

GREATER MANCHESTER TRANSPORT STRATEGY 2040 PROGRESS REPORT (FEB 2017 - OCT 2018)



Part of our sustainable urban
mobility plan for the future

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Foreword

As chair of the TfGM Committee, which is the body responsible for monitoring the delivery of the Greater Manchester 2040 Transport Strategy, I'm delighted to introduce its first Progress Report.

This document provides an update on action taken, so far, to develop and deliver the transport schemes needed to create a cleaner, greener, more prosperous Greater Manchester for everyone to enjoy.

From transport interventions that have improved travel right across Greater Manchester - such as our safety and security programmes, and measures to help people access jobs and education - to those that have made a real difference in a particular community - including the Cross City Bus Priority Package and brand new interchanges - I hope that you will share in my delight at the huge amount of progress made over the past 18 months.

There is still a great deal of hard work to be done, however, if we are to address the significant environmental, social and economic challenges facing our city-region over the next 25 years.

I am confident that through continued co-operation - between the ten local authorities, the Greater Manchester Mayor, GMCA and TfGM - we will build on the excellent achievements described in this first Progress Report to achieve our vision: for Greater Manchester to have world class connections that support long-term, sustainable economic growth and access to opportunity for all.

Councillor Mark Aldred

Chair of the Transport for Greater Manchester Committee (TfGMC)

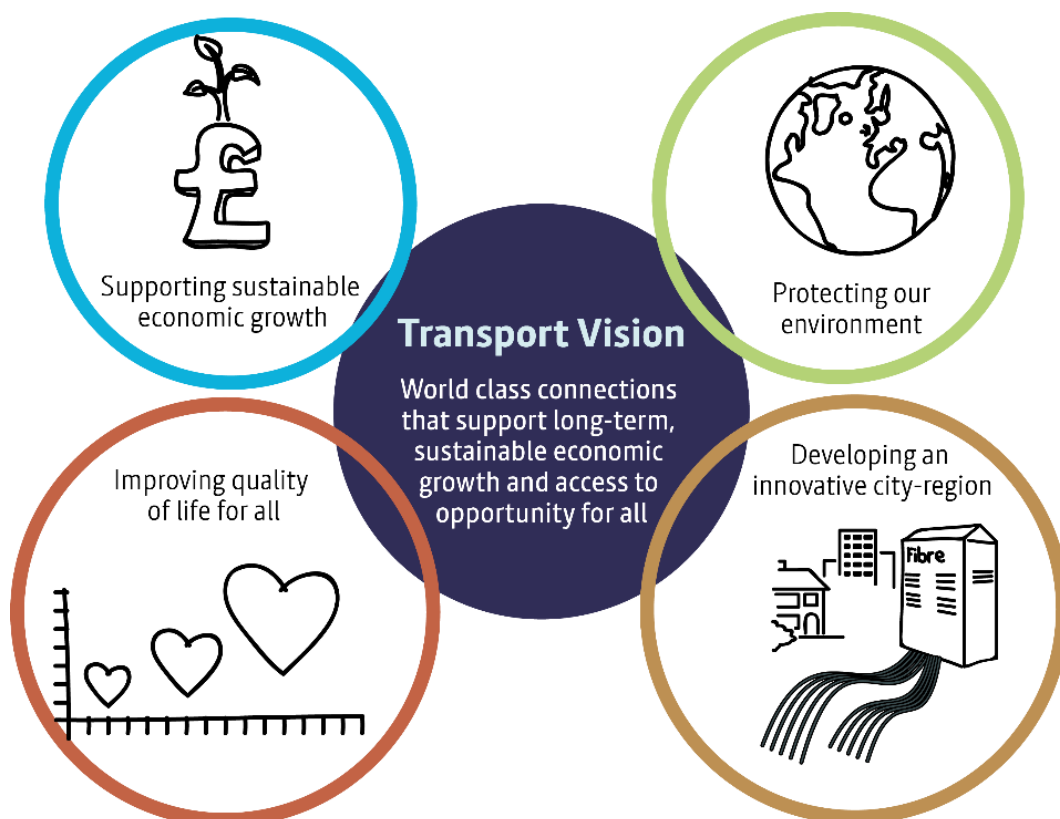
Chapter 1: Introduction

1. Greater Manchester is changing. In 2017, we published the Greater Manchester 2040 Transport Strategy which sets out our long-term approach to planning for the successful future movement of people and goods. The 2040 Transport Strategy aims to establish a fully integrated, high-capacity transport network, which will help to shape a successful, resilient city-region, ready to tackle the challenges and opportunities of the twenty-first century.
2. Over the next twenty years, Greater Manchester's transport network will need to support major growth in employment leading to a rapidly increasing population and an urgent need to build new homes. It is estimated that, by 2040, Greater Manchester's population will reach three million.
3. It is clear that, to support this growth, we will need to invest in infrastructure and ensure our transport networks are organised in a coherent, aligned and responsive way. We will also need to influence travel behaviour and provide accessible transport options so that Greater Manchester's residents and visitors can make smart and sustainable travel choices. This will enable us to tackle congestion, meet challenging air quality standards and targets, improve the quality of life of all residents and sustain and increase Greater Manchester's economic success.
4. The election of a new Greater Manchester Mayor in May 2017 has resulted in stronger local governance arrangements and a louder voice when it comes to making the case to Government for increased funding and powers. The Mayor, alongside the GMCA and the ten Greater Manchester local authorities, oversees the continued development of the Greater Manchester 2040 Transport Strategy and is well placed to ensure that it is linked with ongoing work - on the Greater Manchester Spatial Framework (GMSF) - to provide enough land for new jobs and homes across the city-region.
5. In April 2017, the Bus Services Act became law, giving Mayoral authorities like Greater Manchester powers to improve bus services by reforming the current bus market. Work is ongoing to assess options for reform, following the Mayor's manifesto commitment to use these powers to make local bus services affordable, reliable and accessible.
6. Alongside work on the GMSF and bus reform, Greater Manchester has continued to address major national and local policy agendas, including: clean air, national and local industrial strategies, High Speed 2 and Northern Powerhouse Rail.
7. Significant new funding has recently been secured for transport in Greater Manchester, including £243m on a devolved capita basis to invest on strategic transport priorities. This came from a £1.7bn Transforming Cities Fund, which was made available in March 2018.
8. A major infrastructure programme has continued to be delivered in Greater Manchester. Projects which have recently been completed include the Cross City Bus Priority Package, Bolton Interchange, the Ordsall Chord and the A6 to Manchester Airport Relief Road.

9. The delivery of the 2040 Transport Strategy's vision - ***'World class connections that support long-term, successful economic growth and access to opportunity for all'*** - is supported through a series of five-year Delivery Plans.
10. The Delivery Plan is reviewed and refreshed on a regular basis to ensure that, alongside our partners, we are continuing to develop and deliver the right transport schemes to support the city-region's priorities. We will publish the second of these Delivery Plans in early 2019.

Scope of the Document

11. This document - our first Progress Report - will provide an update on progress made in developing and delivering the schemes identified in Delivery Plan 1, covering the period 2016/17-2021/22.
12. This Progress Report will also:
 - Consider changes in the external environment, especially in terms of governance arrangements;
 - Examine the funding which has been made available to support the delivery of policies set out in the 2040 Transport Strategy;
 - Measure Key Performance Indicators (KPIs) against the 2015/16 baseline position and identify potential new KPIs; and
 - Outline the scope of our second Delivery Plan.



Chapter 2: Our Current Transport Priorities

A new elected Mayor for Greater Manchester

13. Changes in the way Greater Manchester is governed have enabled TfGM - on behalf of the GMCA and the Greater Manchester Local Enterprise Partnership (GMLEP) - to take a long-term strategic view of the city-region's needs, and to deliver a transport network that maximises economic and social benefits for people living, working and doing business across the conurbation.
14. The increased ability to determine investment and policy priorities at a city-region level was secured in 2014, when the Chancellor and local authority leaders agreed to devolve powers and some funding from central Government to Greater Manchester. It was agreed that the city-region should have its own directly elected Mayor, with powers to oversee the further development of the 2040 Transport Strategy (our fourth Local Transport Plan), alongside responsibility for housing, planning and policing. Further powers – relating to health and social care and business growth – have been devolved to the GMCA. Following the appointment of an interim mayor in 2015, Andy Burnham was elected as Mayor of Greater Manchester, and appointed Chair of the GMCA, in May 2017.
15. The Mayor's broad agenda is set out in the refreshed Greater Manchester Strategy (GMS) launched in autumn 2017. The Strategy prioritises tackling climate change; creating a thriving economy and supporting 'world class connectivity that keeps Greater Manchester moving'. In this document, the Mayor makes clear his commitment to a transport system which will improve quality of life for all by being integrated, affordable and reliable, reducing congestion and improving air quality.
16. To help Greater Manchester become one of the leading green city-regions in Europe, the Mayor called a landmark Green Summit in March 2018. This resulted in the Springboard to a Green City Region action plan which emphasises the importance of the switch to low carbon mobility. This will require: increasing electric vehicle use, establishing 'zero emissions' public transport fleets and increasing public transport use and active travel. The increased electricity demand created by electric buses and cars will need to be met through low carbon and renewable energy generation.
17. In 2017, the Greater Manchester Mayor appointed the UK's first ever Cycling and Walking Commissioner. In the same year the Commissioner launched his first report, Made to Move, and it is TfGM's role to work (in partnership with others) to deliver the document's 15 steps to embed a culture of active travel. Made to Move has an overall goal of doubling, and then doubling again, the number



of cycling trips made in Greater Manchester, and of making walking the natural choice for as many short trips as possible.

Cycling and Walking Infrastructure Proposal

18. In June 2018, the Cycling and Walking Commissioner - in collaboration with Greater Manchester's ten local authorities, local cycling, walking and community groups and TfGM - published proposals for city-region-wide walking and cycling infrastructure to create more than 1,000 miles of routes, including 75 miles of Dutch-style segregated bike lanes. Once built, the network will better connect every community in Greater Manchester, benefitting 2.7m people and making cycling and walking a real alternative to the car.



