than one billion journeys every year.

It’s not just about Devolution, though. We need to ensure customers have real choices about how they travel. That means providing easily accessible, real-time journey information and multi-modal smart ticketing, completing the new Metrolink line through the city centre and finalising the bus priority works which are currently underway. We will ensure the tram fleet continues to grow, and we will work closely with bus operators to encourage people to use buses and improve the customer experience.

Working closely with Highways England, we will look at how we can better manage the road network in and around Greater Manchester and we will keep drivers better informed with Variable Messaging Signs and other channels of communication. Working closely with Rail North we have helped to deliver longer trains and enhanced services through the new Northern and TransPennine franchises, with further improvements scheduled to commence from December 2017 and will continue to work closely with them on behalf of rail passengers.

We will also continue to develop our plans for the delivery of a new Metrolink line through Trafford Park and examine the case for expanding the system further still to Port Salford and at Manchester Airport. We will also look at options for tram-trains running on existing rail track – potentially opening up the Metrolink network to a much larger area of the city region.

A lot of progress has been made over the past few years and the future looks bright – but we still have a lot to do. However we have a clear plan and remain committed to making travel easier in Greater Manchester – for everyone who lives, works and visits our vibrant, exciting city region.

Dr Jon Lamonte
Chief Executive
Our Strategy 2040 –
A sustainable urban mobility plan for the future
Introduction

Greater Manchester’s ambition over the next 25 years is to become a world-class city region, the gateway to a globalised Northern Powerhouse economy rivalling that of London and the South East.

Our population is already growing quickly, and is projected to increase by around 15 per cent to more than three million people by 2040. Along with this will come major employment growth, with an estimated 370,000 new jobs expected over the same period. At least 10,000 new homes a year will need to be built in the region up to 2035 and a further 2.4 million square metres of office space is likely to be needed.

To help achieve this we must ensure that Greater Manchester’s economic and social expansion is supported by a transformed transport network that will help Greater Manchester businesses flourish and create opportunities for all our residents to participate in and prosper.

We have worked with the Greater Manchester Combined Authority (GMCA) to develop our vision for achieving our mission of ‘Making travel easier in Greater Manchester’, this is set out in the Greater Manchester 2040 Transport Strategy: Our Vision and our Sustainable Urban Mobility Plan.

This Business Plan sets out how we will deliver interventions in line with this strategy over the period to 2020, working ever more closely with the GMCA, the Interim Mayor of Greater Manchester (and the new Mayor to be elected in 2017), the 10 Greater Manchester local authorities and our other national, regional and local stakeholders.

To enable us to achieve the integrated, customer-focused and well-utilised transport system that Greater Manchester needs; we will take advantage of the wider devolution agenda to secure greater powers to control and plan our investment over the long-term.

During 2016 and for the next few years, a great deal of our work will go into considering the best use of such new powers, how this will enable us to deliver our vision, and how TfGM needs to adapt as an organisation to deliver increased responsibilities.
The principles that will inform our work

Our 2040 vision is based on seven strategic principles that will underpin our work over this business plan period.

These principles will be applied to our work to ensure our transport network is:

— **integrated** – moving away from the idea of treating different modes of transport as separate networks and towards the transport system as a single, highly connected entity around which customers can move seamlessly;

— **inclusive** – to provide access to employment, training, education and leisure opportunities for all our residents and ensure people are not disadvantaged in using transport because of a physical or cognitive disability, ethnicity, religion, gender, age or sexuality;

— **healthy** – to encourage individuals, families and communities to build more physical activity such as walking and cycling into their daily lives;

— **environmentally responsible** – by achieving better air quality, lower carbon emissions and a high level of protection for the natural environment;

— **reliable and resilient** – ensuring journey times on all modes are more consistent and predictable, by improving our capacity to accommodate peaks in demand due to both emergencies and planned events;

— **safe** – reducing accidents and injuries both on the highway and other transport networks; and

— **secure** – working with partners to tackle crime and antisocial behaviour, including preventative measures; working with young people; and initiatives to address perception and the fear of crime.

We will consult on our Greater Manchester Transport Strategy during 2016, and set out our plan to achieve our vision.
Funding and governance

TfGM is an executive body of the GMCA and is accountable to the interim mayor, the GMCA and the Transport for Greater Manchester Committee for its operations. The largest part of our revenue funding comes from a levy on the 10 Greater Manchester local authorities via Council Tax. In total, this accounts for £189.3 million in 2016/17.

TfGM is in the process of delivering a significant capital programme. This includes the schemes funded by the Greater Manchester Transport Fund and other ongoing schemes. Together the total programme represents over £2.5 billion of investments in schemes that will contribute to economic growth. These includes the expansion of the Metrolink tram network, the bus priority programme, new town centre interchanges, additional park and ride facilities and highway network enhancements.

Greater Manchester has committed over £1.2 billion of locally funded borrowings to support these investments. Further funding has been or is being received from central Government including £425 million for the expansion of Metrolink; £32.5 million for Bus Priority schemes; £350 million major transport scheme funding from the Local Growth Deal; and up to £900 million funding from the Earnback Deal.

A further vital source of funds comes from funding competitions targeted at specific policy objectives. These include the Cycle City Ambition Grants, the Local Pinch Points Fund, and the Green Bus Fund.

Working closely with the Greater Manchester Local Enterprise Partnership, we continue to put forward strong business cases for this type of funding, alongside additional Local Growth Deal resources.

We will continue to utilise Greater Manchester’s status as an important economic centre, and our transport delivery record, to secure funds from relevant sources, especially for projects of major international importance including Manchester Airport, Port Salford and the Northern Powerhouse Rail programme.

Prioritising investment

Every year TfGM assesses many areas and routes across Greater Manchester where improvements to transport provision may be required. This may be for many reasons. Typical examples are:

- an increase in population or growth in local economic activity leading to congestion and overcrowding on existing infrastructure, or a forecast that the capacity of existing infrastructure will soon be overwhelmed by the travel and transport needs of the people and businesses of an area;
- new housing, commercial or industrial developments requiring new infrastructure;
- a change to essential services, such as hospital provision, which can significantly change the direction in which many thousands of people need to travel, and goods and services need to be delivered;
- ageing infrastructure in need of replacement as it reaches the end of its economic life; or
- an increase in the understanding of the negative impacts of transport on local people, such as pollution, or conversely the impacts of isolation, requiring a reconsideration of transport policy nationally and transport provision locally.

When a need is identified, we carry out studies, looking at local and strategic impacts, to investigate which mix of interventions is likely to provide the greatest benefits for customers and return best value for money for taxpayers.

Where we can, we aim to act as quickly as possible to improve services for our customers. Where major expenditure is needed, we seek to demonstrate a good balance of sustainable economic and social benefits at an appropriate cost. This allows us to support reprioritisation of existing resources and bids for funding from government.
Making travel easier... through smarter travel
Journey planning

We recognise how important it is for our customers to be able to access clear and reliable information to enable them to plan their journeys and we are transforming the way our customers can access travel services and information.

Our Digital First strategy ensures we will consider digital as the primary solution when considering how best to help customers access our information and services.

As part of this approach we are redesigning the TfGM website, bringing our online presences under one central, easy-to-use, branded umbrella so that customers know exactly who we are, all the things we do, and where to go if they want to interact with us.

