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In the last twelve months we opened Bolton Interchange, connecting buses, trains and cycling, bringing the town's transport facilities into the 21st century.

Foreword

Travel in Greater Manchester is changing. This transformation is being driven, in part, by the city-region's rapidly growing economy and population.

By 2040 it is estimated Greater Manchester will have three million residents. This will mean we will be making 600,000 more trips every day and more than 200,000 new homes will need to be built. The transport network will require increased capacity over the next 25 years to support this.

The economic and social transformation is taking place alongside substantial democratic change with Andy Burnham, as the Greater Manchester Mayor, strengthening our collective voice, especially in relation to devolution and central government funding.

On 13 December 2017 at the Urban Transport Group Conference in Leeds, the Mayor laid out his vision for our city-region's transport future. It was an ambitious speech that set his agenda for creating a safe, reliable, affordable and fully integrated high-capacity network that focuses on the needs of current and future customers.

Six key areas were identified that he wanted to focus on, implement, strengthen and improve. These are:

- Governance,
- Buses,
- Metrolink,
- Rail,
- Congestion and Air Quality, and
- Cycling and Walking.

TfGM supports the delivery of these objectives and ensures they align with our Greater Manchester Transport Strategy 2040, our 25-year blueprint for improving mobility in the city-region.

This three-year Business Plan sets out our immediate priorities as we progress towards achieving these long-term goals, delivering real benefits for our customers, the local economy, wider society and the environment.

We already have much to celebrate. In the last twelve months we opened Bolton Interchange, bringing the town's transport into the 21st century by connecting its buses, trains and cycling. We also completed our ambitious project to transform

Oxford Road, one of the primary routes into Manchester city centre, as part of the Bus Priority Package. Featuring Dutch-style cycle lanes, new bus facilities, improved pedestrian spaces and better public transport links, Oxford Road now represents a new benchmark for highway design in the city-region.

In September last year the Mayor launched half-price bus travel for the city-region's 16 to 18-year-olds and in January this was extended to weekend and off-peak travel on Metrolink. In July, Chris Boardman was appointed by the Greater Manchester Mayor as the city-region's first Cycling and Walking Commissioner. In December, he launched his Made to Move report, a 15-point plan to increase the number of people cycling and walking in the region.

In the next year we will continue construction of the Trafford Park Line, which, when it is completed in 2020, will connect people to jobs, leisure and shopping along the route to Trafford Park and the Trafford Centre. We will also be completing Wigan and Tameside's new Interchanges, creating attractive gateways for the towns and simpler and safer travel experiences.

In the spring we launched the Mayor's Congestion Deal, a strategy to reduce traffic issues across the region, which are estimated to cost our city-region's economy £1.3 billion a year. In April 2018 we extended the operating hours of our Control Room to 24 hours, seven days a week. This enables us to keep a constant overview of Greater Manchester's transport network, ensuring a more responsive and resilient service.

From the wool trade to the Industrial Revolution, from the Suffragettes to science, change has always been at the heart of Greater Manchester's story. As we move forward as a growing city-region at the centre of the Northern Powerhouse it is clear that high-quality urban and inter-regional transport will be an essential part of our future development. TfGM is here to ensure it is, so that it can support Greater Manchester's people, communities and economy.



Jon Lamonte
Chief Executive

Last year more than two billion journeys were made by Greater Manchester residents, that's around six million journeys a day. As our city-region continues to grow and attract more investment, jobs and visitors this figure is only set to increase.



Introduction

Last year more than two billion journeys were made by Greater Manchester residents, that's around six million journeys a day. As our city-region continues to grow and attract more investment, jobs and visitors this figure is only set to increase.

It is clear that to support this growth we will need to both invest in infrastructure and ensure our transport networks are organised in a coherent, integrated and responsive way. Alongside this we will need to influence behaviour and provide accessible options so that residents, visitors and daily commuters to Greater Manchester can make smart and sustainable travel choices. This will enable our city-region to tackle congestion; improve air quality; increase our residents' quality of life; and achieve our economic potential at the heart of the Northern Powerhouse.

To do this in 2017 TfGM, on behalf of the Greater Manchester Combined Authority (GMCA), launched our Transport Strategy 2040, which sets out our long-term approach to planning our transport needs and aspirations. It clearly identifies our vision for Greater Manchester to have '**World class connections that support long-term, sustainable economic growth and access to opportunity for all**', and the four key elements that underpin this:

- Supporting sustainable economic growth;
- Protecting our environment;
- Improving quality of life for all; and
- Developing an innovative city-region.

This Business Plan 2018–21 sets out what we will be focusing on over the next three years as we work towards achieving our 2040 ambitions. It is a snap shot of our organisation and captures where we are now and outlines our current priorities and commitments.

It is structured around our organisation's seven strategic objectives:

- **Our Focus on Customers:** Improving the customer experience;
- **Our Commitment to Health and Sustainability:** Making healthy, sustainable travel options the first choice;
- **Integrating the Operations:** Continuing to strengthen the overall network
- **Our Assets:** Getting the best out of our diverse assets;
- **Our Greater Manchester Family:** Leading an integrated, innovative and customer-focused approach to strategic planning;
- **Our People:** Delivering a sustainable, high-performance organisation; and
- **Our Funding and Finance:** Developing and delivering a commercially focused financial strategy.

Our objectives are centred on the needs of our customers to ensure everything we do is driven by providing them the best service possible. They also focus on our continuous improvement in being an efficient, effective and highly skilled organisation that is ready to respond to the challenges and opportunities of the future. Collaboration will continue to be at the heart of our approach, and we will be working closely with our Greater Manchester family, transport operators and the government to achieve our goals.

Ultimately all of this supports our Mission, which underpins all of our work, and places our customers at the heart of everything we do:

"Making travel easier in Greater Manchester".



Our long-term vision is for Greater Manchester to have world class connections that support long-term, sustainable economic growth and access to opportunity for all.



Our transport strategy

Greater Manchester Transport Strategy 2040 and sub-strategies

Devolution is enabling Greater Manchester to take more control of our local transport and to take a bolder long-term view of our needs. To maximise this opportunity TfGM has developed a clear strategic roadmap.

In February 2017 we launched the **Greater Manchester Transport Strategy 2040**, which sets out our long-term approach to planning a transport system that is ready to tackle the challenges and opportunities of the 21st century. It identifies the priority interventions we want to make to create a truly integrated transport network that places our travelling customers at its heart.

The 2040 Strategy is supported by:

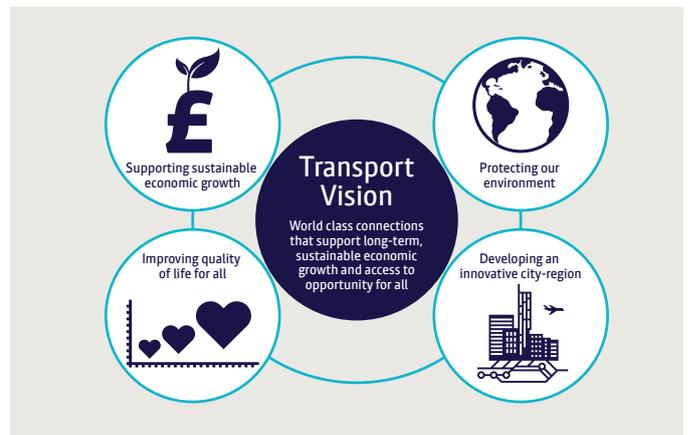
- **The 2040 Strategy Delivery Plan**
This rolling five-year plan sets out our priorities over the period. It is currently being reviewed and refreshed and will be re-published in June 2018.
- **Greater Manchester Spatial Framework**
The framework that sets out if the right land is available in the right places across Greater Manchester to deliver the homes and jobs, and the connected transport links and infrastructure, we need up to 2035. It is due to be published in summer 2018.
- **2040 Modal and Geographic Sub-strategies**
Developed in partnership with the local authorities these integrated and collaborative strategies will focus on interventions in specific areas.
- **Congestion Deal**
Launched in spring 2018 this will tackle the issue of increased road traffic across the city-region.
- **Clean Air Plan**
TfGM is developing a strategy to ensure we meet and exceed the legal requirements for clean air across the city-region. This will extend the actions we are already doing through our Low Emissions Strategy and Air Quality Action Plan.
- **Made to Move**
Greater Manchester’s Cycling and Walking Commissioner’s report that details the steps needed to encourage more people to walk and cycle.