Congestion Deal

19. Making active and sustainable modes of transport a real alternative to the car is especially important following the publication of the Greater Manchester Congestion Deal (in March 2018). The Deal forms a response to the Greater Manchester Mayor's Congestion Conversation, which took place in 2017. The Conversation asked members of the public how congestion affects them, and what they thought the priorities for tackling it should be. Following this, the Congestion Deal was developed to enable transport bodies, local authorities, businesses and individuals to work together to address the problems created by congestion across Greater Manchester. The Congestion Deal introduces measures to improve the management of the transport network, to give people more choice about when and how they travel and to make better use of existing road space to provide more capacity for moving people and goods. This Annual Progress Report contains details of our progress in delivering a number of the early measures in the Deal.

Greater Manchester Spatial Framework

20. The Greater Manchester Spatial Framework (GMSF) is a plan to establish the amount and location of land needed to accommodate the new jobs and homes needed across our city-region until 2035. This growth will lead to increased demand for transport and this will have to be carefully managed to avoid congested highways and overcrowded public transport.
21. TfGM has been working closely with the GMCA to develop a transport evidence base and supporting transport delivery plan to ensure that the GMSF and Greater Manchester 2040 Transport Strategy - including the measures in the 2040 Transport Strategy Delivery Plan (2020-2025) - are fully aligned. This has been achieved by reaching agreement on the most significant challenges and identifying the best solutions for different types of journey: within neighbourhoods, around the wider city region, to and from the Regional Centre and between cities.

Clean Air Plan

22. In April 2015, ClientEarth (an environmental law organisation) won a Supreme Court ruling against the UK Government which ordered ministers to come up with a plan to bring air pollution within legal limits as soon as possible. ClientEarth took the government back to the High Court in a Judicial Review in 2016 and the High Court ruled that the Government's 2015 Air Quality Plan failed to comply with the Supreme Court ruling or relevant EU Directives.
23. The UK Plan for tackling roadside nitrogen dioxide (NO₂) concentrations (the 'National Plan') (DEFRA, July 2017) identified 29 local authorities, including seven in Greater Manchester with areas likely to exceed the statutory NO₂ annual mean EU Limit Value of 40 µg/m³ (the EU Limit Value) beyond 2020. In March 2018, 33 more local authorities were defined as having 'shorter-term NO₂ problems' - including Oldham in Greater Manchester.
24. Government guidance from the Joint Air Quality Unit (JAQU) sets out a process for these local authorities to follow to develop plans to deliver compliance with the EU Limit Value in the 'shortest possible time'.
25. Working closely with the local authorities, TfGM has been coordinating the development of the Greater Manchester Clean Air Plan on behalf of the GMCA and the ten local authorities. The purpose of taking a Greater Manchester-wide approach was to avoid introducing measures in one part of the conurbation that simply displace NO₂ concentrations to other locations, and to ensure that (as far as possible) the eventual Greater Manchester Clean Air Plan complements other Greater Manchester-wide strategies including the existing Greater Manchester Air Quality Action Plan and Greater Manchester Low Emission Strategy.
26. Government guidance positions charge-based Clean Air Zones as the standard measure for achieving legal compliance. Greater Manchester will consider this as the Plan is developed, alongside measures such as the retrofitting or upgrading of the public transport fleet as well as promoting the uptake of electric vehicles and supporting charging infrastructure.

Greater Manchester Local Industrial Strategy

27. Further proposals to boost growth across the city-region will be set out in the Greater Manchester Local Industrial Strategy (GM LIS). When published, the GM LIS will contain interventions that deliver the aims and grand challenges set out in the UK's national Industrial Strategy. Together with increased productivity and economic growth the Strategy also aims to: lower nitrogen dioxide levels and carbon emissions; improve people's health and safety; improve their access to jobs and services and employers' access to skills. All of this can be aligned to our work in improving Greater Manchester's transport networks. Work to develop several proposed 'missions', as part of the Future of Mobility Grand Challenge, is underway. The overall aim is to create a more efficient and integrated transport system in Greater Manchester, capable of playing a leading role in contributing to the delivery of national priorities.

Bus Reform

- 28. The Bus Services Act (2017) provides Mayoral authorities, including Greater Manchester, with new powers to improve bus services. These powers have the potential to create significant benefits for Greater Manchester residents, enabling greater local control over routes, frequencies, timetables, fares and quality standards for all of Greater Manchester's buses.
- 29. On behalf of Greater Manchester Combined Authority (GMCA), TfGM is currently preparing an assessment of a proposed bus franchising scheme for Greater Manchester. The 'Vision for Bus' has been developed into more detailed objectives and, as well as developing a model of franchising, has seen engagement with bus operators in Greater Manchester on what might be achieved through a partnership approach.

Rail Station Devolution

- 30. Following the devolution agreement secured by GMCA in November 2014, TfGM submitted the Case for Change: GMCA Stations Transfer proposal to Government. The document recommended the full transfer of responsibility for rail stations in Greater Manchester from Government to GMCA over a long time period and set out the major benefits that this could deliver. This included sustainable economic growth, improved customer experience and more efficient asset management.
- 31. In December 2017 the Secretary of State for Transport wrote to the Mayor confirming that he had considered Greater Manchester's proposal and, although he shared our ambition for better, more accessible stations, he had concerns that separating control of stations from the rail industry had potential to create difficulties.
- 32. TfGM will now work in partnership with Network Rail and the train operators to try to deliver the same benefits that the Case for Change would have helped provide for customers and communities.

High Speed 2 and Northern Powerhouse Rail Growth Strategies

- 33. Between 2026 and 2035, the Greater Manchester transport network will be transformed by the arrival of HS2 at Manchester Piccadilly, Manchester Airport, Wigan and Stockport. New high-speed services on the HS2 network will better connect Manchester to Birmingham and London, and free up capacity on the existing rail network.
- 34. Northern Powerhouse Rail (NPR) involves significantly upgrading railway lines between major northern cities. It will place Greater Manchester at the heart of a new high-speed rail network for the North, boosting the region's economic growth while improving capacity, journey times and service frequencies and enhancing links with Liverpool, Leeds, Newcastle, Sheffield and Hull.

35. GMCA, supported by TfGM, has developed an HS2 and NPR Growth Strategy for Manchester Piccadilly and Manchester Airport. It prioritises:
- Station design and infrastructure requirements;
 - Wider connectivity to ensure that the benefits are shared beyond the immediate station vicinity;
 - Regeneration around the stations; and
 - People, skills and employability.
36. The HS2 and NPR Growth Strategy for Manchester Piccadilly and Manchester Airport can be found here: <https://www.tfgm.com/press-release/hs2-npr-growth-strategy>

Transport for the North

37. Transport for the North (TfN) became the UK's first sub-regional statutory transport body - with legal powers and duties - in April 2018. TfN's draft Strategic Transport Plan (STP) was published earlier in the year. It sets out a vision for 'a thriving North of England, where modern transport connections drive economic growth and support an excellent quality of life'. It includes pan-Northern objectives which comprise improvements in the North's: economic performance, transport system efficiency, reliability and resilience; access to opportunities and the built and natural environment.
38. To date, two strategic studies outlined in the STP, with direct relevance to Greater Manchester, have been advanced: the Manchester North West Quadrant Study and the Trans Pennine Tunnel Strategic Study.
39. Whilst the M60 around Manchester fulfils a similar role to the M25 around London, no part of it is further than five miles from Manchester city centre and it is therefore also an integral part of Greater Manchester's local road network. The North-West Quadrant of the M60 between junctions 8 and 18 contains some of the busiest stretches of road outside the M25. The Manchester North-West Quadrant study is considering potential improvements to transport infrastructure in this area, to provide travellers with better options for both local and long-distance journeys, thereby supporting economic growth and addressing issues such as poor journey time reliability, congestion and air quality. To date, the study (which is being undertaken jointly by Highways England, TfGM and TfN) indicates that there is a strong case for these infrastructure improvements to be made. Work is now ongoing to develop and appraise a multi-modal package of interventions which can be taken forward through future investment programmes by Highways England, GM authorities and other partners.
40. The journey time between two of the North's major cities, Manchester and Sheffield (which are less than forty miles apart) is the worst per-mile journey time for any UK city pair. Average speeds are regularly below 30 miles per hour. The Trans Pennine Tunnel study has been investigating the feasibility, cost and benefits of constructing a direct, all-weather road between Greater Manchester and Sheffield City Region which would improve journey times and network resilience. Initial stages of the study indicated that constructing a road tunnel under the Peak District was feasible in engineering terms. Work is continuing to consider the scope of such a tunnel and supporting interventions,

and to better quantify the costs and benefits arising from them. This current work, which is being led by Highways England and TfN, is expected to be completed around the end of 2018, at which point a report will be submitted to the Department for Transport.

41. TfN's STP will be refined in light of comments made during the consultation period, before being formally adopted in 2019. The STP will be reviewed in 2020, and every five years thereafter. TfGM will continue to work to ensure that the STP remains aligned with Greater Manchester's strategic priorities, as set out in the 2040 Transport Strategy and the five-year Delivery Plans.



Chapter 3: Delivery Programmes & Funding

Infrastructure Programme

- 43. Greater Manchester continues to be heavily reliant on Government grant funding to deliver capital infrastructure schemes despite a move towards more devolved funding. Greater Manchester has been successful in securing Government funding however, due to its good record on delivering schemes.
- 44. Greater Manchester is reviewing scope to agree a further multi-year financial settlement with Government that would give greater certainty and enable us to develop a future pipeline of schemes.
- 45. Table 1 summarises the GMCA's Capital Programme for the period to 2020/21.