We are also developing new ways to deliver personalised, real-time information on travel conditions across the transport network, making it simpler for customers to choose when and how they travel. This project will enable customers to compare car and non-car travel information, provide real-time updates on travel issues, enable us to notify customers when they need to change services unexpectedly, and support use of walking, cycling, and public transport options to key centres.

We will:

— set up our new website in 2017;
— complete our project to enable us to provide more comprehensive real-time information;
— further develop our capability and tools to support journey planning in the future; and
— encourage those who live and work in Greater Manchester to travel sustainably, including working with businesses to promote sustainable and active commuting.
Simple payment options

During 2015, we took further steps on our journey towards a smart ticketing and easy payment system for Greater Manchester, with the launch of the get me there smart ticketing app for Metrolink passengers.

Smart ticketing replaces paper tickets with electronic systems. With the get me there app, customers can easily download Metrolink tickets to a smartphone or other device, rather than having to queue at a ticket machine. Since launch there have been over 27,000 downloads of the get me there app and there are currently approximately 9,500 active customers.

By 2020, almost seven in 10 UK adults will be daily mobile internet users, so we see this as a vital medium for making travel easier for our customers.

We will closely monitor take-up of the get me there app for Metrolink over the coming year, gathering and analysing feedback from customers, as well as the delivery of smart ticketing solutions in other cities, to inform further development of our smart ticketing system.

We have also worked with more than 30 bus companies in Greater Manchester to allow Greater Manchester bus passengers to load a range of pre-paid travelcards on to smart cards for use on bus services. Since launch over 20,000 get me there smart cards have been issued. We have supported smaller bus operators to be part of this market by ensuring they have the right on-board equipment and back office connections to support the scheme.

We will work towards a much more consistent approach to pricing and ticketing systems across different parts of our network, so customers know how much each part of their journey will cost, believe it to be a fair price for the service, and can pay in the way that works best for them.

In December 2015, it was announced that Transport for the North (TfN) had been awarded £150 million to deliver a smart ticketing solution for transport in the north of England.

We will work closely with TfN to align the Greater Manchester smart strategy with that of the northern region.
Managing our road network

Around four million journeys are made every day on Greater Manchester’s roads, including journeys made by people travelling by car, bus and on-road sections of the Metrolink network. Our roads are the principal infrastructure that underpins transport in Greater Manchester.

Making sure our roads have the capacity to support growth will continue to be one of our key priorities. In September 2015, we opened our new Control Centre. It uses a new Advanced Traffic Management System to gather data from CCTV and sensors on the highway network, allowing us to identify where traffic speeds have dropped below the expected levels and take action accordingly.

We will increase our visual coverage of our roads network from 30 to around 300 CCTV cameras by accessing other Greater Manchester local authority and Highways England cameras and installing new equipment, starting this year. This will significantly enhance our ability to predict delays and take appropriate and timely action.

Using this growing wealth of data, we will present our customers with better information on what is happening along their route, via public information displays at Metrolink stops and roadside variable messaging signs for example, or using dedicated apps and social media – and when appropriate, inform them of alternative options to get to where they are going.

The Control Centre also offers a joint working environment with staff from key bus operators to help minimise the impact of road congestion on bus users. This allows us to operate traffic signals at identified junctions to accept automated requests from late-running buses for extra green light time so they can make up valuable minutes over their journeys.
Making travel easier... 
by developing our infrastructure
Supporting cycling and walking

Around 15 per cent of people commuting by car travel less than 2km and more than 30 per cent of commuters travel less than 5km. This represents a major opportunity for more people to switch from the car to cycling and walking, leading to fewer accidents, lower emissions and improved health.

Our Cycle City vision for Greater Manchester is to make cycling an attractive travel choice for everyone. Our aim is to increase the proportion of trips by bike to 10 per cent of all journeys over the next decade – which means at least four times the current levels of cycling by 2025.

Over the next three years we will complete an integrated network of cycling routes, which will connect people to employment, education and training opportunities across the region. We have already completed six schemes.

We will start work to deliver more high-quality cycling routes along key corridors in Greater Manchester, creating a substantial cycle route network linking local communities by 2018.

This is being supported by the roll-out of our cycle hubs with safe, secure, covered cycle parking, and underpinned by an extended programme of education and cultural change. We have delivered 14 cycle hubs to date, with a further 4 cycle hubs opening during 2016.

We will review our cycling initiatives to ensure that they are delivering the benefits intended.

Our Cycle Schools and Colleges project aims to present cycling as an attractive travel option for our young people at a time when they are developing travel independence. We are also working with businesses and Jobcentre Plus to offer a Bike Back to Work scheme for jobseekers who have just gained employment – which provides a free bike and accessories and the chance to take part in cycling skills sessions.
To encourage more people to walk, in 2016 we will work with a range of partners to deliver a programme of walks for leisure and health. We will also support businesses across Greater Manchester to encourage walking as part of the daily commute as part of our Walking Workplaces programme.

The walking pages of our website now include a directory of local walking groups in the region; walking resources; and walking support for businesses and schools.

We will host a Walking Festival in May 2016 and continue to encourage people to get active and healthier. We will also develop a Cycling and Walking Investment Strategy to inform and develop our future investment plans for active travel, using techniques such as the Health Economic Assessment Tool (HEAT) to better evaluate the health benefits of walking and cycling.

Constructing the Trafford Park Metrolink line

Subject to the Secretary of State for Transport granting us the necessary powers following last year’s public inquiry, construction of the Trafford Park Metrolink line is expected to commence in 2016, with the new service scheduled to start in 2020.

More than 5km long, the line will serve more than 1,300 businesses employing over 33,000 people, many of whom currently travel to work by car. Popular retail and leisure destinations in the area include the intu Trafford Centre, which attracts over 30 million people a year, EventCity, the Imperial War Museum North, Salford Quays and Old Trafford.

The line will include six new stops along the route; offering an alternative to car travel for businesses, employees and visitors as well as supporting regeneration and economic growth in these areas. We are also investigating the feasibility of extending this line to the planned Port Salford facility, ensuring the ‘Atlantic Gateway’ growth area achieves its potential.

We will, once we get the necessary powers, commence construction of the Metrolink Trafford Park line working closely with the GMCA, Trafford Metropolitan Borough Council and other local stakeholders.
The Bus Priority Programme

Our £122 million bus priority programme will see over 40 km of the bus network being either created or improved on key corridors linking Leigh, Atherton, Salford, Middleton and East Didsbury with Manchester city centre and key employment, health and education centres on Oxford Road.

The last major part of the project is the redevelopment of Oxford Road, one of Europe’s busiest bus corridors. Our investment will see the area transformed into a European-style boulevard giving priority to buses and bicycles, while attractive planting and paving will make it much more pleasant for pedestrians.

We will work with our partners to complete the bus priority programme in 2017 and bring the Oxford Road redevelopment into operation.

The works in the regional centre are essential to prevent severe congestion in the future, but we recognise that a once-in-a-generation investment programme of this scale causes disruption and therefore requires very careful management.

TfGM has set up a Regional Centre Coordination Group, bringing together high-level representatives from Manchester City Council, other stakeholders for Manchester roads, Network Rail and bus operators, which meets every two weeks to discuss in detail how to minimise the impact of the regional centre works.

Opening the guided busway

The 21 km bus priority route along the A580 includes a section of ‘guided busway’, the first in the North West. The segregated 6 km route is made up of concrete ‘tracks’ along a disused railway between Leigh and Ellenbrook.