- **HS2 and Northern Powerhouse Rail Growth Strategies**
Covering Piccadilly, the Airport, Stockport and Wigan these strategies ensure we can maximise the economic opportunities of the upcoming rail infrastructure projects.
- **Transport for the North’s Strategic Transport Plan**
The North’s vision for an integrated regional transport network to drive growth across the Northern Powerhouse.

By having this strategic framework in place we can clearly identify our priorities and work toward achieving them effectively.

To finance the above priorities TfGM are delivering a 20-year investment strategy to support the delivery of the ambitions laid out in the **Greater Manchester Transport Strategy 2040**.

All of this strategic planning is only possible by working with our partners, including the directly elected Greater Manchester Mayor, our local authority and Greater Manchester Combined Authority colleagues, and the Greater Manchester Local Enterprise Partnership. These successful partnerships have enabled us to develop innovative Greater Manchester transport plans, which are helping 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’**.



Our transport strategy

Greater Manchester Strategy: Our People Our Place

In October 2017 Greater Manchester launched the third version of the Greater Manchester Strategy. Called **Our People, Our Place**, it sets out the city-region's collective ambition to make Greater Manchester one of the best places in the world.

The previous two versions of the Greater Manchester Strategy focused on delivering ambitious economic growth for the city-region. Created after a year-long engagement with Greater Manchester's diverse organisations and communities **Our People, Our Place** shifts this focus to ensuring all the people of the city-region can benefit from this growth and the opportunities it brings.

Our People, Our Place is structured around ten priorities:

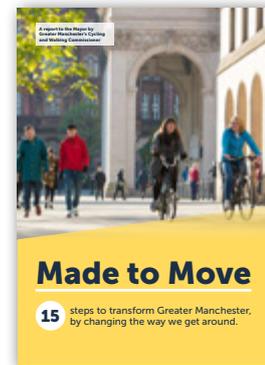
- **Priority 1:** Children starting school ready to learn.
- **Priority 2:** Young people equipped for life.
- **Priority 3:** Good jobs, with opportunities for people to progress and develop.
- **Priority 4:** A thriving and productive economy in all parts of Greater Manchester.
- **Priority 5:** World-class connectivity that keeps Greater Manchester moving.
- **Priority 6:** Safe, decent and affordable housing.
- **Priority 7:** A green city-region and a high quality culture and leisure offer for all.
- **Priority 8:** Safer and stronger communities.
- **Priority 9:** Healthy lives, with quality care available for those that need it.
- **Priority 10:** An age-friendly city-region.

It is clear that our work at TfGM and the commitments set out in this Business Plan centre on the fifth priority. Greater Manchester's ambitious plans for prosperity are driven by connectivity.

Good quality, reliable and affordable transport across Greater Manchester is vital to release the potential of our city-region's communities by connecting people to jobs and opportunities, and it is fundamental to building an inclusive, growing economy.

However the priorities are interdependent and interconnected and the breadth of our work at TfGM aligns with and underpins them all. For example, our work on the **Greater Manchester Low-Emission Strategy** and **Air Quality Action Plan** will help deliver the priority for a green city-region, while our offer of a free 28-day travel passes to apprentices helps people find good jobs and the opportunities to progress and develop. By subsidising bus services across the city-region when commercial services are not provided by private operators, we enable people of all ages to access the shops, jobs and services they need.

By working towards the implementation of **Our People, Our Place** we can ensure that all we do at TfGM supports the work being undertaken by other organisations within the Greater Manchester family, such as the Health and Social Care Partnership, Greater Manchester Local Enterprise Partnership and Greater Manchester Combined Authority to deliver all of our city-region's ambitions.





Bus Reform

The Greater Manchester Transport Strategy 2040 sets out our ambition for bus services. Greater Manchester needs a joined-up transport network, with simple fares and ticketing, that puts the passenger first and guarantees the best value ticket for their journey. Bus services should be modern, accessible, and everyone should be able to use them.

As part of the 2014 Greater Manchester Devolution Agreement, government committed to introducing new bus legislation. In April 2017 the Bus Services Act became law, giving Mayoral authorities like Greater Manchester powers to reform the current bus market. The options available include different types of partnerships and franchising – the system used in London and other cities globally.

Bus reform could bring significant benefits for residents and passengers, allowing for greater local control over routes, frequencies, timetables, fares and quality standards for all buses across the Greater Manchester network.

On behalf of Greater Manchester Combined Authority (GMCA) – and in line with the Bus Services Act 2017 – TfGM is now preparing an assessment of the options, including partnership proposals or a franchising scheme for the whole of Greater Manchester. As part of this assessment, we are also engaging with bus operators.

Following an independent audit of the assessment the GMCA will decide whether to proceed with a consultation, enabling the public to have their say. The Mayor will then be able to make a decision as to whether to use the powers made available to him under the Bus Services Act 2017 to reform Greater Manchester's bus market.

Bus reform could bring significant benefits for residents and passengers.

Our commitments for 2018–21

- We will prepare an assessment of a proposed bus franchising scheme.
- We will, if required by the GMCA, conduct a public consultation on bus reform.
- We will, if required by the Mayor, implement the first phase of the preferred option for bus reform.

Our focus on customers

Improving the Customer Experience

We are working to make every stage of the journey experience as easy as possible and placing the travelling customer at the heart of everything we do.

Greater Manchester is one of the UK's leading business, cultural and sporting destinations, popular with both national and international travellers. From conferences and pop concerts to Premier League football and festivals, the demands on the city-region's transport network are complex and constantly changing.

By analysing travel data, working with our partners and listening to our customers we are constantly working to make everyone's journeys as seamless, safe, accessible and reliable as we can.

Fares and Ticketing, including smart ticketing

At TfGM we work to ensure public transport is accessible to as many communities as possible. We subsidise some bus journeys, so people can access vital services or work. We also provide funding for young and old, and disabled people to travel at reduced fares or for free.

Last year we launched the get me there smartcard, which complemented the app launched in 2016. Usable on trams and many of the city-region's buses, they make travelling faster and more flexible as customers can avoid queues at ticket machines and don't have to worry about having the correct change. Using get me there, 16 to 18-year-olds can now also benefit from half-price travel on buses and on Metrolink off-peak and at weekends.

By the end of 2018 we are aiming to have developed the first phase of contactless smart ticketing payment on Metrolink. In early 2019 we will also look to simplify Metrolink's fare structure and introduce zonal charging. This year we launched the Women's Concessionary Travel Pass which entitles thousands of women affected by the change in the state pension age to free off-peak travel on bus, train and tram.

Communication

We know that planned and unplanned disruption causes frustration to passengers and when it happens they need clear and reliable information on how to complete their journeys. We are working to ensure our communication in these circumstances across all modes of transport is timely, relevant, consistent and up-to-date.

On Metrolink we acknowledge the need to improve how we communicate with customers during disruption. We are listening and learning. From April we will be publishing a monthly report on Metrolink service levels to ensure transparency. We will also be working with the operator Keolis-Amey to ensure we are getting the right information to the right people at the right time. As a part of this they have introduced regular Meet the Manager and Tweet the Manager sessions, where the public can share their thoughts and raise issues with the service.

A safe and secure network for everyone

The safety and security of our customers is one of our key priorities. We work with Greater Manchester Police through the TravelSafe Partnership to tackle crime and antisocial behaviour, encourage reporting and offer a reassuring presence on public transport. We are employing 50 extra Police Community Support Officers to patrol Metrolink and the bus network to help keep our passengers safe.

We are working with government to extend powers under the Anti-Social Behaviour, Crime and Policing Act 2014, which would enable us to apply to the courts for civil injunctions against those involved in nuisance and anti-social behaviour on the transport network.

We also embed accessibility into all our work and ask our partners to do the same at every stage of new projects. Our pioneering Disability Design Reference Group feeds back at every stage of new projects, ensuring we consider the differing needs of disabled people so that we can provide them the best possible experience.

Digital Innovation

Clear and accurate information is critical for travellers so that they can make informed and sustainable travel choices. We are constantly developing our suite of digital tools for our customers so that they have the right information at the right time.

We've recently launched a new TfGM website www.tfgm.com which is the first point of contact for many of our customers. It provides a responsive and central online source of real-time travel and transport information.