Local Growth Fund (LGF)

- 46. The Greater Manchester City Deal was signed in 2014. The Government has since been negotiating a Growth Deal with every LEP in the UK, enabling them to bid a share of this £12bn fund, targeted at local growth priorities. Following a competitive bid processes in 2012 and 2014 Greater Manchester was awarded c.£350m for major transport schemes (those costing more than £5m) and nearly £50m for minor works (those schemes costing less than £5m) for the period 2015/16 to 2020/21. These schemes are now at various stages of delivery.
- 47. In April 2016, a further round of LGF bidding was announced (for the remaining £4.275bn). Greater Manchester was awarded £40m which was combined with £7m awarded from the first round of the National Productivity Investment Fund (NPIF) (aimed at improving productivity). A further £8.5m of NPIF funding was secured in 2017.
- 48. In 2015, Greater Manchester was successful in its bid for phase 2 of the Cycle City Ambition Grant for a further £22m to fund schemes in the Cycle City Programme.
- 49. Greater Manchester was also awarded funding for scheme development of the Metrolink Western Loop in 2016.

Transforming Cities Fund (TCF)

- 50. In March 2018 a £1.7bn Transforming Cities Fund (TCF) was made available from the Government's £31bn NPIF pot. The first £840m of the fund was allocated to the six Mayoral Combined Authorities empowered to deliver schemes that will make commuter journeys faster, better and safer.
- 51. Greater Manchester was allocated £243m on a devolved per capita basis to invest on strategic transport priorities. This funding will provide 27 additional Metrolink trams to increase capacity across the network and will deliver £160m walking and cycling infrastructure to help meet the ambition set out in Made to Move.

Clean Bus Technology Fund

- 52. In February 2018, Greater Manchester, was awarded £3m from the national Clean Bus Technology Fund to help reduce harmful emissions from the region's bus fleet. In

Greater Manchester the funding will be used to allow bus operators to retrofit vehicles with technology to reduce tailpipe emissions of nitrogen dioxide (NO₂) and contribute to better air quality.

Greater Manchester Local Full Fibre programme.

53. In March 2018 GMCA successfully secured £23.8m from the Department for Digital, Culture, Media and Sport (DCMS) to deliver full fibre broadband to 1,500 public sector sites across Greater Manchester including local authority buildings, the Fire and Rescue Service and NHS Clinical Commissioning Groups.
54. The aim is to increase full fibre coverage across Greater Manchester from 2% to 25% by the end of 2020. Uses of full-fibre broadband in the public sector would deliver service solutions that are currently not possible, for example, hospitals sharing high-definition images with GP surgeries to aid diagnosis. It could also stimulate private sector investment in full-fibre across Greater Manchester, particularly as fibre will underpin 5G rollout and the city-region's overall Digital Strategy and vision of becoming a world-leading digital city-region.

Housing Infrastructure Fund (HIF)

55. In March 2018 the Greater Manchester Housing Package included commitment from Government to progress key Housing Infrastructure Fund (HIF) bids through to co-development stage. These HIF bids included the development of transport infrastructure schemes that will aid the delivery of new housing in Wigan/Bolton, Manchester/Salford and Stockport/Cheshire East.



Table 1: GMCA's Capital Programme for the period to 2020/21.

	Actual 2016/17 £'000	Actual 2017/18 £'000	Forecast 2018/19 £'000	Forecast 2019/20 £'000	Forecast 2020/21 £'000
Greater Manchester Transport Fund Capital Programme	63,520	22,892	16,575	50,483	56,517
Road Schemes:					
A6 MARR/SEMMMS	51,149	48,377	25,315	4,130	8,810
Stockport Town Centre Access Plan (DfT retained scheme)	16,288	14,202	14,119	8,725	3,355
Other Metrolink Schemes:					
Trafford Park Line	39,255	76,313	74,455	67,738	35,406
Sub-total	170,212	161,784	130,464	131,076	104,088
Other Committed Capital Schemes:					
Wythenshawe Interchange	36	256			
Transforming Cities			28,778	96,901	75,425
Cycle Safety			120	1,200	222
Early Measures Fund			468	2,516	
Other	3,832	1,075	3,148	451	
Local Sustainable Transport Fund	1,367				
Cycle City Ambition Grant 1	434				
Cycle City Ambition Grant 2	1,829	2,956	8,839	4,536	2,998
Sub-total	7,498	4,287	41,353	105,604	78,645
Minor Works Funding (Integrated Transport Block and Growth Deal 1& 2)	6,357	7,862	12,492	13,662	6,291
Growth Deal Major Schemes & GD3	12,262	19,473	37,162	75,176	108,038
Traffic Signals (Externally Funded)	2,777	1,978	2,500	2,500	2,500
Highways Maintenance		29,272	34,577	27,200	27,200
Transport for the North		1,999			
Sub-total	21,396	60,584	86,731	118,538	141,529
Total Capital -Transport	199,106	226,655	258,548	355,218	324,262

Highways England Programme

56. A long-term programme for England's motorways and trunk roads is outlined in the first Road Investment Strategy (RIS1) which covers the period 2015-2020.
57. A first set of route strategies were published in April 2015 by Highways England (HE) to inform RIS1 which includes nine major schemes in Greater Manchester (and another on

the boundary with Cheshire East). In its High Speed North report in March 2016 the National Infrastructure Commission recommended that a number of RIS1 schemes should go ahead sooner than planned. These recommendations were accepted by Government. Since 2016, however, there have been further adjustments to the timetable for the RIS1 schemes. An updated RIS delivery plan was published in October 2017.

58. HE has made an Initial Report to Government on its requirements for RIS2. Consultation on the Strategic Road Network Initial Report, which sets out HE's assessment of the current state of the SRN, potential future needs, and Government's proposed priorities, was undertaken in January 2018. RIS2 will be finalised in 2019 and it is proposed that it will deliver a balanced programme of small and medium schemes alongside transformational investments.
59. HE currently controls five Designated Funds across environment; cycling, safety and integration; innovation; air quality, and growth and housing. They are intended to support activity beyond HE's 'business as usual', for example through improving the surroundings of the SRN.
60. Greater Manchester has benefitted from just under £1m from the Designated Funds in the last financial year provided to our local authorities. Examples of schemes supported include:
 - £558,000 for a water outfall adjacent to the M62 in Salford
 - £118,500 to Manchester for a safety scheme at M60 J6
 - £111,800 for a biodiversity scheme in the Rochdale Canal SSSI in Oldham
 - £21,700 for a wildflower corridor adjacent to the M67 in Tameside.
61. Smart Motorways - which use an increasingly sophisticated technology-driven techniques, including variable speed limits, 'all lane running' and variable message signing – to smooth traffic flows, increase capacity and reduce delays have been rolled out on key sections of the M60, M62, M6 and M56. In late 2018, Highways England will report on the performance of the M60 Smart Motorway throughout the first few months of its existence. There are early indications that journey times have been significantly reduced.
62. The A556 Link Road opened in 2017 providing a major trunk road in north Cheshire and south Manchester, between the M6 junction 19 near Tabley/Knutsford and the M56 Junction 7 near Bowdon.
63. Some £2.9m of Designated Funds expenditure is planned in Greater Manchester during the current financial year, largely on cycling schemes.
64. Detailed information on work led by Highways England, between 2017 and 2018, can be found here: <https://www.gov.uk/government/publications/highways-england-delivery-plan-2017-to-2018>

Network Rail Capital Programme

65. During Network Rail's current Control Period, CP5 (2014 to 2019) it was originally planned that a number of schemes focussing on Electrification and the Northern Hub programme would be completed in Greater Manchester.
66. However as a result of the Hendy Review (2016) elements of the Electrification programme and the Northern Hub programme have been delayed or deferred. In particular the following schemes are subject to further assessment and delay:
- Castlefield corridor upgrade including Oxford Road Station re-modelling and Piccadilly Station Platforms 15 and 16;
 - Trans Pennine Route Upgrade;
 - Electrification between Lostock and Wigan; and
 - Electrification between Manchester Victoria and Stalybridge.
67. There is a pressing need for Network Rail to give Greater Manchester certainty on the delivery of these rail schemes. TfGM will continue to work with Network Rail and TfN/Rail North to resolve these issues.
68. Network Rail's five-year Control Period funding and planning will change under CP6 (2019 to 2024). The Network Rail Strategic Business Plan for this period will only cover maintenance and renewals, with infrastructure enhancements being assessed separately by DfT on a case-by-case basis within available public sector funding.
69. To support this DfT, in March 2018, published the first Rail Networks Enhancements Pipeline, which details the submission process for enhancement schemes. TfGM is working closely with TfN/Rail North and Network Rail to develop detailed rail enhancement projects that can be submitted under this new process, building upon the ongoing TfGM-led Quadrant Rail Studies.

Rail Franchises

70. The TransPennine and Northern franchises awarded in April 2016 committed to implementing improvements that would benefit Greater Manchester. They are all due to be in place by December 2019 at the latest. These are as follows:

TransPennine

- 66% increase in peak capacity;
- Improved Sunday services and longer hours of weekday operation;
- More tickets that can be used on train and bus, tram and light rail;
- New vehicles and existing trains refurbished;
- Free Wi-Fi at all TransPennine stations and on all trains.

Northern

- 37% increase in peak capacity;
 - 2,000 more trains per week (a 12% increase);
 - Vastly improved Sunday service and better start and end of weekdays;
 - New through services across cities (e.g. Bradford-Leeds-Nottingham, Macclesfield-Blackpool, Bradford-Manchester Airport/Liverpool)
 - 45 unmanned stations re-staffed;
 - New vehicles, existing trains refurbished and Pacer units replaced by October 2019.
71. To date - and due, in part, to late infrastructure delivery by Network Rail - many of the promised enhancements have not been delivered by the train operating companies to their previously advertised timescales. Recent rail disruptions have had a significant impact on customers, and on the 2040 Transport Strategy's aspirations for a more sustainable and integrated transport system. External issues, such as late completion of infrastructure upgrades, and late transfer of rolling stock from Scotrail and Great Western, and internal issues which operators failed to resolve in a swift manner, such as RMT guard disputes and delayed driver training, resulted in the introduction of an emergency timetable from early June until driver training and timetable analysis can be fully completed by Northern.