A park-and-ride site beneath the M60 and M61 motorways allows drivers to park for free before continuing their journey into Manchester city centre or Leigh, and beyond.

A flagship fleet of new low-emission double-decker buses with free on-board Wi-Fi, climate control and high-quality seating is now operating along the route, which has reduced journey times from Leigh into central Manchester to around 50 minutes. By 2017 passengers will be able to travel across the city centre and along Oxford Road.
Completing the Metrolink Second City Crossing

The Metrolink Second City Crossing (2CC) work is also part of the regional centre programme of investment to future-proof Greater Manchester’s transport infrastructure for years to come and drive our growth as the most important regional centre outside London.

The delivery of 2CC will allow Metrolink to run more frequent services into and across the regional centre without encroaching on busy bus routes, greatly improving journey flows across the city and helping to link Greater Manchester regions to the east and north with those to the south and west.

By increasing the capacity in the city centre, 2CC will allow more services to be run on all lines, whilst also providing increased flexibility to increase service frequencies and support special events.

In December 2015 we reached a major milestone in this transformation when a new 2CC Metrolink stop at Exchange Square opened in time for Christmas, offering a direct tram link to the busy shopping and leisure area.

We will:

— re-open the St Peter’s Square stop in late 2016, following a temporary closure of the line during the summer; and

— open 2CC to customers in 2017, allowing the introduction of new service patterns on the network.
Development of the highways

Key Route Network

Our partnership with the Greater Manchester local authorities and Highways England is helping us to improve the most economically important roads in Greater Manchester through the development of the Key Route Network (KRN). This network, totalling approximately 650 km of road, carries the highest concentrations of commuting and logistics traffic in the region.

We have strategic management responsibility for the KRN across all 10 Greater Manchester local authority districts. This will allow us to make performance monitoring and reporting more consistent across the network and helps us to develop policies that support strategic traffic movements.

We have created a joint Highways Strategy Board with representation from Highways England, Greater Manchester Police and the Local Enterprise Partnership.

We will:

— produce a Highway strategy and delivery plan for approval by the GMCA and other members of the Highways Strategy Board; and
— Deliver a short-term action plan focused on current KRN investment commitments.

Collaborating to maintain the highways

We are continuing to develop new initiatives and find more efficient ways of working on highways through the collaborative mechanisms established between TfGM, Highways England and local authorities.

As part of the Highway Maintenance Efficiency Programme (HMEP), central Government required all local highway authorities to complete a self-assessment by 31 January 2016 on how well highways assets are managed against their criteria. Currently all Greater Manchester authorities have self-assessed at either Level 1 or 2 (lowest), which is not at a level of maturity to safeguard funding, and if no further progress is made towards achieving Level 3 (highest), the loss of funding to Greater Manchester could be almost £8.5 million. We aim to work with our Greater Manchester partners to develop a collective plan to avoid a reduction in funding.

TfGM will also be investigating, with local authorities, the feasibility of consolidating further aspects of asset management across our road network with a view to delivering improved resilience and value for money for Greater Manchester taxpayers, and ensure that maintenance and renewal takes place in a strategic and co-ordinated way across the region.

We will work with a number of Greater Manchester local authorities to establish whether a Highways Shared Service hosted by TfGM would provide a more sustainable model for the delivery of some highways functions.
Making travel easier...
by supporting reliable services
Improved Metrolink operations
More people than ever are getting on board the expanding Metrolink network. Growth has been substantial in the past year alone, with more than 33 million passenger journeys made overall in 2015, up almost 10 per cent on the previous year.

Some of this has been driven by work to improve service reliability, leading to an increase in customer satisfaction over the past 12 months. Growth is expected to continue, particularly with the opening of 2CC this year.

TfGM is now putting in place the foundations for a new operating era as the Metrolink operating contract comes up for renewal in 2017. This includes developing new performance monitoring systems to measure how well we are meeting the needs of our customers, so we can work with our contractor on achieving continuous improvement in the service.

We will:
— continue to work with our operator MRDL to ensure current service levels are maintained or improved;
— complete the procurement procedure for the new contract that will start in 2017;
— develop plans for the increased services that will be introduced following the opening of 2CC; and
— drive further increases in total passenger journeys to a forecast 36 million in 2016/17, 40.5 million in 2017/18 and 43.5 million in 2018/19.

Developing our future Metrolink network
More trams are on the way for Greater Manchester to cater for the ever-growing demand for Metrolink services – with a 120-strong fleet in place by 2017. However, we need to look beyond the current network provision to support the needs of a growing population and economy. We have already identified the case for extending Metrolink to Port Salford and to complete the Airport Western Loop extension.

We will build the business case for future capacity investment in Metrolink, including further investigation into tram-train schemes.

Tram-train schemes would see Metrolink vehicles running on the local rail network, sharing track in a way that is well established in continental Europe. Several tram-train routes have been identified as having the potential to be taken forward for development and TfGM is carrying out further work to understand the feasibility, costs, and benefits of adapting our Metrolink trams to run on these routes.
Supporting the Rail North franchises

In 2015, the GMCA joined the other local transport authorities in the North to form Rail North. Rail North has responsibility for management, in partnership with the Department for Transport, of the new Northern and Trans-Pennine Express franchises which will run for between seven and nine years starting in April 2016.

Our influence has been vital in delivering longer trains, more frequent services, as well as substantially enhanced weekday evening and weekend services so that our rail services can play a bigger role in facilitating Greater Manchester’s important leisure economy. New carriages have also been secured, allowing both the withdrawal of Pacer units by 2020 and an increase in peak seating capacity. Also included is a programme of station improvements and new customer experience standards.

We will continue to influence stakeholders and decision-makers to ensure that the franchise operators meet their franchise commitments, and that the capital investment in infrastructure and rolling stock is delivered to meet the needs of our customers, on time.

Bus services

Encouraging people onto the bus significantly reduces the number of road users and eases congestion. To attract people to use the bus instead of their car, where such a choice exists, we manage our infrastructure and information provision (in conjunction with bus operators), and work closely with bus operators to improve passenger experience and reduce the barriers to mode switching.

We work with bus operators to improve bus services in Greater Manchester and, in areas where services are not provided commercially but are necessary, we pay for enhancements to the network. We help people, such as the young and the old, to travel at reduced fares. In total, TfGM is responsible for directly supporting around 20 per cent of the bus mileage in Greater Manchester.

We will continue to influence, negotiate and, where we can, enforce improved bus performance. Our work has resulted in direct, quantifiable improvements to fleet standards and punctuality and reliability through the Punctuality and Reliability Monitoring System, as well as operators signing up to our Code of Conduct.
Promoting a new era for freight

We are in the process of setting up a logistics forum with the objective of developing a better level of engagement and collaboration with the industry to deliver our vision for freight and logistics.

Our Freight and Logistics Strategy, on which we will further engage with stakeholders during summer 2016, combined with the objectives of the northern freight strategy, will ensure we have the infrastructure to maximise freight’s contribution to our economic growth and competitiveness. It will also set out how we will minimise the social and environmental impacts of the industry, including emissions from road transport, noise, traffic disruption and congestion for residents, and road risks to other users.

We will establish a logistics forum for Greater Manchester this year and, through this body, develop a new Freight and Logistics Strategy.

In future, Northern Hub rail enhancements (see page 24) will enable a significant increase in capacity for freight trains to operate in Greater Manchester, reducing the need to transport bulk heavy goods by road.