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

We are working to make every stage of the journey experience as easy as possible and placing the travelling customer at the heart of everything we do.

Our commitments for 2018–21

- We will develop and deliver technology to make ticketing more convenient to customers.
- We will simplify public transport fares and tickets.
- We will improve travel information so customers can select journeys, products and services that best suit their needs.
- We will work in partnership to improve the public's perception of safety and security on the transport network.
- We will put customers at the heart of our services.

Our achievements in 2017

- Launched Greater Manchester's get me there smartcard for Metrolink and selected bus services.
- Bolstered our TravelSafe Partnership, employing 50 extra Police Community Support Officers to patrol Metrolink and the bus network.
- Launched half-price off-peak and weekend travel for 16–18 year olds on Metrolink and selected tickets.
- Promoted TravelSafe awareness campaigns, via ongoing marketing, high-profile policing and communications.
- Launched a new website, providing real-time travel and transport information.
- Increased the number of Customer Service Representatives on Metrolink.

A scenic view of a paved path in a park. In the foreground, a person is riding a bicycle away from the camera, wearing a red backpack. To the left, a man in a green hoodie and a dark jacket is walking towards the camera. Further down the path, several other people are walking away. The path is lined with tall streetlights and large trees with green and yellowing leaves, suggesting an autumn setting. The overall atmosphere is peaceful and active.

Cycling and walking provides huge potential to reduce these short car journeys: improving public health, reducing congestion and making our towns and neighbourhoods more attractive places to live in, work and visit.

Our commitment to health and sustainability

Making healthy, sustainable, travel options the first choice

Currently 83% of trips within Greater Manchester are 8km or less and just over half of these are made by car.

Cycling and walking provides huge potential to reduce these short car journeys: improving public health, reducing congestion and making our towns and neighbourhoods more attractive places to live in, work and visit. There is a strong emphasis in the 2040 Transport Strategy on enabling people to travel more easily and safely on foot and by bicycle.

TfGM supports the introduction of dedicated cycling and walking infrastructure, alongside an engagement programme, aimed at getting more people active. To do this, we work in partnership with local authorities and other key delivery organisations, ensuring that cycling and walking are considered and embedded in the wider health, air quality and congestion agendas.

In the past year we have continued to support our partners, to deliver the Cycle City Ambition Grant (CCAG2) programme, funded by Department for Transport (DfT). This will create more than 45km of new or improved cycle routes, adding to the 65km of cycle routes built as part of the first phase of the grant. The programme also introduces five new cycle-friendly district centres, which include cycle routes, quiet street schemes, 20mph zones and cycle parking facilities.

In order to improve the integration with other modes of transport, CCAG2 also aims to provide cycle storage facilities, and associated cycle infrastructure, on our highways and at five rail and Metrolink stops.

Our Business Travel Advice Service supports organisations so that they can promote cycling, walking, public transport, flexible working and car sharing to employees. We currently have 620 sites in our Business Travel Network and we have developed 320 action plans and distributed over £500,000 in travel grants. Our Access to Employment scheme helps jobseekers and apprentices travel to work, offering discounted public transport tickets for interviews and in the first four months of employment.

We have continued to provide a comprehensive engagement and support programme, partly funded through the DfT, which includes cycle training and maintenance courses. We have run successful Walking Festivals and Walking Weeks, with the number of groups joining in the latter increasing year-on-year over the past three years. In 2017, over 4,700 participants took part.

We are working closely with the Greater Manchester Cycling and Walking Commissioner, Chris Boardman. We will help to develop and deliver the 15 steps contained within his report, Made to Move, in order to achieve a cultural change in how we travel. These include:

- Establishing a ring-fenced ten-year £1.5bn infrastructure fund;
- Ensuring walking and cycling are integrated into the development stage of all upcoming public realm and infrastructure investment;
- Partnering with schools and local authorities to ensure cycling and walking are the first choice for the school run; and
- Work with local businesses to achieve a cultural shift on commuting.



Our commitment to health and sustainability

Alongside this a Streets For All strategy will be launched in summer 2018 that sets out a new approach to our highways, with a focus on improving our streets for people and places, rather than focusing on vehicles. It was agreed to allocate £10m in 2018/19 and £50m per year for the next three years to a Mayor's Challenge Fund to support the Made to Move agenda. This funding will come from the Transforming Cities Fund, announced in the 2017 Autumn Budget.

Our ambition is to 'double and double again' the proportion of trips made by bicycle, with the aspiration that by 2025 10% of all trips will be made by bicycle. Ultimately, it is our aim to establish cycling and walking as recognised and attractive components of our future integrated transport offer.

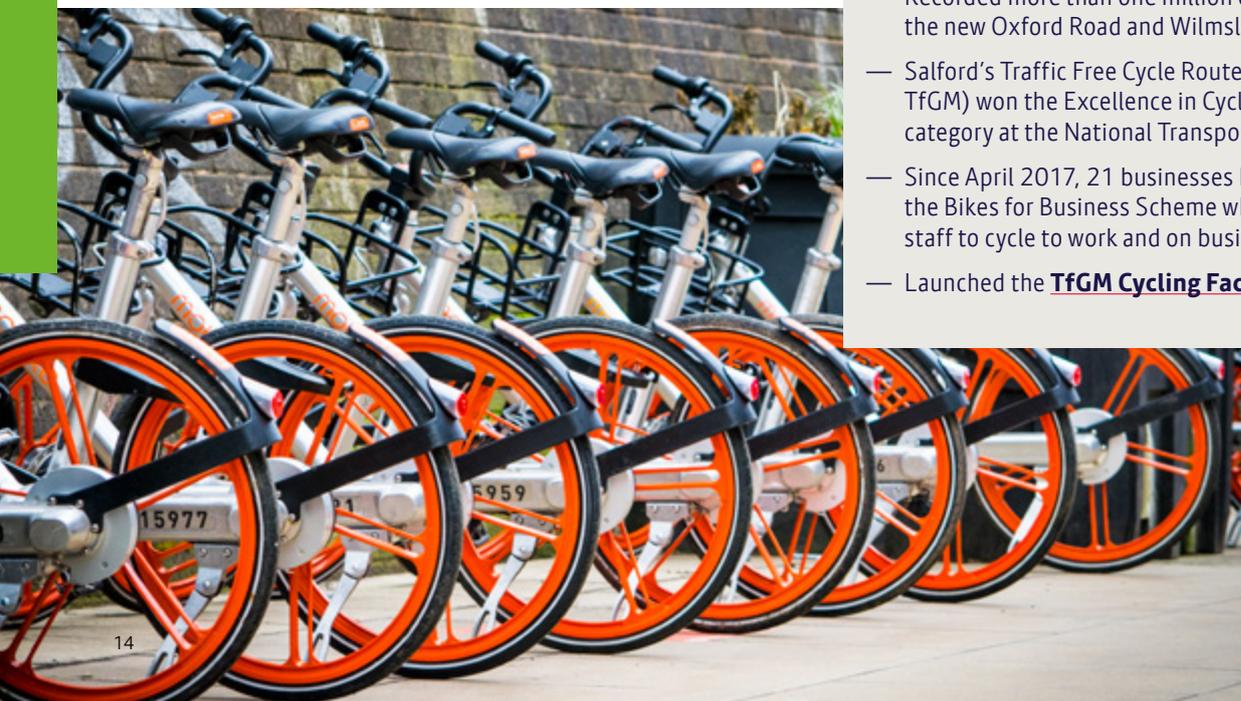


Our commitments for 2018–21

- We will promote active travel as the first choice for short journeys.

Our achievements in 2017

- Chris Boardman appointed as Greater Manchester Combined Authority's Cycling and Walking Commissioner.
- Supported the launch of Cycling and Walking Commissioner Chris Boardman's Made to Move report.
- Organised the Greater Manchester Walking Festival in May 2017 attended by 4,764 people and a Walking Week in October 2017 attended by 1,228 people.
- Over 3,445 people have attended our cycling training programme.
- Successfully facilitated the launch of Mobike in Manchester and Salford.
- Recorded more than one million cycle journeys on the new Oxford Road and Wilmslow Road Cycleway.
- Salford's Traffic Free Cycle Routes (part funded by TfGM) won the Excellence in Cycling and Walking category at the National Transport Awards.
- Since April 2017, 21 businesses have enrolled onto the Bikes for Business Scheme which encourages staff to cycle to work and on business trips.
- Launched the [TfGM Cycling Facebook page](#).