Revenue Funding

72. The TfGM revenue budget for 2018/19, outlined in the TfGM Business Plan 2018-21¹ was approved by the GMCA in January 2018. TfGM, on behalf of the GMCA, funds concessionary fares for children, elderly and disabled people. It also subsidises parts of the bus network that operators consider insufficiently profitable (especially in the evenings and on Sundays) but that are essential to connect people with work and other local services. TfGM funds and manages the delivery of the Ring and Ride accessible transport service, which provides door-to-door, demand responsive transport to Greater Manchester residents who find it difficult to use conventional public transport due to disability or limited mobility. Additionally, TfGM supplies flexible transport services under the Local Link brand for journeys in areas where fixed route public transport services are limited.
73. Operational costs are the overheads for providing the services TfGM deliver, such as: staff costs; operating and maintaining infrastructure and the traffic signal network. Financing costs include repayment on loans that have been taken out by TfGM (or on finance costs recharged by GMCA) to deliver major transport capital programmes.

¹ TfGM Business Plan 2018-21, pages 30-33

Chapter 4: Greater Manchester-wide Schemes

Safety and Security Programmes

74. TfGM has been working closely with bus operators, the Metrolink operator (KeolisAmey Metrolink), Greater Manchester Police and others within the TravelSafe Partnership to address crime and anti-social behaviour on the city-region's transport networks.
75. TravelSafe Officers, Customer Service Representatives and TfGM security staff are all now equipped with body-worn cameras. A greater number of Police Community Support Officers (PCSOs) and police officers have been recruited to the TravelSafe Unit, and the TfGM control centre has been expanded to a 24-hour operation. Since July 2017 KAM has introduced 900 hours per week of additional security support on to the Metrolink network. TfGM has applied for the necessary powers to issue civil injunctions against persistent trouble makers. This measure has gained the support of the Home Secretary and is now awaiting parliamentary approval.
76. We continue to work in partnership with local authorities, Greater Manchester Police and other road safety stakeholders to deliver road safety campaigns and physical measures to improve the safety of the Greater Manchester's road network. A recent pedestrian safety campaign for 10 to 14-year-olds, Heads Up, used Instagram, YouTube and Facebook to reach its audience.

Integrated Fares and Ticketing System

77. TfGM is working in partnership with TfN, transport operators and DfT to deliver a scheme that will make it easier for passengers to travel seamlessly (using their preferred payment method) while feeling confident that they have paid the best value fare for their journey. Pan-Northern smart cards for rail will be rolled out in December 2018, and account-based ticketing via contactless payments will be possible in 2019.
78. A new zonal fares system has been subject to consultation, and will be introduced on Metrolink in early 2019. It will be easier to understand than the current system, and will offer simpler, more flexible fares to make using Metrolink more convenient and better value for money. It will also help to pave the way for a more integrated ticketing system across Greater Manchester.

Travel Choices Programmes

79. In the 2017/18 financial year, 87 organisations joined Greater Manchester's business travel network. 714 businesses are now members of the network, and 321 of these have travel action plans in place. TfGM Travel Advisors have worked closely with local authorities' economic development units, and their public health teams. Some examples of this partnership working include:
 - Organisations relocating;

- Delivering a bespoke package of Travel Choices to support Wigan Metropolitan Borough Council, the Stockport Town Centre Access Plan and the Oldham Town Centre Growth Fund package;
 - Incorporating travel choices measures into Bury Metropolitan Borough Council's framework for care providers, to help tackle recruitment shortages.
80. The following provides a summary of some of the key elements of the Travel Choices Programme.

Access to Employment

81. Jobseekers and apprentices continue to take up the offer of free and discounted tickets and reconditioned bikes. During 2017/18, 12,776 discounted tickets and 359 reconditioned bikes were issued to jobseekers. An awareness raising campaign of the apprentice offer generated increased interest and the number of registered providers increased from 43 to 77. In 2017/18, we issued 348 discounted tickets and 99 reconditioned bikes to apprentices.

Travel Choices Schools Programme

82. A schools pilot to increase active and sustainable travel to school concentrating on the transition of Year 6 primary school pupils to Year 7 at secondary school was undertaken at Werneth High School and four feeder primary schools in Stockport. The project will help to inform further work, with schools, being planned for 2018/19 and beyond.

Active Travel

83. We continue to deliver active travel initiatives in partnership with local authorities, schools, colleges and other stakeholders, through programmes of business support; community engagement; information, events and marketing; cycle parking; and cycle training. Examples include:
- The Bikes for Business scheme loans bikes to businesses in order to encourage and enable cycling. There are 75 regular bikes and 22 electric bikes in the fleet and these can be used by staff for commuting, business trips and leisure. In 2017/8 24 workplaces participated in the scheme and 130 bike loans took place;
 - Partnering with national walking charity Walking for Health to pilot the Every Step Counts project, which included lunchtime walks, with 12 workplaces in Greater Manchester.
 - TfGM continue to work in partnership with Sustrans to deliver the Cycle Schools and Colleges project, with five secondary schools and five colleges. We also continued to work with Living Streets to deliver two Walk to School projects with 136 primary schools across the city-region;
 - Women on Wheels grants were awarded to 12 community groups for activity in February and March 2018. This was part of a wider #RideWithUsGM campaign that took place over this period; and

- TfGM and British Cycling partnered for a fourth and final year to deliver activity across Greater Manchester. In total 730 rides took place throughout the year with over 4,300 participants.

Cycle Parking and Training

84. In 2017/8 over 1,000 new cycle parking spaces were provided, including four new cycle hubs at East Didsbury, Bolton Interchange, Hollinwood and Oldham.
85. As part of the CCAG 2, grants of up to £10,000 were offered to charities and not-for-profit organisations to install high-quality cycle parking. Eight schemes were approved with installation taking place throughout the year. The scheme was later extended to Leisure Trusts with a further three schemes being taken forward.
86. Salford City Council and TfGM are piloting a residential cycle parking scheme. This involves the purchase of 12 bike hangars, lockable, secure units that contain cycle stands and can hold up to six bicycles. They provide shelter from the weather, security from theft, and take up about the same amount of space on the street as a car parking space. They are operated via a membership scheme that opened in June 2018.
87. Between 2017 and 2018, TfGM has delivered 3,445 cycle training sessions, including 1,748 group skills sessions and 880 maintenance courses.

Innovation Project Updates



88. Greater Manchester has identified ten innovation priorities that aim to 'Establish a programme of smart and innovative transport solutions that: are fit for the future, improve residents' mobility choices in Greater Manchester and help to deliver a cleaner transport system.' Due to the dynamic nature of innovation projects, these priorities will be refreshed every year to support project legacies and build on policy areas that are most pressing at the time.
89. To ensure the work we are involved in is relevant and to an international standard we work with a rich portfolio of international associations and collaborating project partners by speaking at conferences and taking part in plenary sessions.
90. In the past year we have continued working on projects already allocated to TfGM through a competitive funding process while also developing new partnerships and writing proposals for new ideas.
91. The following is a list of ongoing projects (commenced before 2017). In Table 2 is a summary of new projects that were started in 2018.
- RESOLVE: Supports sustainable mobility and the transition to a low-carbon retailing economy. To engage with the regional centre retail sector on low carbon transport and monitor impacts.
 - REFORM: Supports the implementation and deployment of Sustainable Urban Mobility Plans (SUMP) as an instrument for shifting mobility towards low-carbon.
 - CityVerve: A £16m project part-funded by InnovateUK under the Internet of Things Programme for Smart Cities.
 - UPBEAT: Involves the development of an app that tracks user movements and nudges users to choose sustainable transport modes.



Table 2: New Projects (commenced in 2018)

Project Name	Description	New funding secured
iMove	Accelerates the deployment of MaaS schemes in Europe.	£144,553
Maas4EU	End-to-End approach for Mobility-as-a-Service offering tools, models, frameworks and evidence for seamless mobility.	£189,869
Handshake	Cycling Innovation project: entails exchanging best practice and learning on cycling innovation.	£251,416
SPACE	Shared Personalised Autonomous Connected Vehicles - sharing knowledge and data to put public transport at the heart of developments related to autonomous vehicles.	£10,000
PROSFET	Promoting Sustainable Freight Transport in Urban Contexts - project aims to support local authority planning needs with regards to urban/city logistics activities.	£7,964
LEVITATE	Aims to forecast the impacts of Connected and Autonomous Transport Systems on urban areas.	£43,416
Synergy	Testing autonomous vehicles for serving Manchester Airport on the A6MARR with a focus on creating a policy framework.	£313,067
CitySpire	Aims to use a larger volume of better quality data relating to people movement to influence behaviour change for the uptake of sustainable transport modes.	£122,764

Studies and Scheme Development

92. In Delivery Plan 1 we also set out a summary list of studies and scheme development by each of the 2040 spatial themes. Progress on these studies and scheme development activities has been ongoing over the last year.
93. We have also undertaken additional studies and scheme development activity over this period that are informing how we invest in transport and support the vision set out in the 2040 Transport Strategy. We will provide further details on the Studies and Scheme development activities in our second Delivery Plan.

Chapter 5: Progress on Delivery Plan 1 Schemes

94. The following is a summary of key projects that have been completed or which have seen significant progress since the publication of Delivery Plan 1.

Case Studies

Cross City Bus Priority Package & Wilmslow Road/Oxford Road Cycle Scheme

95. This multi-modal package of investment was a £122m programme to deliver quicker and more reliable bus journeys across the city-region by improving infrastructure, along with significantly improved walking and cycling facilities. Completed in September 2017 it included new and improved bus links through the city centre and across 25 miles of the network, the Leigh guided busway, bus priority measures and a completely overhauled Oxford Road.