Atlantic Gateway and the new Liverpool 2 super port represent significant opportunity for the UK to attract investment, accelerate growth and rebalance the economy. Goods which were previously brought into the ports in the south of the country and transported to the North by road can now be shipped directly to the North West, reducing HGV mileage considerably.

Liverpool 2 is connected directly to Greater Manchester via the canal network, so onward distribution of goods can also be achieved in a sustainable and low-emissions manner.

The anticipated economic and population growth will lead to an increase in demand for goods and therefore HGV movements. When considered alongside the ambition to increase walking and cycling, there is a need to be proactive in managing the increased risks to safety.

Activities include physical changes such as road improvement and pinch point schemes and the expansion of our cycle network; HGV driver and cyclist training programmes to increase awareness and understanding; collaboration with the Police and DVSA on awareness-raising and enforcement campaigns.

Urban deliveries and collections will generally need to be made by road, but we need to shift much of the distribution to more sustainable modes.

We will investigate the feasibility of developing large-scale urban distribution centres, along with smaller urban consolidation centres, as part of our Air Quality Action Plan, which will allow orders for one or a group of businesses to be bundled into one consignment for final delivery by low-emission vehicles.

Total emissions from HGV activities are disproportionate in relation to their numbers. The city region has established a pilot of the ECO Stars fleet accreditation scheme which includes the offer of guidance and an individually tailored roadmap to help businesses to reduce their emissions, save money and operate in a more sustainable way.
Making travel easier... by working with partners
Playing our part in Greater Manchester

Our most important stakeholders are the GMCA, the 10 local authorities and the businesses and residents of Greater Manchester. We work closely with our partners in the ‘GM Family’ to ensure we provide joined-up, coordinated services that provide value for money for the local tax payer and realise the shared vision for the area.

The GMCA will continue to review how its various agencies are organised to ensure efficient delivery of all its functions and to prepare for the election of the Greater Manchester mayor in 2017. We will seek to play a full role in this review to ensure it aligns and supports our own work to build on our strengths to be ready for the new opportunities created by the devolution agenda.

Working with Highways England

We signed a Memorandum of Understanding with Highways England in May 2015, paving the way for the two organisations to work in partnership towards a long-term vision for motorways and key roads across Greater Manchester.

More capacity is needed on our motorway network to serve our growing economy and Northern Powerhouse ambitions by connecting us to other city regions and to global connectivity hubs, such as Manchester Airport and the new Port Salford. Particularly urgent are improvements to the M60/M62, M56/M60 and M6 corridors.

Highways England has a five-year budget of £11 billion to invest in England’s motorways and A-roads. Our partnership will strengthen the case for investment in the Greater Manchester city region, and give us greater influence over their operations and spending priorities.

Highways England is already investing more than £200 million on a section of the M60 and M62 to improve reliability on this corridor. The scheme will see a 27 km stretch of the network between junction eight of the M60 near Sale and junction 20 of the M62 near Rochdale upgraded to a ‘smart motorway’ – the first of its kind in the North West.

Technology will be installed to monitor traffic levels, provide traffic information to road users, and ease congestion by using variable speed limits on overhead message signs. The hard shoulder will also be permanently converted into an extra lane on a 8 km stretch of the M62 between junctions 18 and 20 to provide extra capacity on the part of the motorway which links the North West to Yorkshire.

We have created a joint Highways Strategy Board with representation from Highways England, Greater Manchester Police and the Local Enterprise Partnership.
Collaborating on Northern Powerhouse Rail

Greater Manchester has a 21st-century economy supported in the main by a 19th-century rail network. Investment in the 1980s is now being built upon with the construction of the Ordsall Chord, seeking to address the historic split between Manchester’s Victoria and Piccadilly stations.

But to enable rail travel to achieve its full potential in sustaining and driving our economic development, further huge improvements in capacity, performance and resilience are essential.

TfGM is working in partnership with TfN, Rail North and local stakeholders to secure the right investments for ‘Northern Powerhouse Rail’. This, along with our key role in the development of the second high speed rail link (HS2), will secure Greater Manchester’s place as the national and international gateway to the Northern Powerhouse.

Northern Powerhouse Rail will enable the northern city regions to function as a single economic entity, ensuring they are stronger than the sum of their parts, and bringing greater balance and stability to the British economy.

The development work is considering new and upgraded rail corridors between Liverpool, Manchester, Sheffield, Leeds, Hull and Newcastle. A trans-Pennine upgrade will provide an alternative to the constrained highway routes, while fast and frequent access to Manchester Airport for all the North’s city regions will help northern businesses access global markets.

On 15 March 2016, ‘High Speed North’ a National Infrastructure Commission Report, was published. This independent review reinforces our position that it is essential for an integrated plan for Piccadilly Station to be developed, combining short- and long-term proposals, alongside work on the trans-Pennine upgrade, the northern phase of HS2 and Northern Powerhouse Rail.

TfGM’s expert strategic input over the next five years will be crucial in shaping and delivering this transformative change. We are the voice of Greater Manchester rail passengers and it is our role to ensure that the services provided on this new infrastructure meet the right balance of local and regional travel needs.

Working with Network Rail

National rail investment is planned by Network Rail in five-year ‘Control Periods’, and these investment plans take up to seven years to come to fruition.

Network Rail owns, runs, maintains and develops Greater Manchester’s rail infrastructure, including some stations. Therefore, it is vital that the needs of Greater Manchester’s rail users are fully represented and understood by Network Rail as it develops its investment plan.

We are currently working with Rail North partners to prepare its submission to Network Rail’s Initial Industry Plan (IIP) for 2019–24. This IIP will set out detailed national investment plans for Britain’s rail network during a crucial period of overarching change and transformation.

We will begin a process of conversations with Greater Manchester local authorities and other partners across the city region this year, including station users, to ensure that their voices are heard throughout this process. We will then submit a draft of our priorities for investment to Network Rail in autumn 2016.
Making journeys to Manchester International Airport easier

The Metrolink Airport line opened in November 2014. The £400 million, 14.5km line is already exceeding passenger targets by 20 per cent. It has improved access to thousands of jobs for people living along the route and made areas like Wythenshawe more attractive for house buyers and businesses alike, kick-starting regeneration and renewal. We will continue to work with our Greater Manchester partners to secure funding for further access improvements to support the proposed development of the airport.

**Total transport**

TfGM is exploring new ways of providing some of Greater Manchester’s outlying and more rural communities with more effective specialist transport links, by integrating our existing bus and minibus services, Local Link and Ring & Ride, with those run by other stakeholders such as special education and non-emergency patients’ transport services.

TfGM and Oldham Council are currently working together on a “Total Transport” pilot scheme. We think it could be a more efficient and customer-friendly way to deliver demand-responsive travel options for those who suffer from gaps in public transport provision, including some of our most vulnerable citizens.

**We will** work with local stakeholders including healthcare providers and commissioners, local authorities, taxi firms and others, to assess the feasibility of integrating our own services with those of other responsive transport providers.

**We will** monitor the usage of our new Airport line service starting at 3am, and explore how we can support the future development of the airport and surrounding area.
Making travel easier... by providing high-quality customer facilities
Enhanced cycle parking

TfGM is revolutionising cycle parking facilities at our transport interchanges, bus and rail stations and Metrolink stops to encourage cyclists to ‘ride, park and ride’ on longer journeys.