Air quality

Greenhouse gases cause significant, long-term damage to the environment. Transport is a significant contributor to this and reducing air pollution will be one of the biggest challenges faced by our city-region over the next decade.

Over recent years, Greater Manchester has improved its air quality thanks to concerted action at all levels. However, more investment and radical action is needed to protect our environment and the health of our residents, workforce and visitors. Poor air quality near schools, for example, can have a damaging impact on children for the rest of their lives.

The Greater Manchester Low-Emission Strategy and the Air Quality Action Plan were published by the GMCA in December 2016. They provide a framework for a long-term integrated approach to reduce carbon emissions and improve air quality. As a part of these plans we have identified the measures we believe will have the biggest impact on reducing emissions. Our five priority areas for investment are:

- Stimulating the uptake of Ultra-Low-Emission Vehicles, including investing in a network of charging points.
- Reducing emissions from heavy goods vehicles.
- Reducing emissions from buses.
- Changing travel behaviour in line with the objectives of the Transport Strategy 2040, the Congestion Deal and Made to Move.
- Boosting the information and resources available to businesses and the public.

Following the publication of the UK Air Quality Plan for tackling nitrogen dioxide, TfGM is now leading, on behalf of Greater Manchester's local authorities, a detailed feasibility study to assess options and bring forward a robust Clean Air Plan to assist Greater Manchester in meeting air quality levels set by the EU.

The Plan will set out a package of measures designed not only to achieve EU compliance but to address air pollution as a contributor to ill health and reduce transport-related carbon emissions – protecting both people and the environment.

Our commitments for 2018–21

- We will lead on implementing Greater Manchester's Air Quality and Carbon Reduction plans.

Our achievements in 2017

- Held Greater Manchester's first Clean Air Day in June 2017 promoting ways to improve air quality and highlighting the dangers of pollution.
- On behalf of the GMCA and the local authorities a clean air feasibility study was undertaken supporting the development of the Greater Manchester Clean Air Day Plan.
- We have facilitated over 100,000 Greater Manchester Electric Vehicle charging sessions for car users, with over 4,000 charging sessions taking place monthly.
- Launched a campaign encouraging drivers to turn off their engines when parked, especially on the school run.
- Launch of Oxford Road and Wilmslow Road Cycleway has increased cycle journeys equal to a reduction of 1.9 tonnes of nitrogen dioxide and 873.5 tonnes of carbon dioxide.
- The Casualty Reduction Partnership raised over £6 million to be redeployed into Greater Manchester Road Safety initiatives.
- As of October 2017, there were 384 (15%) low-carbon emission vehicles in Greater Manchester's bus fleet, of which TfGM owns 150 (109 low-carbon emission and 41 exhaust retrofit vehicles).
- Secured £3m funding for clean bus technology retrofit work to 170 buses over two years.

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The 24/7 Control Centre will provide greater resilience for the network, providing a more reliable service that befits a growing, modern 24-hour region.



Integrating our operations

Continuing to strengthen the overall network operation

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

Together our operations and project teams are making travel easier for customers across Greater Manchester and beyond. From the day-to-day planning, running and development of the transport network, to providing the infrastructure for a multi-modal, integrated transport network, we put the customer first. A key component of this is collecting and analysing transport data in order to gain a clear insight into our customers' needs and behaviour so that we provide a responsive and resilient service.

With our significant experience in successfully developing and delivering complex and challenging transport schemes, we aim to be recognised as 'best in class' in project and programme management across Greater Manchester. Alongside our day-to-day operations, we are currently investing in transport improvements and working towards achieving the ambitious plans outlined in the Greater Manchester Transport Strategy 2040.

Last year the Mayor announced that he would establish a Greater Manchester Strategic Transport Board, supporting his key theme of enhancing governance. Comprising the ten local authorities and key transport providers, including TfGM, it will hold the entire transport network to account by monitoring performance, tracking the progress of improvements and ensuring joined up working.

Alongside this, in order to support the delivery of these integrated operations, we have extended the operating hours of our Control Centre to 24/7. This enables us to have a constant presence, proactively managing the transport network and monitoring, identifying and responding to emerging issues. This includes changing traffic signal timings in congested areas, advising road users via external live signage and media and allowing buses extra green light time so that they can stay on schedule. The 24/7 Control Centre provides greater resilience for the network, providing a more reliable service that befits a growing, modern 24-hour region.

Tackling congestion

Congestion is one of the biggest challenges we face. One of the side effects of a successful and thriving region that is attracting more jobs, visitors and residents is an increase of traffic on the road. It is estimated that congestion costs Greater Manchester's economy £1.3 billion a year through lost productivity. Alongside this it leads to poor air quality and it is hugely frustrating for road users.

Last year, to help address the problem, the Mayor launched the Congestion Conversation, giving people and organisations across Greater Manchester the chance to share their views. More than 7,000 people responded and we have used this and other data to formulate a Congestion Deal to address the issues raised. The Mayor has already ruled out the introduction of a congestion charge, so other options will be considered.

Congestion is complex and a solution will only be possible by working in partnership with the ten local authorities, Highways England, Greater Manchester Police and other key stakeholders including the road users themselves. By working closely with the highway authorities we will continue to assist in the management of the highway network, help develop network management and operation policies, and steer Greater Manchester's approach to asset management, infrastructure investment and development.

Our commitments for 2018–21

- We will provide and influence improved service delivery for the benefit of customers who use the Greater Manchester network.
- We will continue to collect and analyse transport data to gain a clear insight into customers' needs enabling us to maximise efficiency and optimise capacity across the network.

Our achievements in 2017

- Improved customer services through upgrading our facilities and targeted communications during planned events and periods of disruption.
- Successfully managed the transport network around major events, including the Conservative Party Conference, Parklife, Pride, and major sporting events.



Integrating our operations



Bus

Greater Manchester's bus network plays a key role in keeping the city-region moving by helping to reduce car journeys and ease congestion on our roads. Three in every four public transport journeys are made by bus in Greater Manchester. That equates to around 200 million passenger journeys in 2017.

Along with the city-region's bus operators, local authorities and Highways England, we are committed to improving the passenger experience and encouraging even more people to use the bus network.

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

We are also responsible for ensuring the provision of safe, secure, clean and attractive passenger waiting facilities, so that all services are accessible to public transport users. This includes the need to produce, display and distribute information in accordance with the Transport Act.

TfGM is also delivering major bus transport projects, such as the £122 million Bus Priority Package. Completed in 2017 it was one of the largest investments in Greater Manchester's bus network for decades, creating or improving over 40km of the network on key routes. A key part of this was the transformation of Manchester city centre's Oxford Road, which now supports cross-city bus services, creating better access to healthcare, education, employment and retail. The scheme has improvements for all road users, including pedestrians and cyclists, with the region's first Dutch-style cycle lanes.

To support TfGM's commitment of providing an integrated transport network, we are currently delivering a multi-million pound programme of new interchanges to offer state-of-the-art passenger facilities. New interchanges have been built at Altrincham, Bolton, Rochdale, and Wythenshawe. We are also preparing to upgrade facilities at Tameside, Stockport and Wigan. All interchanges will feature modern, attractive amenities and customers will benefit from better passenger information and ticketing facilities.

The Salford-Bolton Network Improvements (SBNI) programme is a further scheme that provides a comprehensive package of enhancements to roads and junctions across the two authorities, including in areas of high deprivation. Designed to improve safety, ease congestion and reduce journey times the first set of works in Pendleton and Walkden were completed in November 2017.

We are also setting up a £3 million fund that will enable bus companies to retrofit their vehicles so they can reduce NO₂ tailpipe emissions to help clean the air we all breathe.

Our commitments for 2018–21

- We will complete the Salford-Bolton Network improvements.
- We will procure general and school bus services that addresses social mobility and inclusion and that are demand responsive.

Our achievements in 2017

- Completed the Greater Manchester Bus Priority Package works on Oxford Road, improving over 40kms of the network on key routes.
- Completed the Salford-Bolton Network Improvements package in Pendleton and Walkden enhancing safety and easing congestion.
- Opened the new Bolton Interchange in September 2017 a multi-transport mode facility, with a 'Skylink' bridge to the nearby rail station offering easy transfer between bus and trains.
- Throughout 2017/18 performance data on network reliability of scheduled bus services has remained above the Code of Conduct standard of 97% at 98.4%.