96. The new look Oxford Road was delivered in partnership with Manchester City Council, the University of Manchester, Manchester Metropolitan University, the Royal Northern College of Music, Central Manchester Hospitals and local businesses. The improvement works included Dutch-style segregated cycles lanes, new bus facilities, improved pedestrian spaces and better public transport links. The Oxford Road corridor is now a benchmark for highway design in Greater Manchester. Oxford Road is now quieter and cleaner, safer for pedestrians and cyclists. The new environmentally sustainable boulevard complements the University's Campus Masterplan, a major investment in new world-class facilities across the University estate.
97. More than one million cycle journeys had been made by November 2017 on the Oxford Road Cycleway since recording began in September 2016. In the same month the digital cycle counters outside Manchester Royal Infirmary recorded over 5,000 two-way cycle journeys on a single day for the first time. By June 2018 the Cycleway was being used for approximately 4,000 two-way cycle journeys each day.

Bolton Interchange

98. The new Bolton Interchange opened in September 2017. Delivered by Bolton Council and TfGM the Interchange offers a step change in quality for passengers, including better customer information and enhanced waiting and ticketing facilities in a light, bright and safer environment with accessible public toilets. The concourse features a café, convenience store, cash machine and free Wi-Fi. The Interchange is a truly multi-transport mode facility, with a Skylink bridge to the nearby rail station offering easy transfer between bus and trains. A new 48 space cycle hub outside the main Interchange entrance on Great Moor Street offers secure storage for bikes, with CCTV and swipe card access. The Interchange also links passengers to upgraded pedestrian facilities throughout the town centre supporting wider regeneration.



Ordsall Chord

99. As part of the Northern Hub major rail scheme to increase capacity, Network Rail completed the Ordsall Chord scheme in November 2017. The scheme involved track layout changes west of Victoria Station, junction capacity and performance improvements at Castlefield and Ordsall Lane, and 300 metres of new track on the world's first asymmetrical rail bridge. This created a link between Victoria, Oxford Road and Piccadilly Stations for the first time, as well as enabling direct services to Manchester Airport from the North.



The A6 to Manchester Airport Relief Road

100. The A6 to Manchester Airport Relief Road scheme provides 10 km of new two-lane dual carriageway from the A6 near Hazel Grove (south east Stockport), via the 4 km of existing A555 to Manchester Airport and the link road to the M56. The scheme bypasses heavily congested district and local centres, including Bramhall, Cheadle Hulme, Hazel Grove, Handforth, Poynton, Wythenshawe, Gatley and Heald Green. The scheme has been delivered by Stockport Metropolitan Borough Council and opened in October 2018.

Metrolink Capacity Enhancements

101. In December 2017, following significant investment by TfGM into new substations along the Bury and Altrincham lines, four additional trams were introduced allowing more single unit services to run as doubles. This has delivered space for around 400 extra passengers an hour at peak times on both lines.



Salford – Bolton Network Improvements Programme

102. The Salford-Bolton Network Improvements (SBNi) programme provides a comprehensive package of road and junction improvements across Salford and Bolton to make the local transport network more efficient. It aims to make travel safer, easier, quicker and more reliable for everyone, including public transport users, drivers, pedestrians and cyclists. The improvements will also help encourage economic growth by providing better access to employment, and health, education and leisure facilities.
103. The first set of works in Pendleton and Walkden were completed in 2017. Further works have been completed in 2018 in Bolton at Raikes Lane, Loxham Street/Green Lane/Manchester Road, Higher Market Street/Longcauseway, Farnworth Bus Facility/Town Centre and bus stop upgrades. All these schemes have improved vehicle capacity and passenger journey times through the junctions and have also enhanced pedestrian and cycling facilities and passenger waiting facilities. Further schemes are in development.

Case Study: City Verve

City Verve is a programme delivered by Manchester City Council, the University of Manchester, private sector partners and TfGM. It brings together projects linked to the Internet of Things (IoT) with the overall aim of building a smarter, more connected Manchester. City Verve coordinates projects linked to a variety of themes. The Travel and Transport theme is focused on 'delivering more efficient, reliable and attractive public transport, reducing congestion and enhancing public safety'. Current projects include:

- **Talking Bus Stops:** Through the use of technology, including location-based services and mobile apps, bus stops will deliver location relevant content. Passengers will have the ability to 'check-in' to their bus stop and let bus operators know they are waiting for their service. This will lead to a more responsive service and improved experience for travellers.
- **City Concierge:** The development of wayfinding services which will integrate transportation and visitor services to allow users to make informed travel choices. Using mapping data detailed down to street furniture level, this wayfinding service

will provide a level of accuracy previously unseen and of particular value for those with limited mobility e.g. the disabled or parents with pushchairs.

- **Smart Parking:** We are developing 'parking space tracking' providing car drivers with information about parking availability based on their driving route. It will notify drivers of nearby parking spaces close to public transport such as buses and trains, to encourage them to continue their journey via sustainable modes.
- **See.Sense Cycling Trial:** Working closely with private sector partners See.Sense and BT, TfGM recruited 180 participants to trial See.Sense Icon bike lights. The smart bike light provides cyclists with added visibility and the connected app provides additional security and safety. The bike light captures both quantitative and qualitative data that is stored on a BT platform. This data enables us to better understand the routes cyclists take and the reasons why. The trial was awarded the Internet of Things Impact Award at the 2018 Big Chip Awards. We are now exploring how the data could assist future cycling provision planning and how cyclists can help us co-create the future of active travel.
- **Tracsis & Vivacity Trial:** TfGM and Manchester City Council worked with private partners Tracsis and Vivacity to use different technologies to understand movement within the city centre. One of the key projects was a set of smart cameras that used cutting-edge Artificial Intelligence and computer vision technology to monitor the movement of street users. They captured both the amount and flow of people around the city centre across different modes of transport, with a focus on pedestrians and cyclists. This created a much more detailed dataset than was previously available, which will be used to better manage people's movement in Manchester.

Schemes Update

104. The foundation of our current capital programme is set out in the Table 3 below. Schemes highlighted in green have been completed in the last year. An update for all schemes is provided in the right hand column. The capital programme will be developed in more detail as future funding, currently the subject of discussions with the Government, is finalised.

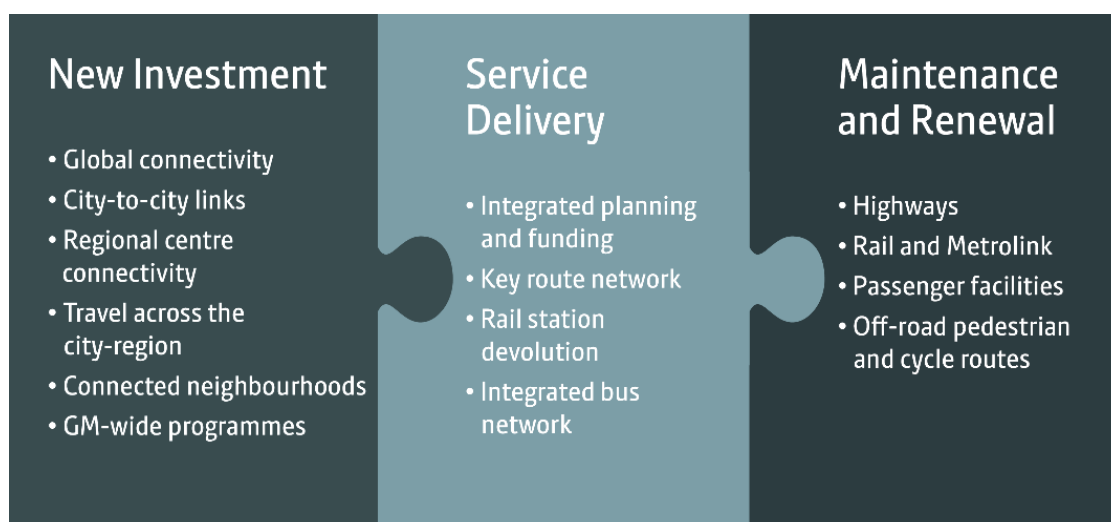




Table 3: Progress on Delivery Plan 1 Schemes

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
Global Connectivity – schemes which support growth at Manchester Airport and the adjacent Enterprise Zone.					
Committed Schemes					
G.05.01	A6 Manchester Airport Relief Route	10km new two-lane dual carriageway from A6 near Hazel Grove to Manchester Airport via A555 Improve connectivity to Manchester Airport, particularly from SE of the conurbation and neighbouring areas, and relieve congestion in local centres.	Stockport Metropolitan Borough Council	2018	Completed and opened October 2018
Potential Schemes (subject to funding)					
G.08.01	Metrolink Airport Line Western Loop	Extend Metrolink in a loop from the existing line to the west of the Airport. Reduce congestion by providing an alternative to car travel and improve connectivity to Terminal 2, HS2, Wythenshawe Hospital and the western part of the Enterprise Zone.	TfGM		TfGM was awarded Large Major Scheme Development Funding for 2017/18 to progress this scheme. Now awaiting funding announcement

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
G.6	Western Gateway/Port Salford Infrastructure	Road, rail and port infrastructure for Port Salford Improve access to Port of Liverpool via Manchester Ship Canal and enable more freight to be carried by sustainable modes.	TfGM/Local Authorities/Developer		Work was completed earlier this year to explore the possible options for Full WGIS (involving TfGM/HE/TMB C/SCC).
City-to-City Links – Greater Manchester’s links to other cities across the UK are critical to our long-term success.					
Committed Schemes					
W.12	Ordsall Chord	West of Victoria track layout changes, Castlefield and Ordsall Lane junction capacity and performance improvements Part of the Northern Hub rail scheme to increase capacity.	Network Rail	December 2017	Opened in Dec 17. 1 train per hour (tph) from Dec 2017, 3tph from May 2018
W.13.01	Manchester-Preston	Manchester-Preston electrification and journey time improvements Improve journey speeds, reduce emissions.	Network Rail	December 2017	Opening due in 2018
C.02.02	Manchester-Stalybridge	Manchester Victoria-Stalybridge electrification and journey time improvements Improve journey speeds, reduce emissions.	Network Rail	December 2017	Electrification now incorporated into Trans Pennine Route Upgrade – delivery by 2022.
W.12	Platform Lengthening	Platform extensions of 5x23m on the North TransPennine (Manchester-Huddersfield-Leeds), Manchester-Clitheroe and Manchester-Southport routes. Other stations will	Network Rail	December 2019	Progressing – franchise commitment.