We have opened 14 covered and secure cycle hubs so far, including facilities at City Tower, Manchester, and MediaCityUK, which have additional facilities.

We will continue to increase the availability of cycle parking across Greater Manchester, including the provision of cycle storage grants for businesses through our successful Commuter Cycle project, as well as grants to social housing organisations and community groups. This is part of our commitment to make cycling more inclusive and work with harder-to-reach groups.

We will deliver further cycle hubs in East Didsbury, Hollinwood, Irlam and Stockport this year.

The Metrolink park and ride overnight trial

Metrolink now has 93 stops across Greater Manchester, with more than 3,000 free parking spaces for customers.

Many Metrolink customers told us that, while they relied on its park and ride facilities for commuting, they were not as keen to use them for an evening out because they were unable to park their vehicle at their local tram stop overnight. TfGM has therefore been trialling the relaxation of overnight parking restrictions at selected sites on Friday and Saturday nights.

More than 2,500 free overnight parking spaces have been made available for Metrolink customers at 15 stops during the trial period, with customers free to collect their vehicles up until noon the following day. This has been introduced at larger Metrolink car parks only to ensure essential use, such as for those travelling to work, was not adversely affected.

We will evaluate take up of this facility and the views of all our customers before deciding whether to make it a permanent fixture at some of our stops.
Transforming bus stations

There are 22 bus stations and interchanges in Greater Manchester that are owned, managed and maintained by TfGM, and our network is growing – we also manage Manchester Airport’s bus station and we recently took over the management of the bus station at the intu Trafford Centre.

Our investment programme to modernise and improve bus stations has delivered new or improved facilities in Rochdale, Altrincham and Wythenshawe. Leigh now has a new-look bus station and cycle hub thanks to our £1 million project to transform facilities in the town as part of the guided busway project.

We will open the new interchange in Bolton in 2017 which will provide a new facility adjacent to Bolton rail station incorporating a direct, wholly enclosed, pedestrian Skylink bridge linking the two facilities, along with public realm areas, a cycle hub and a separate operators’ block.

Radcliffe’s newly refurbished and modernised bus station, which opened in February 2016, is also central to the wider regeneration of its town centre, leading the way for new retail and leisure developments. Boasting significantly improved facilities, the bus station offers a more pleasant, welcoming and safe environment for passengers with new paving, planting, stepped seating areas, purpose-built shelters and CCTV coverage.

New life-saving defibrillators were also installed at every staffed bus station in Greater Manchester during 2015.
The future of bus shelters

We have an estate of approximately 12,000 bus stops, of which 4,400 are shelters. The majority of our shelters are maintained by JC Decaux on our behalf. In all cases we will continue to work to ensure the shelters are well maintained and display up-to-date travel information.

An important part of making bus journeys more attractive is the transformation of bus shelters to provide far more than just protection from the elements and basic transport information.

Our solar powered ‘bus shelter of the future’ prototype will incorporate a range of new technologies including real-time travel information from across the transport network, chargers for mobile phones, digital signage, interactive advertising panels and free Wi-Fi. In city centre locations they should also be able to provide information about tourist attractions and leisure venues in the area.

We will secure the installation of a prototype bus shelter of the future this year and evaluate the outputs of the initiative to inform future development.

Transforming neighbourhood rail

TfGM is developing new policies to improve the standard of 97 local stations, working with passenger groups such as the Disability Design Reference Group (see page 34) to ensure they are bespoke to community needs and are inclusive and accessible for all. We are also planning improvements to the suburban rail network to better connect Greater Manchester neighbourhoods and the city centre.

Our vision for the future of our rail stations sees them reflecting and celebrating their communities; offering a safe, comfortable and welcoming environment; providing the right level of customer information; and maximising the opportunities attached to them from both a commercial and social perspective. See page 41 for more information.
Making travel easier...
by making transport cleaner, greener, safer and more inclusive
Air quality

Road transport is having a seriously detrimental impact on air quality in Greater Manchester. This is a significant cause of poor health, with emissions of nitrogen oxides (NOx) and particulates (small particles of soot) the main problems.

Road freight in particular is a significant contributor to poor air quality, due to the dominance of diesel-fuelled vehicles. This is a particular problem in congested areas as emissions are much worse when vehicles are stopping and starting.

Like other major UK cities, we need to cut these emissions in Greater Manchester to meet EU limits on air quality by 2020. TfGM has therefore developed a Low-Emission Strategy to investigate and promote the measures that will have the greatest impacts.

We will, following a public consultation exercise started in March 2016, finalise our Low-Emission and Air Quality Action Plan, which will set out the measures we will seek to implement to meet our targets for reducing emissions in Greater Manchester.

Building a low-emission bus fleet

With the support of the Department for Transport’s Green Bus Fund, Greater Manchester now has 280 ‘green’ hybrid-electric buses – that’s more low-carbon buses than anywhere in the UK outside London. As well as being smoother and quieter than traditional buses and cleaner because of their smaller diesel engines, they also use 30 per cent less fuel and emit a third less carbon dioxide.

We are working closely with some of our larger bus operators, particularly Stagecoach Manchester and First Manchester, to secure ongoing hybrid investment in order to drive continuous improvements in the emissions standards of the Greater Manchester bus fleet.

We have also pioneered the use of fully electric buses, with three operating on the free Metroshuttle routes in the city centre. Almost half of the TfGM fleet of 93 yellow school buses are also hybrid-electric vehicles.

We will invest £680,000 to upgrade some of our older diesel buses with air pollution control equipment in 2016/17. We will also aim to secure funding to expand the numbers of green buses operated by the Greater Manchester bus operators.
A green Metrolink fleet

After walking and cycling, Metrolink is one of the cleanest and greenest ways to travel, which makes it an essential part of our vision for a sustainable, low-emission, integrated transport system.

Each tram can carry more than 200 passengers – equal to nearly three double-decker buses – and is powered by electricity, with zero emissions at street level. Metrolink now runs on 100 per cent renewable energy generated by biomass.

Lightweight and energy-efficient compared to conventional trains, our trams are helping to improve air quality and noise levels.

Road safety

We have been successful in significantly reducing road casualties in Greater Manchester over the past 15 years, but we must do more as traffic accidents across the UK remain the biggest single threat to young lives. Our Drivesafe team is responsible for providing driver training and other courses as well as supporting the Greater Manchester Casualty Reduction Partnership.

We will work towards eradicating road deaths in Greater Manchester over the period to 2040, focusing on the most vulnerable road users: pedestrians, cyclists, motorcyclists and young drivers.

The number of cyclists killed or seriously injured on our roads has increased in recent years. More than 9 in 10 of these accidents involved another vehicle. This is why, where appropriate, our growing network of cycle routes segregates cyclists from other traffic.

Cycle skills training

To encourage active travel, we also need to give people the confidence and skills to cycle safely on our cycleways, lanes and roads. Almost 5,000 free skills sessions have been delivered in Greater Manchester to date. As well as delivering adult cycle training sessions, both on the road and in traffic-free environments, we also offer ride leader training providing people with the practical and theoretical skills to deliver cycling activities for people including those with disabilities and differing needs.

We will continue to provide cycle skills training. We will also continue to deliver training for professional drivers including HGV drivers, to make them aware of risks in relation to vulnerable road users including cyclists and enable them to assess emergency situations to help avoid accidents.
Security and safety on public transport

The Greater Manchester Travelsafe Partnership is a three-year pilot running to 2018, designed to make people feel safe on our trams and buses, deter criminality and effectively deal with any incidents that could affect public safety.