Metrolink

With 93 stops and 97km of track Metrolink is the largest light rail network in the UK. In 2017 it hosted 40.8 million passenger journeys across the city-region, up from 37.8 million in the previous year.

This growth was aided by the opening of the Second City Crossing in February 2017 through Manchester city centre, creating greater resilience and flexibility across the network. The opening of the crossing marked the end of the £1.5 billion Phase 3 expansion programme, which was the largest recent investment in public transport infrastructure in the UK outside London.

In July 2017 KeolisAmey was appointed as the operator for Metrolink, with a commitment to continuous improvement of the service, including a focus on reliability and customer service. Our partnership with KeolisAmey will include the implementation of a joint business planning process.

In January 2018 we also opened additional platforms at Manchester Victoria, which enabled the extension of Manchester Airport services into the heart of Greater Manchester. We also introduced later trams on Sundays.

To increase transparency on performance we now publish a monthly performance report on service reliability and punctuality and any significant incidents. In 2018 we will also publish a Customer Service Policy, which will set out the standards and targets our customers should expect from our service. This will include reliability, passenger information, cleanliness and security.

Following the start of construction in January 2017 work on the Trafford Park Line expansion has continued throughout the year, with the first section of track laid in January 2018. When completed in 2020 this new line will connect Metrolink passengers with the work, retail and cultural opportunities along the route to Trafford Park and the Trafford Centre.

Alongside the completion of the Trafford Park Line we are also considering further expansion of the network. Plans are already in development to extend the Manchester Airport service into the soon to be re-developed Terminal 2 building. The feasibility of further expansion is also being reviewed, with options including orbital links as well as possible longer-term tram-train solutions.

We are also implementing a renewals and enhancements programme to improve the resilience and reliability of the existing network. In addition, as part of the Congestion Deal, TfGM has secured £80 million to fund up to 27 new trams and supporting infrastructure.

Ultimately we must continue to grow capacity and promote further capital investment so that the Metrolink network can be at the heart of Greater Manchester's growing economy and achieve the revenue required to continue as a self-funding operation.

Our commitments for 2018–21

- We will increase passenger journeys through improved services and reliability in order to generate an operating surplus for future development.
- We will continue to roll out and improve the tram management systems to increase efficiency and capacity, reducing disruption.
- We will complete construction and open the Trafford Park Line.
- We will, subject to funding, start construction of the extension of the Airport Line to Terminal 2.
- We will develop the business case for future expansion of the Metrolink network.
- We will deliver renewal and enhancement projects to ensure continual improved reliability and resilience of the Metrolink service.
- We will develop the case for purchasing additional trams and infrastructure to cater for customer demand.

Our achievements in 2017

- Celebrated the 25th anniversary of Metrolink in April 2017.
- In partnership with KeolisAmey, introduced a customer focused performance regime, with the operator financially incentivised to achieve the performance targets included within the agreement.
- Installed the new tram management system at Victoria to increase operational flexibility.
- Launched a new timetable in January 2018 including later trams on Sunday and trams running directly to and from the airport from the city centre.
- Increased the number of double trams on the Bury and Altrincham lines.
- Improved operational resilience with the introduction of a second platform at Altrincham and Victoria.
- Introduced Meet the Manager sessions to improve the customer/operator relationship.
- Enabled additional tram capacity through the introduction of two new power substations.

Integrating our operations



Rail

TfGM has an influential voice in developing the best possible rail services in Greater Manchester. Working alongside industry partners such as Rail North, the Department for Transport, Transport for the North, and Network Rail, we help to drive major improvements to the rail network.

The Greater Manchester rail network is now used by around 40 million passengers a year. This is an increase of 30% over the past decade. By securing improvements to capacity, connectivity and reliability we will help rail increase its role in making travel easier across the city-region.

Greater Manchester has a comprehensive network of rail services run by operators on the national network, which is owned and managed by Network Rail. As a key Rail North partner we are currently supporting Arriva Rail North Ltd (Northern) and TransPennine Express in delivering their franchise commitments. These include new and longer trains, more travel options throughout the week, improved customer experience and integrated and smart ticketing.

We are also working closely with the Department for Transport and Network Rail to identify future improvements that align with Greater Manchester's growth ambitions. In March 2018 we launched, on behalf of our Greater Manchester partners, our HS2 and Northern Powerhouse Rail (NPR) Growth Strategy, 'The stops are just the start'. It sets how these two infrastructure projects can be maximised to provide the most jobs, investment and growth for the city-region.

Our collaborative approach enables rail to be an integrated part of our transport network during major events, periods of network improvement and during disruption. In partnership with Network Rail and train operators we are delivering improved customer information and detailed journey planning.

We are supporting a range of rail station improvements by securing more funding to complement work already planned by Network Rail and train operators. Our local knowledge enables us to recommend which facilities and improvements will offer the greatest benefit for local passengers and which rail station development can spur local regeneration and economic growth.

We are actively pursuing opportunities to use rail stations as more than boarding and alighting points, as we believe they have the potential to be important assets at the heart of local communities. We continue to work with communities and industry to make rail stations attractive, safe, appealing and accessible for all.

Working closely with the Greater Manchester Mayor and the Greater Manchester Combined Authority we are developing the strategic Greater Manchester Rail Plan. This will outline our vision for the future of rail across the region, clearly setting out our policies and how they deliver the aspirations in the Greater Manchester Transport Strategy 2040.

Our commitments for 2018–21

- We will deliver station improvements and explore partnership working to ensure an integrated transport system.
- We will ensure Northern and TransPennine Express's franchise commitments are deployed effectively to support our city-region's growth.
- We will work to secure government commitments to major rail upgrade projects, including the Castlefield Corridor, the TransPennine route upgrade, HS2 and NPR.

Our achievements in 2017

- Delivered a week-long community pop up event at Salford Central station, transforming it into a community hub.
- Delivered additional enhancement to Network Rail's platform renewals scheme at Salford Central station to improve accessibility.
- Provided over £15,000 in community grants to improve stations across Greater Manchester.
- Opened Bolton Skylink in September 2017 providing greater integration between bus and rail services.

Highways

Greater Manchester's road network forms the arteries of the region's economy. In the city-region 90% of all journeys are made by road, with the travelling public making 1.6 billion individual trips on the highways every year.

They are a critical asset on which public transport, freight, business, visitors and commuters rely. We are working with our partners to keep Greater Manchester's roads moving and ensure they have the capacity to support continued growth.

TfGM now has strategic oversight of a Key Route Network making up nearly 650km of Greater Manchester's busiest roads. While this is just 7% of the total length of the highways network, it carries two-thirds of peak-time traffic.

We work with our local authority partners and Highways England to coordinate day-to-day operations and deal with incidents and events on Greater Manchester's roads and motorways. Our work is also essential in tackling congestion as we manage signals to improve traffic flow, control pedestrian crossings, conduct long-term planning and modelling and design, install and modify new signal junctions.

We monitor and report on performance, and seek to maximise the use of long-term investment for highways. This approach helps us to reduce delays and ease congestion to benefit all road users and the communities that live alongside the road network.

We're also working to ensure our roads are as safe as possible through the Joint Road Safety Group which is responsible for identifying and coordinating the implementation of road safety priorities in Greater Manchester. TfGM, Highways England and the highway authorities are also working collaboratively to reduce the number and severity of road casualties using the framework of the Department for Transport's Killed and Serious Injuries reduction forecast for 2020.

Greater Manchester Streetworks Group ensures the co-ordination and management of all roadwork activities across the city-region. It has the power to penalise contractors whose works breach their contracts, including if they overrun.

TfGM is also currently developing a city-region wide taxi and private hire vehicle policy. This will ensure operator and environmental standards for the industry and centre on public safety

Alongside this TfGM Highways delivers the National Driver Intervention Scheme across Greater Manchester on behalf of the Mayor and Greater Manchester Police, and delivers an annual programme of road safety publicity and engagement programmes in collaboration with our partners.



Our commitments for 2018–21

- We will work with local highways authorities to improve road infrastructure and traffic flow.
- We will install adaptive traffic management systems to improve network capacity.
- We will establish a city-region wide taxi and private and hire vehicle policy to ensure operator, safety and environmental standards.