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
		see extensions which allow 4-car trains to stop. Supports improved capacity by allowing longer trains to operate.			
W.12	Calder Valley	Calder Valley journey time Improvements: Manchester-Bradford via Calder Valley Faster journey times	Network Rail	December 2019	In progress. Some line speed and signalling improvements now complete. Benefits likely to be realised following the December 2019 timetable change.
C.02.02	Guide Bridge-Stalybridge	Guide Bridge-Stalybridge electrification and journey time improvements Improve journey speeds, reduce emissions.	Network Rail	December 2022	Now incorporated into Trans Pennine Route Upgrade (below)
C.02.02	Trans Pennine Route Upgrade	Trans Pennine route upgrade Electrification Stalybridge-Leeds-York/Selby, line speed improvements Improve journey speeds, reduce emissions.	Network Rail	December 2022	Under review by Network Rail including potential of dual powered units. Decision expected later in 2018.
C.1	Wigan A49 Link Road	A link road to complete a dual carriageway link between J25 of the M6 and Wigan Improve access to the southern part of Wigan Town Centre, and Westwood Park employment area.	Network Rail	2020	Full approval granted Feb 2018. Works due to commence on site later in 2018.

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
C.1	Wigan M58 Link Road	A link road between Junction 26 of the M6 and the A571 Provides an alternative link into Wigan from the M58, relieving congestion on the A577, and supporting new employment development.	Wigan Council	2021	Planning permission granted Feb 2018. Full Business Case scheduled for submission 2019.
C.05.01	M60 Junction 8 to M62 Junction 20 Smart Motorway	Smart motorway M60 J8 to J18; Smart motorway with all lane running M62 J18-20 Improve capacity and reliability of motorway.	Highways England	2017	Completed September 2018
C.05.03	M62 Junctions 10-12	Smart motorway including hard shoulder running Improve capacity and reliability of motorway.	Highways England	2019/20	Started 2018
C.05.02	M6 Junctions 21A-26	Smart motorway including hard shoulder running Improve capacity and reliability of motorway.	Highways England	2021	Start 2019
C.5	M60 Junctions 24-27 & J1-4	Smart motorway with hard shoulder running from J24 to J4 Improve capacity and reliability of motorway.	Highways England	2022/23	Start 2019
C.05.05	M56 Junctions 6-8	Smart motorway including hard shoulder running Improve capacity and reliability of motorway.	Highways England	2021	Start 2019
C.5	M60 Junction 18	Improvement to Simister Island interchange Reduce congestion.	Highways England	2025	Likely to be a RIS2 scheme delivered by 2025
C.05.04	M62 Junctions 20-25	Smart motorway Improve capacity and reliability of motorway.	Highways England		Start 2019, no completion date provided

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
C.03.01	Mottram Moor Link Road	New link road from the M67 to A57(T) at Mottram Moor. Reduce congestion in the Longdendale area.	Highways England	Late in RP1	Start 2019/20
C.03.01	A57T – A57 Woolley Bridge	New link road from A57(T) to A57 Reduce congestion in the Longdendale area.	Highways England	Late in RP1	Start 2019/20
C.7	A556 Knutsford to Bowdon (Cheshire East)	Replacement of A556 from M56 J7/8 to the M6 J19 Reduce congestion and improve safety.	Highways England	2017	Completed and open
Potential Schemes (subject to funding)					
C.01.03	M6/M58 Interchange	Improve M6/M58 junction to accommodate new M58 link road (committed scheme)	Wigan Council		Currently in development with a view to being delivered as part of the M58 Link Rd scheme. HE's Growth and Housing Designated Fund approved
C.06.01	Stockport Station	Implementation of the Stockport Station Masterplan. Enhance passenger facilities and reduce severance for non- rail users, through: redeveloped concourses; better access to platforms via a new footbridge and significantly improved links between the rail station and the town centre.	Network Rail / TfGM / Stockport Metropolitan Borough Council		

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
Regional Centre - Manchester city centre and the wider regional centre is a major driver of economic growth in Greater Manchester and key hub of our public transport network.					
Committed Schemes					
RC.01.01	Salford Central Additional Platforms	Three additional platforms to accommodate increased passenger numbers and additional services post completion of the Ordsall Chord. Improve access to the rail network from the Central Salford/Spinningfields area.	TfGM/ Network Rail / Salford City Council	2019	Phased delivery from 2019
RC.4	Cross City Bus Package	Bus Priority measures. Improving journey times and access for bus passengers into and across the Regional Centre. Pedestrian and cycleway improvements	TfGM / Manchester City Council/ Salford City Council	2017	Oxford Road measures completed 2017
RC.5	Metrolink Additional Priorities Package	Stop upgrades, operational improvements, local access and signage	TfGM	2020	A number of initiatives proposed. Remaining schemes are currently in development
C.02.01	Piccadilly Station Platforms 15 and 16	Two additional platforms to provide additional capacity as part of the Northern Hub package (Note: Subject to Transport and Works Act approval) Enable more trains to travel through the city centre.	Network Rail	tbc	Awaiting outcome of TWAO conclusion and further NR work on digital signalling solutions
C.02.01	Manchester Oxford Road Station Remodelling	Widening of the railway viaduct and lengthening of platforms (Note: Subject to Transport and Works Act approval) Accommodate longer trains.	Network Rail	tbc	Awaiting outcome of TWAO conclusion and further NR work on digital signalling solutions

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
RC.02.0 2	Manchester and Salford Inner Relief Route: Great Ancoats Street	Measures to improve routing of traffic around the north-east side of the Regional Centre Reduce congestion and severance.	Manchester City Council	2020	Construction to start Summer 2019
RC.02.0 1	Manchester and Salford Inner Relief Route: A57 Regent Road/Water Street	Measures to improve the Regent Road junction on its approaches and at adjacent junctions (Trinity Way/Irwell Street, Chapel Road and the merge from Chester Road roundabout). Reduce congestion.	Manchester City Council/ Salford City Council	2019	Full approval by GMCA June 2018. Construction started August 2018
RC.3	Metrolink Service Improvement Package	Additional light rail vehicles (LRVs) and supporting infrastructure to provide increased resilience across the network. Increase capacity to encourage a shift from car use.	TfGM	2019	All new trams now delivered, supporting infrastructure to be completed in 2019
RC.10	Minor Works Programme	Programme of schemes costing <£5 million Improve Regional Centre connectivity and access to development sites.	TfGM/ Local Authorities	2021	30% of schemes completed
RC.02.0 4	Mancunian Way Package	Princess Street / Mancunian Way Junction improvements Reduce congestion.	TfGM / Manchester City Council	2021	NPIF funding confirmed
RC.10.0 5	City Centre Salford Infrastructure Improvements	Highway modifications in the New Bailey area Improve sustainable transport links and support new development.	TfGM / Salford City Council	2019	Joint funding from Growth Deal 2, ECF and Salford CC. Completion 2019. Work underway on New Bailey Gateway

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
RC.02.03	Trafford Road	Junction improvements/signal optimisation and pedestrian/cycle improvements Reduce congestion and improve access to MediaCityUK and Salford Quays.	Salford City Council	2021	Conditional Approval Business Case submitted in September 2018
Wider City-Region – Greater Manchester is polycentric in nature and has strong links to neighbouring areas, resulting in highly complex travel patterns and high levels of car use which cause congestion and pollution.					
Committed Schemes					
W.01.01	M62 J19 Link Road	Link road between M62 Junction 19 and the Hareshill Road/Manchester Road junction to provide access to existing and planned employment sites and relieve congestion in and around Heywood Town Centre. Reduce congestion, improve access to development.	Rochdale Borough Council/ Highways England	2021	Subject to securing all powers and consents work due to commence 2019
W.02.01	Salford-Bolton Bus Network Improvements	Improvements to bus routes, passenger interchange and waiting facilities to improve quality, frequency, journey times and reliability. Improved services and facilities to encourage mode shift.	TfGM/ Salford City Council /Bolton Council	2020	Programme progressing well. Six schemes have secured Full Approval and have been completed or are in construction, further schemes are in development
W.3	Bolton Interchange	New Interchange to improve passenger facilities and bus-rail interchange.	TfGM/ Bolton Council	2018	Completed and Operational

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
W.03.02	Stockport Interchange	Replacement of the existing Interchange to improve passenger facilities and bus-rail interchange, and make provision for the future extension of Metrolink. Improved passenger facilities, encouraging mode shift.	TfGM	2021	Planning application to be submitted late in 2018
W.03.01	Tameside Interchange	New Interchange with bus and Metrolink on a single site, replacing the existing bus station Improved passenger facilities, encouraging mode shift.	TfGM	2020	Works commenced June 2018
W.03.03	Wigan Bus station	Improvement of the existing Wigan bus station, including telemetry with the two rail stations and connections to key town centre destinations. Improved passenger facilities, encouraging mode shift.	TfGM	2018	Opened Oct 2018
W.04.01	Stockport Town Centre Access Plan (TCAP)	Measures to improve access for sustainable modes (bus priority, cycle and pedestrian links, public realm enhancements and signage), rationalise traffic movements and improve access to interchanges and development sites. Improve connectivity to support town centre regeneration.	Stockport Metropolitan Borough Council	2021	Schemes currently on track to be completed by 2021

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
W.05.01	Trafford Park Line Metrolink extension	Extend Metrolink to Trafford Centre Reduce congestion by providing an alternative to car travel and enabling future extension to the AJ Bell Stadium and potentially Port Salford.	TfGM	2020	Significant enabling works and track laying continue to be completed. Subject to continued satisfactory progression, the TPL extension will become operational during 2020
W.07.01	Cycle City Ambition Grant 2	Programme of measures including cycleways to encourage mode shift to cycling.	TfGM/ Local Authorities	2019	All schemes committed
W.8	Rail Additional Priorities Package	Rail station upgrades Improved access and parking	TfGM	2018	A number of initiatives proposed to delivery stage. Remaining schemes are currently in development
W.9	Bus Stations Additional Priorities Package	Bus station Safety, Security and Information Upgrades	TfGM	2019	A number of initiatives proposed to delivery stage. Remaining schemes are currently in development
W.10	Bolton station	Bolton station remodelling and extra platform Additional capacity to encourage mode shift.	Network Rail	2019	New Rail Station entrance connecting to the Skylink bridge and new Interchange completed in mid-2017.