Led by TfGM and Greater Manchester Police, with support from contributing operators Metrolink, Stagecoach and First Bus, it provides a dedicated team of police constables, police community support officers, special constables and security personnel to carry out regular patrols across the bus and Metrolink networks.

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 team uses crime and antisocial behaviour data from the police and the operators to target patrols in the areas and at the times where they are most needed to support frontline staff and reassure passengers.

As well as enforcement, the Travelsafe Partnership also focuses on prevention and education, with uniformed officers visiting schools to educate young people on the dangers, impacts and consequences of crime, antisocial behaviour and fare evasion on public transport.

We will review the Travelsafe Partnership’s operation over the first 12–18 months and identify long-term, sustainable options to ensure high levels of security and safety on the network.

We will continue to work with GMP to use other tools to reduce crime and antisocial behaviour on our network including home visits, acceptable behaviour contracts, civil injunctions by the magistrates’ courts, antisocial behaviour orders, and criminal behaviour orders.
Creating a transport system for all

TfGM’s Disability Design Reference Group (DDRG), established in 2008, brings together people with a range of disabilities and our design and operational teams to help us develop and improve the design and layout of our facilities. It is an example of how we try to put passengers first from the outset, to make travel easier for everyone.

This work, which has been recognised as a model of best practice by the Equality and Human Rights Commission, has ensured accessibility for disabled passengers is fully embedded in the expansion of the Metrolink network: it has been so successful we have now extended it to our interchanges programme.

We ask the DDRG to test our all our new Metrolink lines and we have listened to the practical advice of members, who represent people with a range of disabilities, on various issues such as the design and layout of tram stops.

The improvements the DDRG has influenced include the provision of extra safety rails to assist guide cane users and the development of a comprehensive, network-wide access guide with maps.

Our work with the DDRG won the ‘Putting Passengers First’ award at the 2015 National Rail Awards in November 2015 for “attention to detail, good quality feedback and excellent design improvements which have made the Metrolink network genuinely accessible for all”.

We are now working with DDRG to make all our facilities increasingly accessible for all customers with disabilities and mobility impairments. This is especially important given our rapidly ageing population, many of whom will be working into their late 60s or even 70s due to expected changes in the retirement age. Our transport must also facilitate the growing delivery of community-based health and social care by ensuring people can travel to the places where care is delivered.

**We will** continue to think proactively about ways to help residents access vital services using public transport. We will continue to support the on-demand Ring and Ride service to provide ways for older people to access vital services such as hospitals and GP surgeries.

We also recognise the importance of ensuring that specific groups are not disadvantaged by new proposals and policies and that opportunities are taken to improve access to work wherever possible. For example, we will seek to develop ways to ensure part-time, casual or shift workers are not penalised and that our services support our rapidly changing, 24/7 economy, with the growth of work patterns other than the traditional nine to five.

**We will** continue to work with those returning to work by offering free bikes and equipment as well as free and discounted bus and Metrolink travel to jobseekers who have secured employment.

We will also continue to work to ensure fare concessions across the network are working to make travel fair and affordable for all. For example, we recognise the need to consider changes to young people’s concessions, which are currently linked to full-time education, which disadvantages apprentices and other young workers on very limited incomes who need to travel to placements.
Making travel easier... through high quality customer service
Managing disruption and capacity

The new monitoring and communications technologies that we have installed in our Control Centre are enabling us to take a much more co-ordinated and proactive approach to managing disruptions that puts information and support for passengers and road users at the heart of our operations.

For example, our customer research shows that satisfaction with our service remained high even during last summer’s Metrolink city centre line closure while we carried out important works on improvements to St Peter’s Square as part of the Second City Crossing (see page 16). Most customers told us they were happy with the way we kept them informed about the disruption and about alternative ways to get into and across the regional centre, through carefully targeted and timed communications using the channels that were most useful to them.

 TfGM’s Incident Management Team (IMT) is a good example of where we are increasingly taking a ‘multi-modal’ approach, bringing together experts from across the organisation to manage and mitigate the impacts of unexpected disruption on our customers and road users. The team recognises the importance of preparedness for an increasing range of extreme weather events as the effects of global warming make themselves felt in the region.

Greater Manchester was the first UK city to join the UN’s Making Cities Resilient Campaign and has been recognised as a ‘Role Model for Total Resilience’.

The working processes within Greater Manchester are well-established and it was this structure that helped mount a coordinated and effective response to the floods in Rochdale on Boxing Day 2015, which resulted in no loss of life or serious injury despite their severity and the fact the floods were not forecast.

Over the past 18 months our IMT procedures have become increasingly well-established, helping us to become more agile and assured in how we work with agencies.

We will look at ways to strengthen this further this year, for example:

— working with operators such as Network Rail, the train operating companies and Rail North to improve customer information at major hubs such as rail stations; and

— enabling customers to use their tickets on other modes of transport.
Co-ordinating transport for major events

Our events management team also takes a multi-agency approach to managing the extra pressure on services caused by major sports and cultural events in Greater Manchester, from large football matches and concerts to the Parklife festival, so the region can present its best face as a world-class global destination for visitors.

Working and planning months in advance in close collaboration with event organisers and transport operators, we assess planned events against a number of factors such as expected extra passenger numbers, travel patterns by postcode, and what else is happening across the city region on the day.

We then co-ordinate a multi-agency response to ensure that the impacts on our regular customers, as well as our visitors, are managed and minimised. This could mean putting on extra trains, trams, buses and shuttles, increasing police presence and crowd control at vital points across the network, or monitoring conditions and adjusting traffic signals and variable messaging signs along our main roads.

We will support major events in 2016 and beyond including Parklife, Manchester Day, the Manchester Festival of Sport and major First World War commemoration events.
Making it easier to talk to us

In order to deliver a smarter, more customer-focused transport network, TfGM will continue to listen to people and businesses as they tell us what they need to thrive and prosper.

We are finding new ways to build stronger relationships with our customers, whether they are public transport passengers, motorists, lorry drivers, cyclists, pedestrians, other travellers or other stakeholders.

During 2016 we will develop a new Customer Relationship Management system, which will change our business by giving us much more detailed, usable intelligence about actual and potential passengers that we can use to drive up patronage of our services.

Our new central customer contact centre, which has grown out of the Traveline centre, has been expanded to cover all transport modes and to operate seven days a week, with established procedures that allow us to quickly scale-up capacity following major incidents or during large events.

We have developed much more exacting service targets for talking to customers, and we will continue to improve our targets. This is supported by industry-leading staff development policies that have achieved the Investors in People Gold standard.

In February 2016 we centralised oversight of all our social media platforms, including Twitter, from our Metrolink operator, signalling the increasing importance we place on these channels across our business to listen and respond to our customers’ needs dynamically.

We will continue to develop our social media skills and capability, communicating with our customers instantly and proactively.

New avenues for feedback

We are building new ways for customers to feed back to us on our proposed projects and schemes and to tell us what we need to do to make travel easier for them.

We are working to make our information and customer contact more accessible online. This involves ‘digitising’ many of our services, such as ticket and pass applications. This forms a key part of our ‘Digital First’ approach.
Business Operations and Development
Devolution

In November 2014 Greater Manchester leaders and central Government (represented by HM Treasury) signed the Greater Manchester Agreement, which provided for the devolution of transport and other powers from Whitehall to a reconstituted GMCA led by an elected mayor.