Our achievements in 2017

- Installed 46 additional CCTV cameras to offer greater oversight over the wider regional highway network, providing greater capacity to see the network operating in real time and the ability to respond to incidents quickly.
- Supported our local authority partners on the delivery of their highway improvement schemes, such as works on M62 J19 link road and the M58 link road.
- Delivered over 70,380 DriveSafe speed awareness courses.
- Casualty Reduction Partnership raised over £6 million for Greater Manchester Road Safety initiatives.
- Urban Traffic Control delivered circa 200 signal design and modelling packages to clients.
- A Greater Manchester Highways Partnership Board established providing a collaborative approach to TfGM and local highways authorities working together.
- Highways Forecasting and Analytical Services delivered around 50 traffic modelling and analysis programmes, generating £450,000.

The freight and logistics industry generates 7% of the city-region's economy and provides employment to 60,400 people.



Integrating our operations

Freight and logistics

The freight and logistics industry is essential to Greater Manchester's economy and touches the lives of all of its residents, businesses, workers and visitors. Supplying both goods for manufacturers and stock for retailers the industry generates 7% of the city-region's economy and provides employment to 60,400 people.

As our economy, population and urban infrastructure grows and the way we live our lives changes, the demands on the freight and logistics network is rapidly evolving. We need to ensure that this change happens in a flexible and sustainable way so that our city-region can continue to attract jobs, businesses and investment, both within the sector and in the industries supported by it.

Underpinning the Greater Manchester Transport Strategy 2040, the 2016 Greater Manchester Freight and Logistics Strategy was developed by TfGM in consultation with a broad range of industry stakeholders from the public and private sectors. Its purpose is to consider the current freight and logistics industry, set out our ambitions, and balance the needs of freight and passenger demand on our transport network. It works alongside the Northern Freight Strategy currently under development by Transport for the North.

The Strategy includes an intervention plan that sets out a package of initiatives that will improve the management and capacity of the transport network to support the freight and logistics industry. Working with suppliers, delivery companies, customers and consumers it uses focused planning and research to consider and influence both the short- and long-term development of activity across Greater Manchester so we can move to more sustainable modes of distribution.

The freight and logistics industry is complex with many different operations and businesses involved, ranging from multinational companies to sole traders. TfGM is gaining a better understanding of what the industry needs by building robust and long-lasting relationships within the industry.

This will enable us to encourage suppliers, operators and customers to work together for the overall good of the city-region, reducing congestion, improving air quality and contributing to our city-region's economic growth.

Our commitments for 2018–21

- We will help maximise the economic contribution of the logistics industry, while minimising its environmental and social impact.

Our achievements in 2017

- Established the Greater Manchester Freight and Logistics Forum, providing a voice for the industry.



Our assets

Getting the best out of our assets

From bus stations and trams to offices and information systems, TfGM owns and manages a diverse and complex range of assets that are vital in our mission to keep Greater Manchester moving. As the demands on the transport network increase our infrastructure needs to grow and become more sophisticated. Consequently these assets need to be maintained, replaced and adapted to help keep travel disruption to a minimum and safeguard the welfare of our customers, staff, contractors and the general public. Underlying this we need to ensure we are offering value to the public purse.

To address this, we are continuing to develop a strategic approach to maintaining and renewing all our assets. This will ensure that we are making the best use of capital investment, and operating budgets are efficiently applied to extend asset life and sustain long-term performance. All this is overseen and implemented by our Asset Management Office.

The Asset Management Office sets out and oversees the delivery of TfGM's asset management policy and strategy. It ensures TfGM's operational functions, such as Metrolink, are correctly directing and managing operations and that maintenance and renewals are delivered in line with our policy and strategy.

Our property assets are utilised to assist Greater Manchester and the Greater Manchester Combined Authority in:

- Delivering its residential growth agenda across Greater Manchester;
- Optimising commercial opportunities arising from capital projects;

- Improving passenger facilities across the networks; and
- Optimising rental income and driving revenue to reduce the burden on the public purse.

Our Strategy for Technology sets out our digital vision, ensuring we are a modern, effective and agile organisation. This includes ensuring we have the right expertise, infrastructure and processes in place to better meet the needs of our customers.

Our commitments for 2018–21

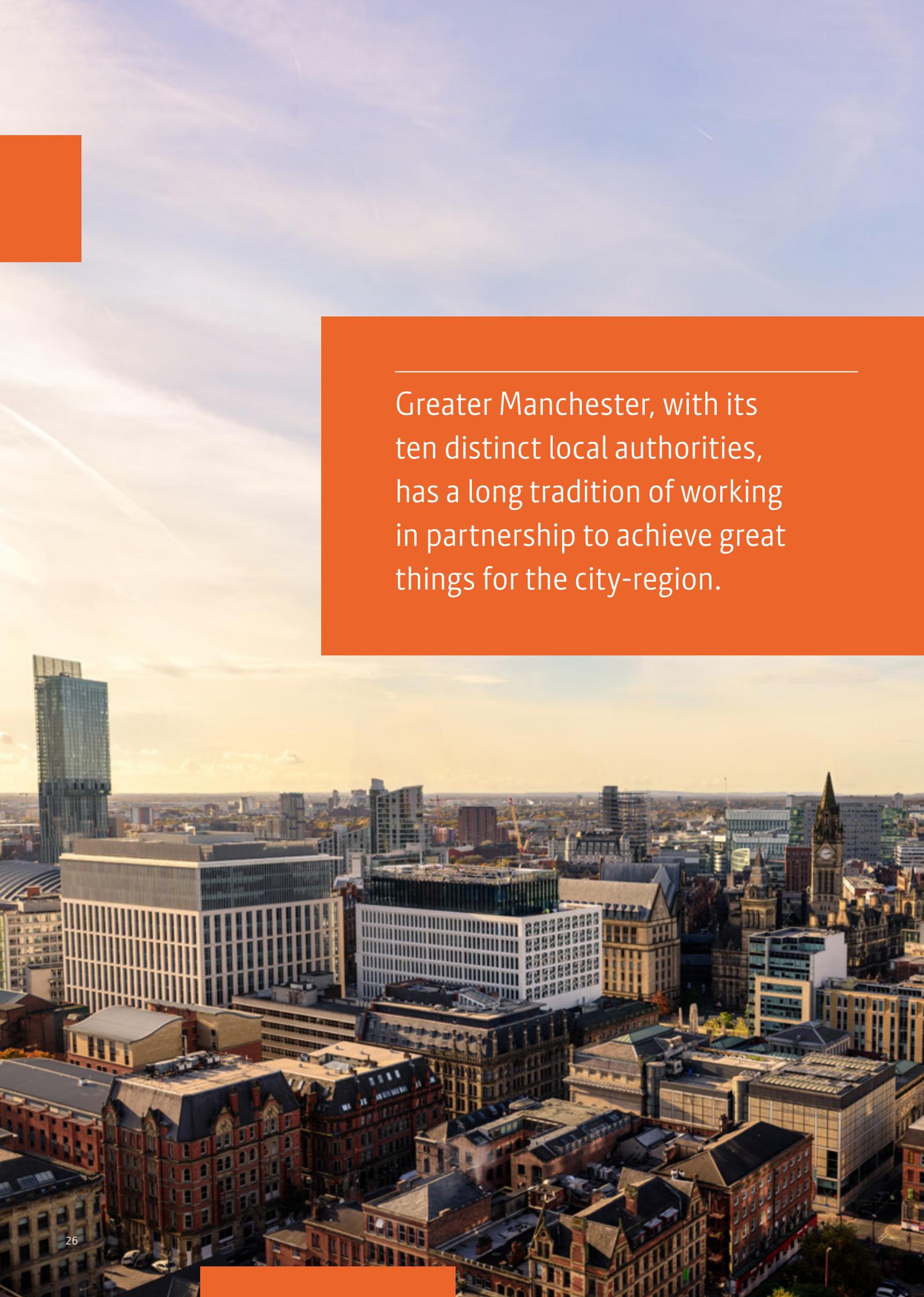
- We will develop and implement a long-term Asset Investment Renewal and Maintenance Strategy.
- We will continue to develop new revenue streams and generate income from our properties and other assets.
- We will deliver a Strategy for Technology that will ensure we are better able to meet the needs of our customers.