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
					Platform 5 works have been completed. Electrification scheduled to complete in 2018
W.13	Rochdale capacity	Turnback at Rochdale station Additional capacity to encourage mode shift.	Network Rail	December 2017	Complete and operational
W.10, W.8 W.15	Minor Works Programme	Rolling programme of schemes costing <£5 million, covering town centre connectivity, local access to public transport, access to development sites and active travel schemes.	TfGM / Local Authorities	2021	30% of schemes completed
W.06.03	KRN A560 Corridor Package	Package of measures on the A560 corridor Provide congestion relief, enhance access to employment, improve bus reliability, safety and facilitate active travel.	Stockport Metropolitan Borough Council	2021	NPIF funding confirmed
W.09.13	Carrington Relief Road	New highway Improve access to development, improve resilience of highway network.	Trafford Council	2021	Conditional Approval Business Case to be submitted in November 2018
W.04.02	Merseyway Stockport Town Centre Structure Enhancement	Repairs to the Merseyway Bridge, supporting the Merseyway shopping precinct	Stockport Metropolitan Borough Council	2021	Merseyway Structures scheme allocated funding from Growth Deal 3. Stockport Council is currently

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
					developing the scheme and associated business case
C.07.01	M60 J13/A572 Improvements	Vehicular access for RHS Bridgewater and modifications to M60 J13 roundabout Provide additional capacity to accommodate visitor traffic.	Salford City Council/ Highways England	2020	Scheme allocated funding through Growth Deal 3. Salford CC is progressing scheme development. Construction due to commence in 2018
W.12.01	Key Route Network Package	Upgrade of traffic signals, bus priority Reduce congestion, improve bus reliability	TfGM/ Local Authorities	2021	Design work is currently progressing
W.15.01	Oldham Town Centre Regeneration and Connectivity (Part 1)	Measures to improve pedestrian/cycle access within the town centre, reduce severance of arterial routes, improve traffic circulation and improve access to development sites Reduce congestion, encourage active travel, support new development.	Oldham Borough Council	2021	Conditional Approval Business Case to be submitted late 2018
Potential Schemes (subject to funding)					
C.01.04	Bolton and Wigan Key Route Network	New highway forming east-west road link between Bolton and Wigan Provide access to development sites, improve resilience of highway network, reduce congestion.	Bolton Council / Wigan Metropolitan Borough Council		Joint Bolton and Wigan HIF bid progressed to co-development stage

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
W.11	A6 Structures	Repairs to viaduct, supporting the A6, incorporating improved provision for pedestrians and cyclists Ensure resilience of the highway network, improve pedestrian/cycle facilities.	Stockport Metropolitan Borough Council		A6 Structures delivered as part of Highways Challenge Fund during summer 2017.
W.15.02	Oldham Town Centre Access Package (Part 2)	Remaining measures to improve pedestrian/cycle access within the town centre, reduce severance of arterial routes, improve traffic circulation and improve access to development sites. Reduce congestion, encourage active travel, support new development.	Oldham Borough Council		
Neighbourhoods – The places we live have a major influence on our overall quality of life					
Committed Schemes					
N.01.01	Rail Station Improvement Strategy Tranche 6	Improvements to passenger help points, CCTV, real time information screens and public announcement systems at smaller rail stations	TfGM	2018	Works underway and completion due in 2018.
W.12.04	Minor Works Programme	Programme of schemes costing <£5 million, covering town centre connectivity, local access to public transport, access to development sites and active travel schemes.	TfGM/ Local Authorities	2021	See Wider City-Region Minor Works Programme
W.07.01	Cycle City Ambition Grant 2	Programme of measures including cycleways, Cycle Friendly District Centres, Partner Schools Programme, cycle parking, cycle and ride stations and promotional activity	TfGM/ Local Authorities	2019	See Wider City-Region Minor CCAG 2 Programme

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
N.01.13	Rail Station Access Improvements	Provision of step-free access at prioritised rail stations Improve accessibility, encourage mode shift.	TfGM/ Network Rail	2021	Work is progressing to enhance the existing P&R facility and improve pedestrian access at Mills Hill station to complement the Network Rail designs for step-free access at Mills Hill.
N.02.04	Bus Stop Enhancements	Kerb raising at bus stops to allow level access Improve accessibility, encourage mode shift.	TfGM/ Local Authorities	2021	Scheme allocated funding through Growth Deal 3. TfGM is progressing scheme development and the associated business case submission.
Greater Manchester-wide Schemes					
Committed schemes					
Policy 13, Policy 14	Safety and security programmes	Ongoing programmes to reduce road accidents and improve personal safety and security for passengers	TfGM/Local Authorities		Ongoing
Policy 3	Travel Choices programmes	Targeted interventions (including work with businesses and schools) to support mode shift	TfGM		Ongoing

Strategy Ref	Scheme Name	Description	Delivery Agency	Forecast Delivery Date	Oct 2018 Progress Update
Policy 2	TfN integrated fares and ticketing system	Develop an integrated fares and ticketing system and work with Transport for the North to develop a cross-modal payment system, compatible across the North	TfGM/TfN		Ongoing

Future Delivery

105. We will continue to implement schemes that were funded through Local Growth Fund rounds 1, 2 and 3, as well as the National Productivity Investment Fund, alongside the Highways England and Network Rail schemes within Greater Manchester.
106. We will build on our successes by continuing to develop and consistently apply our Network Principles (set out below) across our transport system. Our Network Principles are centred on the needs of our customers and allow us to set a strategic framework so we can tackle issues and deliver projects that have a real impact on the lives of people across Greater Manchester.






Our Network Principles
















Chapter 6: Measuring Success















107. We need to assess whether the measures and policies we develop are ultimately helping to deliver the 2040 Transport Strategy. In order to do this we are measuring performance through a series of key performance indicators (KPIs). This Progress Report compares our 2016/17 and 2017/18 performance against the baseline position in 2015/16.
108. The 2040 Transport Strategy identified a number of challenges that we face in achieving our vision and for each of these challenges there is a particular outcome that we would like to see. We will measure the extent to which we are achieving these outcomes through the key performance indicators (KPIs).
109. Table 4 below shows some of the KPIs we are currently using as we aim to secure desired outcomes by addressing the challenges (such as supporting sustainable economic growth and protecting the environment) outlined in the 2040 Transport Strategy.














Table 4: Key Performance Indicators

Desired Outcome	Key Performance Indicator (KPI)	Current Key Performance Indicators		
		2015/16 Baseline	2016/17 Position	2017/18 Position
Reduced congestion	<i>Annual Vehicle Km on the KRN, and on other A and B roads</i>	7,128 million vehicle kilometres (A&B roads)	7,224 million vehicle kilometres (A&B roads) 	7,321 million vehicle kilometres (A&B roads) 
	<i>Public transport capacity</i>	11.4% trains and trams arriving in Manchester City Centre at capacity during the AM peak period	10.9% trains and trams arriving in Manchester City Centre at capacity during the AM peak period 	Currently no update available
More reliable journey times	<i>Reliability of key strategic highways</i>	89% reliability in 2015 (12 month average)	89% reliability in 2016 (12 month average) 	85.5% reliability in 2017 (12 month average) 

Desired Outcome	Current Key Performance Indicators			
	Key Performance Indicator (KPI)	2015/16 Baseline	2016/17 Position	2017/18 Position
Resilient and well maintained network	<i>Maintenance of major roads</i>	5% of Greater Manchester A, B & C classified roads where maintenance should be considered (DfT road condition stats, 2014/15).	5% of Greater Manchester A, B & C classified roads where maintenance should be considered (DfT road condition stats, 2015/16). 	6% of Greater Manchester A, B & C classified roads where maintenance should be considered (DfT road condition stats, 2016/17). 
People see Greater Manchester as a good place to visit & invest	<i>Customer satisfaction</i>	82% of public transport users 'fairly' or 'very' satisfied with their journey today: Bus 82% Rail 72% Metrolink 89%	83% of public transport users 'fairly' or 'very' satisfied with their journey today: Bus 83% Rail 75% Metrolink 90% 	85% of public transport users 'fairly' or 'very' satisfied with their journey today: Bus 86% Rail 76% Metrolink 89% 
Better access to services	<i>Access to public transport services</i>	84% of the population having >Level 4 accessibility ² to the public transport network. 	83% of the population having >Level 4 accessibility to the public transport network. 	82% of the population having >Level 4 accessibility to the public transport network. 
	<i>DDA compliant vehicles and infrastructure</i>	98.8% of buses with low floor access. 	100% of buses with low floor access. 	100% of buses with low floor access. 
More people travelling actively	<i>Short trips made by walking and cycling</i>	52% of trips <2km made by walking and cycling: Walking 50.7% Cycling 1.6% 	53% of trips <2km made by walking and cycling: Walking 51.4% Cycling 1.8% 	52% of trips <2km made by walking and cycling: Walking 50.4% Cycling 2% 

² 'Level 4 Accessibility' refers to a measure of public transport accessibility for every postcode in GM. The measure takes into account: walking time to a stop, how many services are available, and how frequent they are. A score is then assigned, and these scores are grouped into 8 levels. 1 is 'very low' and 8 is 'very high'.