The overall aim of devolution is to drive economic growth and reform of public services at a local level. It increases the resources available to Greater Manchester, both through additional funding and by having greater influence over national and other programmes. It covers a full spectrum including planning, housing, justice, transport and more local control over the £6 billion of annual health money within Greater Manchester.

In terms of transport, devolution involves a combination of:

- the devolution of powers from central Government down to Greater Manchester – specifically:
  - consideration of the management of local rail stations;
  - partnership working with Highways England to enable a clear, strategic approach to the management of highways across the city-region;
  - a devolved and consolidated transport budget for Greater Manchester; and
  - the development of pan-Northern organisations such as Rail North and Transport for the North;
- the consolidation of powers from local level up to city-region level – specifically, oversight and management of the Key Route Network (KRN) and a Highways Shared Service function
- regulatory reform – specifically, the introduction of the Bus Services Bill.

In simple terms, transport devolution is about giving us the tools we need to create a truly integrated transport network across the city region – ultimately supporting our mission of ‘Making travel easier in Greater Manchester’ and our long-term 2040 strategy.

The scale of this change should not be underestimated. Devolution is hugely significant, not only for Greater Manchester but also for TfGM in terms of our role, remit and responsibilities.

As an organisation, we are currently directly responsible for some 33 million passenger journeys per year on Metrolink and 20 million on supported bus services. We are also responsible for all 2,400 traffic signals in Greater Manchester, helping to manage 2.1 billion trips on the road network each year. We are expecting an extra 800,000 trips every day on our transport networks in future, we must therefore ensure we can build on our existing strengths and identify the new capabilities we require to be ready to take on our new responsibilities.
The future of bus services

Buses are vital to Greater Manchester’s economy and society. More people travel to work in Greater Manchester by bus than by all other means of public transport put together. As well as getting people to work, the bus connects communities across the whole city region; nearly 80 per cent of all public transport journeys in Greater Manchester are made by bus. However, bus patronage across Greater Manchester has broadly remained static over the past 15 years.

We want to deliver a better solution for customers and for the city-region; increasingly this will be within the context of the devolution agenda and the government’s forthcoming Bus Services Bill. This legislation will increase the options available to Greater Manchester and allow the opportunity for an elected mayor to consider options for new service models for bus services.

We will carry out a detailed review this year of the options for bus reform with a view to developing a business case that identifies viable proposals for service delivery in the future.

The future of rail stations

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

The Greater Manchester Agreement presents the opportunity for TfGM to explore greater devolution and control of rail stations across the area. This requires a step change in the current management set-up, which has historically lacked strategic oversight and tailored investment.

We will build the case for taking increased responsibility for investment in rail stations in Greater Manchester this year, as well as their management and operation, with a view to initial transfer taking place from 2018 onwards.

This will be driven by improved asset management, a focus on local investment and a better understanding of customers and their communities, based on robust evidence which will be regularly reviewed to ensure it is delivering effectively.
Future funding
Greater Manchester requires certainty around long-term transport resources in order to plan for the future in a coordinated, strategic way. This means moving away from stop-start and ring-fenced funding to a devolved and consolidated transport budget for the city region.

This would enable more coordinated long-term planning of transport schemes in line with housing, regeneration and other initiatives; the opportunity to maximise development opportunities and, ultimately, the ability to best support and generate Greater Manchester growth.

Future operating model
With a proven track record in managing complex, innovative transport programmes and large-scale investment, we have the confidence and the capacity to take on a funding model that allows us to plan strategically and invest accordingly.

We have therefore commenced a programme of organisational transformation that will develop the processes and capabilities we need to meet the demands of the post-devolution age.

We will scale up our governance processes and our capabilities, which are already strong, to ensure we remain competent and fit to run the much larger, customer-facing organisation that we will become.

We will also need to deliver culture change across the organisation, harnessing and expanding the expert knowledge that lies within our teams to embed commercialisation at the heart of everything we do, with the ultimate aim of driving revenue and improvements in the customer experience.

We anticipate devolution could bring about a portfolio of assets of a scale comparable with some FTSE 100 companies within the next 10 years.

As we build and renew more of our own infrastructure, we will see huge growth in our capital expenditure programme which, at more than £200 million per year, is already the biggest transport investment programme in the UK outside of London.

More than anything, as we make the step shift from managing travel by ‘mode’ to creating a single, unified transport network, we will need to transform our organisational culture and structure to reflect and support this.

We have already begun the process of creating ‘multi-modal’ teams to better support integration and harness expertise from across the organisation in delivering services. One example is our Incident Management Team (see page 36).

We will continue to create expert teams within TfGM where resources and expertise are co-located and can be shared and deployed flexibly across the organisation according to need, delivering greater efficiencies.

And we will ensure all our decision-making continues to be rigorously scrutinised via independent internal audit to ensure we are working to manage risk effectively and to maintain the highest standards of safety, quality and accountability.
Transforming our contract management and procurement

We strive to secure excellent value for money from the contracts we procure and manage, and we are constantly looking at ways to improve this for the benefit of our customers.

For example, we manage many subsidised bus services to provide connectivity for people in places where the market will not do so. We have used our expertise to drive greater efficiency in these contracts and protect vital services from cuts to funding.

TfGM has robust procurement and contract management processes, working to industry best practice standards to ensure money is spent wisely and effectively, and to deliver best value from public funds. As we embrace the opportunities of devolution we will need to further enhance our capability to act as an ‘intelligent client’ building on our current expertise.

We will continue to build on our capabilities and processes, adding relevant specialist skills sets that may be required as we grow post-devolution.

Transforming our asset management

TfGM is developing an asset management policy and capability worthy of a best-in-class transport organisation, in line with the ISO 55001 benchmark standard for good practice.

It will focus on the lifecycle management of assets, enabling us to plan maintenance and renewal expenditure more efficiently and align this more closely with our operations through shared systems and data.

It will also reflect our integrated system approach, ensuring management of our assets – many of which are shared by various modes of transport – is planned centrally to ensure maximum efficiency and minimal disruption across our network.

We will establish a central asset management function for the organisation this year which will deliver asset management strategy, plans and analysis across TfGM to enable and improve decision-making.

Our asset management will take a ‘whole system’ and ‘whole life’ approach, to ensure that the condition of assets will be maintained to achieve the optimum balance of best value and premium asset condition.
Transforming our project management

Growth in our capital expenditure programme will require an additional level of assurance for our stakeholders, ensuring we demonstrate that we are spending our resources efficiently on the work that is of the greatest value.

Our well-established project management expertise, underpinned by robust processes based on Prince-II methodology, has enabled us to deliver major capital expenditure projects on budget and on time over and over again. The Metrolink Airport line, for example, was completed a year ahead of schedule.

To build on this capability, we will explore whether setting up a dedicated Portfolio Management Office within TfGM would bring greater clarity and consistency to our project management by, for example, the development of reporting mechanisms on priority projects to senior executives, ensuring timely decision-making and interventions where necessary.

Transforming our people management

TfGM is developing a people strategy that will enable us to become a best-in-class Greater Manchester employer with the competence to deliver against our post-devolution commitments.

We will work co-operatively with our trade union partners to deliver this transformation over the next few years.