Our achievements in 2017

- Updated our portfolio ensuring we can maximise our revenue streams enabling us to invest in our services.
- Metrolink's Second City Crossing (2CC) won Construction and Engineering Project of the Year at the National Transport Awards and won the award for Transport Policy, Planning and implementation at the Chartered Institute of Logistics and Transport Awards 2017.
- The Bus Priority package, which includes the North West's first guided busway and transformation of Manchester's Oxford Road corridor won an award for improvements to Bus Services.
- Used TfGM's infrastructure and vehicles, including Metrolink trams and stops, to deliver joint marketing campaigns with our partners, including Manchester Beer and Cider Festival and Chinese New Year, encouraging the use of public transport to reduce congestion.

TfGM owns and manages a diverse and complex range of assets that are vital in our mission to keep Greater Manchester moving.



An aerial photograph of Greater Manchester, showing a mix of modern glass skyscrapers and traditional brick buildings. The sky is a mix of blue and orange, suggesting sunset or sunrise. A large orange rectangle is overlaid on the right side of the image, containing white text. Another smaller orange rectangle is in the top left corner.

Greater Manchester, with its ten distinct local authorities, has a long tradition of working in partnership to achieve great things for the city-region.

Our Greater Manchester family

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

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

Our most important stakeholders are:

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

Alongside this we work closely with Greater Manchester Police, Greater Manchester Health and Social Care Partnership, CityCo and The Growth Company.

The benefits of this partnership working can be seen across the breadth of our work. For example, our involvement in the GMCA's Greater Manchester Spatial Framework, which sets out the city-region's plan to provide the needed land for businesses and new homes, is essential in ensuring transport is included in the forecasting. We also worked closely with our partners, including the police, the fire and rescue service and Manchester City Council in the aftermath of the attack at Manchester Arena. It is only by working with our partners that we will be able to tackle some of the complex yet critical issues facing our region, including improving air quality and reducing congestion.

We also work on a regional basis with our partners such as Transport for the North to ensure Greater Manchester can maximise the opportunities of projects such as the Northern Powerhouse, HS2 and Northern Powerhouse Rail.

TfGM's innovation programme will ensure that Greater Manchester stays at the forefront of transport innovation, by securing funding for, and delivering, a continuing programme of pilots and complementary research. This includes coordinating the next phase of bike-sharing; expanding the electric vehicle rapid charging network and consolidating and expanding car clubs.

Ultimately our most important stakeholders are the residents of Greater Manchester. It is only by engaging with them that we can shape and implement successful transport policy and strategies. We are constantly consulting and listening to their views on our projects and initiatives. For example during last year's Congestion Conversation which attracted over 7,000 responses.

Our commitments for 2018–21

- We will prepare sub-strategies to underpin the Greater Manchester Transport Strategy 2040.
- We will develop geography specific transport plans, including for the GMSF and the city centre.
- We will deliver growth strategies to maximise the impact of HS2 and NPR across the city-region.
- We will develop a future transport system that can ensure capacity and connectivity for a growing Greater Manchester. This will include maximising the capacity and reach of the local rail, bus, and Metrolink networks, and coordinate a Streets for All highways upgrade programme.
- We will identify upcoming transport development and delivery priorities and work to secure the necessary funding.
- We will establish a programme of smart and innovative transport solutions that is fit for the future, improves Greater Manchester's residents' mobility choices, and helps deliver a cleaner transport system.
- We will use the best available insight from our residents, businesses and visitors to create our future plans.
- We will ensure Transport for the North's plans take into account Greater Manchester's priorities.
- We will work efficiently and effectively, both internally and externally, across the Greater Manchester family.

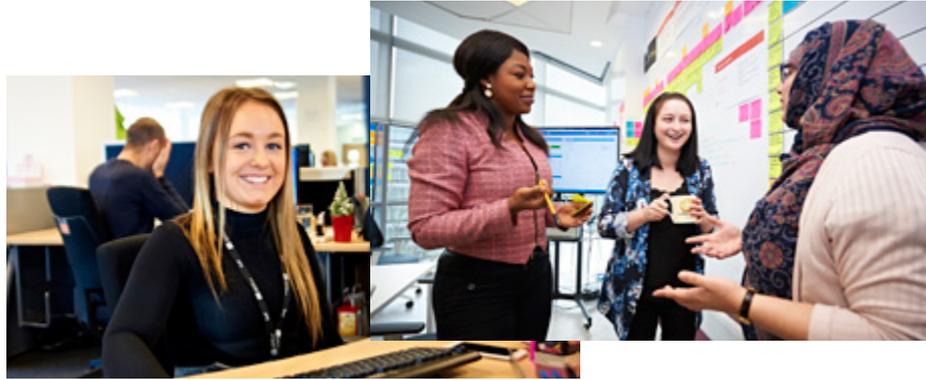
Our achievements in 2017

- Finalised HS2/NPR Growth Strategy and submitted it to government.
- Completed the GMSF area studies.
- Increasing efficiency with intelligent integration with GMCA, including embedding key staff.
- Supported the launch of Transport for the North's Strategic Transport Plan, to promote economic growth across the Northern Powerhouse.
- Delivered innovative pilots relating to bike sharing; Connected Automated Vehicles; Mobility As A Service; and the Internet of Things.



Committing our organisation to increase diversity and inclusion so that we provide opportunities to all of the communities of Greater Manchester.

Our people



Delivering a sustainable, high-performance organisation

Our people are at the heart of our organisation. The demands of the new Greater Manchester Strategy mean we must take on new and additional responsibilities and ensure that we have the skills and knowledge to deliver them. We have to do this while ensuring we are delivering value for money for Greater Manchester and fulfilling our obligations as a public sector employer within the GMCA.

Our People Strategy sets out our plan to ensure this, while also committing our organisation to increase diversity and inclusion. This includes providing opportunities to all of the communities of Greater Manchester, enabling rewarding and meaningful careers at TfGM.

The People Strategy is now entering its third year and significant progress has been made. Solid foundations have been laid in improving change capability, leadership development, increasing employee engagement, workforce planning, improving employee health and wellbeing, and in setting out a realistic but challenging diversity and inclusion improvement strategy.

The next phase of the People Strategy focuses on ensuring that TfGM has both the required capabilities and capacity to meet the challenges set by the evolving Mayoral agenda, including bus reform and the increased focus on Streets for All, congestion and improving air quality. Those capabilities and that capacity will be delivered through the organisation's Talent Management Strategy and through changed ways of working.

Our Talent Management Strategy will focus on the development of our current and future workforce to ensure we have the right skills and expertise to meet the organisation's short, medium and long-term requirements. Central to the Talent Management Strategy will be the commitment to provide high-quality apprenticeships for residents of Greater Manchester and to encourage under-represented groups to consider a career in transport and related areas.

To develop increased capacity cost effectively, there will be an more focus on leadership development, effective change management and continual improvement and collaboration both within the organisation and across the GMCA.

Alongside and underpinning the development of organisational capability and capacity is the organisation's absolute commitment to further improving the diversity and inclusion of its workforce. The Diversity and Inclusion Strategy commits TfGM to working towards having a workforce that reflects the communities we serve. It ensures all new staff undertake equality and diversity training soon after they start work with us. The National Centre for Diversity currently rates us as an Investor in Diversity. Through the Strategy we hope to achieve the Leaders in Diversity standard.

Our commitments for 2018–21

- We will complete the organisation's transformation programme to ensure we have the right skills to deliver the organisation's strategy cost effectively.
- We will work towards becoming best in class in diversity and inclusion.
- We will improve collaboration and increase organisational capacity through implementing new ways of working.

Our achievements in 2017

- Launched our new staff Code of Conduct in December 2017.
- Launched a new staff recognition scheme, 'Going the Extra Mile'.
- TfGM awarded the Investor in Diversity status by the National Centre for Diversity.
- Employed five apprentices and graduate trainees.
- TfGM staff raised over £13,000 for charity.

Our funding and finance

Developing and delivering a commercially focused financial strategy

Working with the Greater Manchester Combined Authority (GMCA), TfGM is developing a financial strategy that will allow us to make the required investments in the transport network which support the wider Greater Manchester Strategy, including, economic growth, while also ensuring we are as efficient and effective as possible.