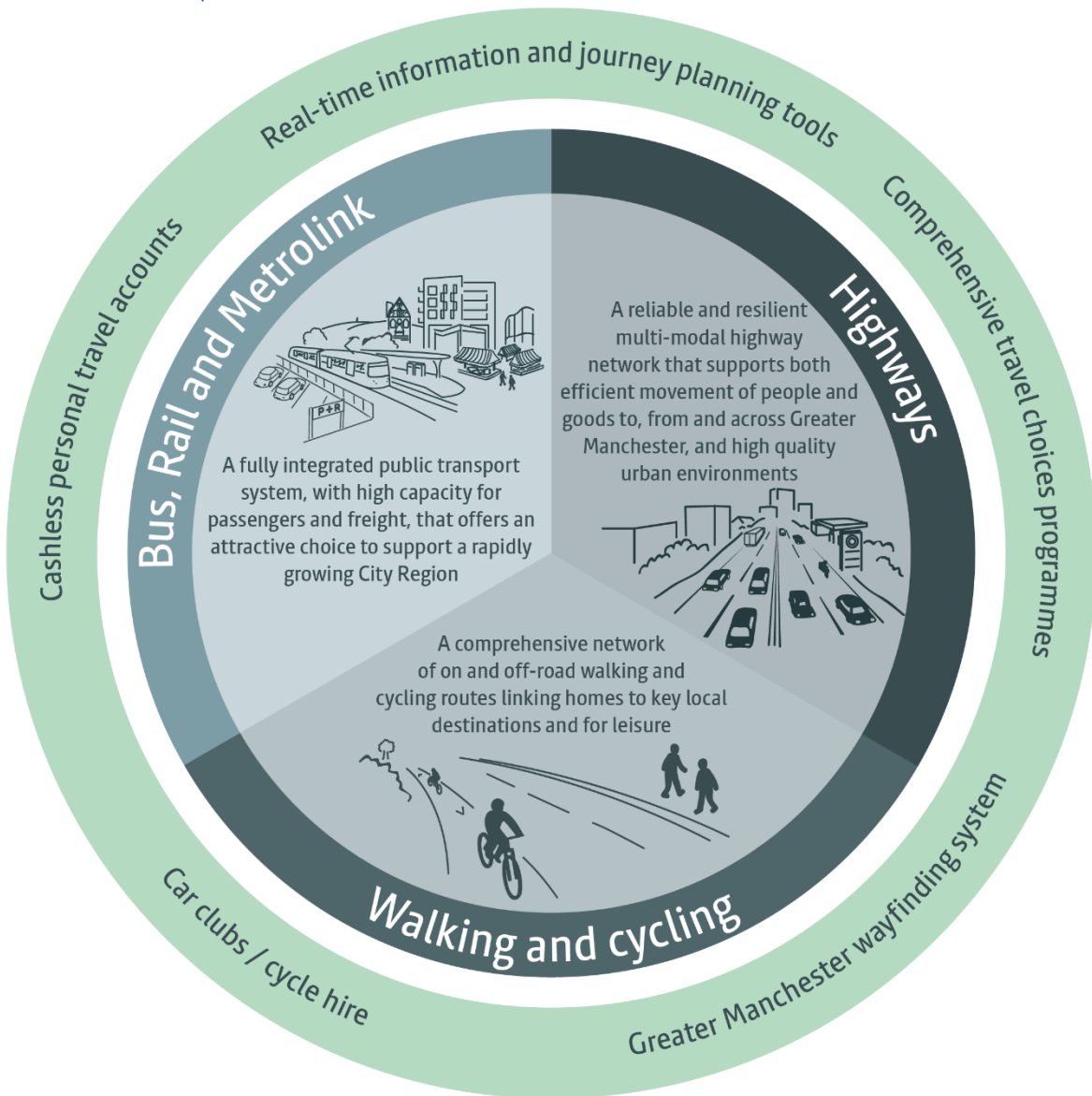
Desired Outcome		Current Key Performance Indicators		
	Key Performance Indicator (KPI)	2015/16 Baseline	2016/17 Position	2017/18 Position
	<i>Number of cycling and walking trips</i>	27% of all trips in Greater Manchester are made by walking and cycling: Walking 25.6% Cycling 1.5%	28% of all trips in Greater Manchester are made by walking and cycling: Walking 26.4% Cycling 1.7% 	28% of all trips in Greater Manchester are made by walking and cycling: Walking 25.8% Cycling 1.9% 
	<i>School journeys by walking and cycling</i>	51% of education trips (5-16 year olds) made by walking and cycling	50% of education trips (5-16 year olds) made by walking and cycling 	51% of education trips (5-16 year olds) made by walking and cycling 
	<i>Km of cycle infrastructure</i>	571km of cycling infrastructure	616km of cycling infrastructure 	633km of cycling infrastructure 
Improved safety and personal security	<i>People killed or seriously injured (KSI) on roads</i>	653 people were killed or seriously injured on roads in 2015	678 people were killed or seriously injured on roads in 2016 	788 people were killed or seriously injured on roads in 2017 
	<i>Casualty rates per 100,000 head of population</i>	24 casualties per 100,000 population	25 casualties per 100,000 population 	28 casualties per 100,000 population 
	<i>Personal security on public transport</i>	27 incidents of crime or anti-social behaviour reported to TfGM per million public transport trips	25 incidents of crime or anti-social behaviour reported to TfGM per million public transport trips 	29 incidents of crime or anti-social behaviour reported to TfGM per million public transport trips 
More people travelling by non-car modes	<i>Number of trips and mode of travel to Manchester City Centre</i>	26% of peak trips into Manchester city centre made by car	24% of peak trips into Manchester city centre made by car 	23% of peak trips into Manchester city centre made by car 

Desired Outcome		Current Key Performance Indicators		
	Key Performance Indicator (KPI)	2015/16 Baseline	2016/17 Position	2017/18 Position
	<i>Number of trips and mode of travel to key town centres</i>	51% of peak trips into key town centres made by car	51% of peak trips into key town centres made by car 	51% of peak trips into key town centres made by car 
	<i>Number of trips and mode of travel to Manchester Airport</i>	16% of departing passengers use public transport to access the airport	18% of departing passengers use public transport to access the airport 	18% of departing passengers use public transport to access the airport 
	<i>Use of sustainable modes for travel to work</i>	27% of Greater Manchester residents use non car modes for travel to work	29% of Greater Manchester residents using non-car modes for travel to work 	Currently no update available
	<i>Bus patronage</i>	209 million journeys per annum	202 million public transport journeys per annum 	194 million public transport journeys per annum 
	<i>Metrolink patronage</i>	34 million journeys per annum	38 million journeys per annum 	41 million journeys per annum 
	<i>Rail patronage</i>	40 million journeys per annum	44 million journeys per annum 	43 million journeys per annum 
Reduced emissions of CO ₂ ³	<i>Transport emissions in GM (CO₂)</i>	4,267 kilotonnes	4,307 kilotonnes 	4,329 kilotonnes 
Reduced emissions of NO ₂	<i>NO₂ emissions from vehicles</i>	9,000 tonnes of NO ₂ emissions from road traffic (2014, EMIGMA model)	This data is currently under review and will be updated once a Clean Air Plan is published for Greater Manchester	

³ The data available for CO₂ emissions in GM is 2 years' in arrears, i.e. the 2017/18 position is a result of analysing 2016 data. Emissions also originate from other major sectors in GM. Emissions from transport have grown since 2013 (GM's transport emissions previously declined, between 2008 and 2013).

110. It is important to remember that many of the desired outcomes we are attempting to deliver are long term, and it will not be possible to deliver on them within a year or two.
111. It should also be recognised that we are attempting to improve performance in the context of a rapidly growing population which is resulting in thousands more trips on Greater Manchester's transport network. Unfortunately the potential for highways congestion - and overcrowding and anti-social behaviour on public transport - increases alongside increased trip numbers.
112. The impact of rapid population growth, combined with the short time frame involved in this comparison, means many of the KPIs have not altered significantly from the 2015/16 baseline, and where there has been any positive or negative change this has only been slight.
113. There has been an increase in the number of people killed or seriously injured (KSI) on roads in Greater Manchester from 653 people (2015/16) to 678 people (2016/17). We believe that efforts to make improvements to the reporting and recording of KSI incidents are partly responsible for this increase. We anticipate that efforts by Greater Manchester Police to continue improving the reporting of incidents; injury severity classification; and an anticipated new electronic recording system, may lead to further reported increases in future years.
114. TfGM will continue to monitor this trend carefully, investigating the cause as further data is released, and lobby for further investment in roads policing and road safety for vulnerable road users. TfGM acknowledges there is more that needs to be done in addressing road safety, and significant investment is being deployed in improving safety of some of Greater Manchester's most vulnerable road users, including those who choose to travel by foot and by bicycle. In addition to this, it is acknowledged that better data on the level of cycling and walking is needed to normalise trends in absolute figures, to reflect their increased popularity.
115. While the indicators above provide some continuity from previous Local Transport Plan reporting, our 2040 Transport Strategy represents a new approach to planning our transport system that demands a broader range of indicators. In particular, our focus on the customer requires that more KPIs directly reflect their experiences and levels of satisfaction. We will work towards presenting each indicator with a balance of output data and customer perceptions. We will also be using technological advances in data collection to improve insights and evidence of progress not previously available. All KPIs will be kept under review to ensure their continuing relevance. In our next Delivery Plan we will set out work underway to identify further performance measures.

Our Modal Principles



Chapter 7: Introduction to Our Next Delivery Plan

116. In 2019, we will publish our next Delivery Plan (covering the period 2020-2025) which support the 2040 Transport Strategy and GMSF.
117. Producing these medium-term delivery plans, with regular updates, enables us to address transport needs arising from development and regeneration, changing customer needs as well as providing a rapid response to new innovations, regulation changes and funding opportunities.
118. The Delivery Plan will look at what we are planning to deliver over the next five years. It will include information on:
 - Committed transport schemes;
 - Potential transport schemes to come forward in the five-year period subject to business case development and funding;
 - Studies and scheme development that will begin in the next five years to deliver our long-term priorities; and
 - How Greater Manchester is developing its future transport programmes in terms of strategic planning, funding and delivery.



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