Our People Strategy has four main themes:

— Leadership and performance – building on our 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 have the right people with the right skills and knowledge in the right place at the right time

— 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 – where all our employees feel valued and respected by the organisation and can actively contribute to the organisation’s success

The wellbeing of our staff will continue to be a major priority for us, and this includes recognising the importance of mental health. Our new Occupational Health provider will implement a new employee assistance programme giving free access for our employees to a trained counsellor.

We will maintain our external accreditation with OHSAS 18001 in Health and Safety Management Systems.

Transforming our financial management processes

We already have best-in-class financial systems and processes, and we have developed a model that is scalable.

In 2015, of the 600-plus local authority organisations in England and Wales, we were the third to have our accounts signed off with a clean bill of health by our auditors, and we have been in the top five per cent for the past five years.

What we need to do now is to build capacity into our financial management systems, gearing up our financial modelling processes so we can provide the best possible financial support for the new TfGM revenue responsibilities that will be created following devolution.
Digital First and transforming our information systems

Putting passengers first and delivering the transformation of our transport information and ticketing systems will require major development of our Information Systems capabilities. This will help deliver our ‘Digital First’ approach.

As well as carrying out many more transactions online, we will also increasingly rely on sophisticated data systems to ensure our transport network functions at maximum capacity and effectiveness.

We recognise this requires a robust assurance framework to demonstrate to customers, insurers and other stakeholders that we have assessed and mitigated the risks from common internet-based and data-loss threats. We have already completed a full cyber-security and data loss prevention audit, and continue to further strengthen our defences.

We will work towards certification under the government’s Cyberessentials programme and implement additional information security measures.

We are among the first Greater Manchester public sector organisations to have implemented the PCI Data Security Standards (PCI DSS) certification, demonstrating we do everything possible to ensure the safety of customers’ credit and debit card data.

We now have PCI DSS for our mail order, telephone order and internet-based operations and will implement it this year for our ticket vending machines too.

Acquiring this certification will ensure TfGM has the security policies and ongoing processes to create secure payment solutions, and protect our customers from card fraud.

Our secondary data centre in Trafford Park is now operational – all the data we hold is copied to our secondary servers in real time, so our customers will be minimally affected by any breaches of business continuity at TfGM’s headquarters.

We work to Information Technology Infrastructure Library (ITIL) standards – these are a set of practices for IT service management that focus on aligning IT services with the needs of business.

This ensures that exacting, enforceable service level agreements on data security and other assurances are written into our contracts with suppliers. We work effectively with third parties to share and instil best data practices and to resolve and learn lessons from issues that arise.
Transforming our commercial focus

TfGM is exploring new ways to commercialise our assets in order to maximise revenues that can be reinvested into Greater Manchester transport.

We have identified a range of opportunities that have put us on course to deliver £2 million additional revenue in Project Year One. This will come from:

- building upon existing partnerships and entering into new ones with major commercial organisations across Greater Manchester to generate further revenue for our mutual benefit;
- engaging specialists to help us develop more expansive plans for our station redevelopments to increase revenues through, for example, additional floors for office and meeting space where practical;
- exploring ways to use our digital assets, including TfGM’s website and our tram and Metroshuttle Wi-Fi, to engage in new forms of advertising; and
- adding to our large format advertising sites, and coordinating with our contractor to target a selection of sites for digital upgrades.

We intend to build on our commercial capabilities, to ensure we are able to forecast which improvements will best drive revenue, with the aspiration to achieve £6.8 million in additional revenue by 2018.

We will continue to identify commercial opportunities to generate further income across four broad areas: adjusting and developing our existing assets; building on our existing capability and adding new capability to develop new service offerings; improving the efficiency of our existing operations and products; and the more strategic use of data and apps, social media and advertising.

Capital funding

Capital costs relate to investments in schemes that will bring long-term benefits, such as expanding the Metrolink network, building new interchanges or purchasing new trams. These are funded from various sources, including grants, loans and other third party funding.

The main source of new capital funding for transport in Greater Manchester comes from central government. In 2014, Greater Manchester was awarded £314 million funding from the Local Growth Deal for the period from 2015/16 to 2020/21 for major schemes (those costing more than £5 million each), and a further £15.2 million for small schemes.
**Capital Expenditure 2016/17**

Our projected capital expenditure in 2016/17 is as follows:

- **Growth and reform schemes**
- **Road schemes**
- **Bus priority schemes**
- **Other committed schemes**
- **Interchange schemes**
- **Metrolink schemes**

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**Revenue funding**

Revenue expenses are the costs of running day-to-day operations, such as subsidised bus services, concessionary travel and providing services for customers. Our main sources of revenue funding are:

- **Transport levy** – The majority of our revenue funding comes from a transport levy on the 10 Greater Manchester local authorities, collected through Greater Manchester Council Tax every year. For 2015/16 this was £132.9 million, working out at around £69 per resident.

- **Rail grant** – The £51 million Rail Grant in 2015/16 was received from the Department for Transport to fund the Northern Rail franchise. A small amount of the grant is retained for TfGM rail-related costs including directly supporting local rail services.

- **Reserves** – TfGM is using £3.6 million from reserves built up over time from activities including operating Metrolink. This reserve is ‘ring-fenced’ for funding the loans associated with developing Metrolink further.

- **Other grants** – A further vital source of revenue comes from funding competitions targeted at specific policy objectives, and we have become increasingly effective at bidding for these over the past few year. These include the Local Sustainable Transport Fund, Cycle City Ambition Grants, the Local Pinch Points Fund and the Green Bus Fund.

Working closely with the Greater Manchester Local Enterprise Partnerships, we will continue to put forward strong business cases for this type of funding, alongside additional Local Growth Deal resources.
Revenue expenditure in 2016/17

How we will use our revenue expenditure in 2016/17 is as follows:

— **Concessionary support** – £66 million
   This is the cost of providing free or subsidised travel to concessionary ticket and pass holders. It includes national schemes relating to free bus travel after 9.30am for older and disabled people, as well as local concessions relating to bus, Metrolink and rail.

— **Supported services** – £27.1 million
   This is our budget for providing socially necessary subsidised bus services where it is not viable for commercial companies to do so. We also provide school services, the cost of which is partly covered by the fares received.

— **Financing costs** – £9.4 million
   This is the cost of interest and repayments on loans which TfGM has taken out to fund capital schemes, including those in the Greater Manchester Transport Fund.

— **Accessible transport** – £4.9 million
   This is a grant to Greater Manchester Accessible Transport Ltd for the operation of our Ring & Ride service. We also provide taxi vouchers to customers not able to access other forms of transport.

— **Operating costs** – £32.3 million
   This is the cost of providing the services we deliver. It includes, for example: staff costs; the costs of operating and maintaining infrastructure, including Travelshops and bus station facilities; and the costs of operating the traffic signal network.
Delivering the Business Plan

TfGM has a clear strategic planning and performance framework that aligns our short, medium and long-term planning with our delivery and performance management activities.

This ensures there is a 'golden thread' that links this 2016-20 business plan to our 2040 vision and strategy on the one hand, and the delivery of our annual departmental, team and individual objectives on the other.

We will track operational activity and progress towards the Business Plan’s key objectives, embedding accountability for and oversight of its delivery at all levels of the organisation.

We will also keep the Business Plan under review to ensure it continues to align with our longer-term strategy and the wider Greater Manchester growth and devolution agenda as it continues to evolve over the period to 2020.

Further information

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