Revenue funding for 2018/19

We receive annual revenue funding from the GMCA, with a budgeted spend of £159.42 million for 2018/19, excluding capital investment. This covers the cost of providing our day-to-day operations, including the front line services we provide to customers, supported bus services and concessionary travel.

	2018/19	2017/18	
	Budget	Budget	Variance
Resources	£m	£m	£m
Total levy	121.17	126.22	(5.05)
Rail grant	1.86	1.86	—
Utilisation of surplus/other reserves	7.50	9.90	(2.40)
Metrolink funding from revenue/reserves	9.88	8.73	1.15
Mayoral general budget	3.95	—	3.95
Earnback revenue grant/reserves	13.50	9.00	4.50
Other grants	1.56	1.15	0.41
Total Revenue	159.42	156.86	2.56

Transport levy – £121.17 million

The majority of our revenue funding comes from a levy on the ten Greater Manchester local authorities via council tax. For 2018/19 this will be £121.2 million. In 2018/19 certain costs that have previously been funded by the levy will now be funded from a Mayoral budget, funded by a Mayoral precept. This is described further below. In addition there will be a larger contribution to funding from Metrolink's net revenues, meaning the amount from the levy reduces.

Rail Grant – £1.86 million

The Department of Transport provides us with a special rail grant to contribute to TfGM rail-related costs, including directly supporting local rail services.

Utilisation of Reserves including Metrolink – £17.38 million

TfGM will use the Concessionary Travel Reserve to part fund the costs of the concessionary schemes and will further draw down on Transport Reserves to fund the ongoing costs of developing future transport schemes. GMCA/TfGM are using Metrolink reserves to fund the financing costs of the borrowings for the expansion of Metrolink, in accordance with the financing strategy for the Greater Manchester Transport Fund.

In addition GMCA has approved the use of £5.5 million of reserves for the continued development of future transport schemes, and £0.5 million to further develop work on a partnership proposition for local rail stations.

Mayoral General Budget – £3.95 million

In 2018/19 a Mayoral precept is being charged for the first time. Certain transport related costs will in future be funded by this precept. This relates largely to the costs of developing transport strategies including the Local Transport Plan. This represents a shift between the levy and the precept rather than additional funding.

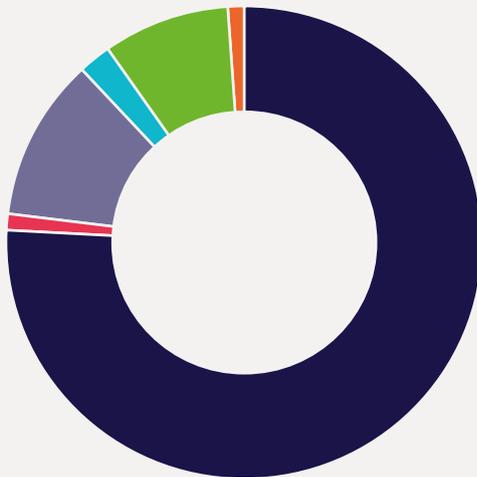
Earnback Revenue Grant/Reserves – £13.5 million

The costs of work on Bus Reform, which in 2018/19 are budgeted to be £11.5 million are funded from a revenue grant received by the GMCA called Earnback. As agreed by the GMCA in 2018/19 Earnback will also fund the forecast costs of up to £2 million for a new concession for Women Affected by the 2011 Pension Act.

Other grants – £1.56 million

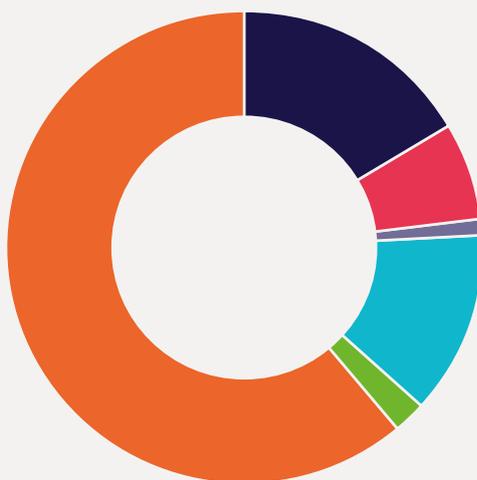
TfGM also receives capital and revenue funding from a number of other grants. For 2018/19 this includes revenue funding to be spent on the development and feasibility work on GMCA priority schemes, including the development of potential public transport, cycling and walking solutions to support the city-region's growth agenda.

Revenue funding for 2018/19



- Transport levy
- Rail Grant
- Utilisation of Reserves including Metrolink
- Mayoral General Budget
- Earnback Revenue Grant/Reserves
- Other grants

How the money will be spent in 2018/19



- Concessionary fares scheme
- Supported bus services
- Accessible transport
- Operating costs
- Financing costs
- Capital Investment

How the money will be spent in 2018/19

	2018/19	2017/18	
	Budget	Budget	Variance
Expenditure	£m	£m	£m
Concessionary Reimbursement	67.18	65.72	1.46
Supported Bus Services	27.11	27.11	—
Accessible Transport	4.61	4.91	(0.30)
Operational Costs	51.17	49.77	1.40
Financing	9.35	9.35	—
Total Expenditure	159.42	156.86	2.56

Concessionary fares scheme – £67.18 million

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

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

From 2018/19 TfGM will also be providing travel concessions for Women Affected by the 2011 Pensions Act. The total cost of this is will be up to £2 million in 2018/19 and this will be funded by Earnback revenues.

Supported bus services – £27.1 million

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

Accessible transport – £4.61 million

This is a grant to Greater Manchester Accessible Transport Ltd. to run the door-to-door accessible Ring and Ride service. We also provide travel vouchers for people who cannot use ordinary transport to pay for taxis, private hire vehicles, or travel on accessible bus services and community transport.

Our funding and finance

Operating costs – £51.17 million

This includes the costs of providing the services we deliver, such as: staff costs; operating and maintaining infrastructure; safety and security; the traffic signal network; and passenger information. In 2018/19 the budget will include costs for extending the operation of the TfGM Control Centre on a 24/7 basis; the costs of supporting work on the Congestion Deal; and additional costs on safety and security and asset management.

It includes costs to continue the work on bus reform; to develop business cases for future transport schemes; and to develop proposals for working in partnership with the rail industry to deliver improvements at Greater Manchester rail stations.

Financing costs – £9.39 million

This includes repayments and interest on loans which have been taken out by TfGM or on finance costs recharged by GMCA to deliver major transport capital programmes for Greater Manchester. It covers the costs of investing in historic infrastructure developments and schemes through the Greater Manchester Transport Fund, such as the Metrolink expansion.

Capital Investment – £247.7 million

TfGM is responsible for delivering the capital programme of public transport investment which will drive economic development and regeneration across Greater Manchester.

The GMCA capital programme is funded by a combination of grants and borrowings. Where we borrow monies, our financing costs (interest and principal repayments) are funded from three main sources – the levy, surpluses generated from Metrolink and third party funding. An analysis of the GM transport schemes in the 2018/19 budget is set out in the table.

	2018/19	2017/18	
	Budget	Budget	Variance
	£m	£m	£m
Metrolink Trafford Park line	70.5	73.1	(2.6)
Stockport road schemes (A6MARR and Town Centre Access Plan)	37.5	67.1	(29.6)
Other capital schemes (includes Transforming Cities, Cycle City Ambition Grant, smart ticketing)	25.5	4.2	21.3
Greater Manchester Transport Fund (includes Bus Priority, Metrolink phase 3 Park & Ride and Bolton Interchange)	22.8	25.1	(2.3)
Growth Deal TfGM schemes	19.9	15.1	4.8
Growth Deal Local Authority schemes	22.7	4.0	18.7
TfGM Minor Works Schemes (includes Growth Deal 1 & 2 minor works)	7.0	3.6	3.4
Local Authority Minor Works Schemes (includes Growth Deal 1 & 2 minor works)	12.1	9.7	2.4
Traffic Signals	2.5	2.5	—
Highways Maintenance	27.2	27.2	—
Total Capital Programme	247.7	231.6	16.1

We develop profitable partnerships and new and enhanced revenue streams.

Transforming our commercial focus

TfGM has a requirement to grow its revenue, increase value and make efficiency savings to limit the cost of our services to the public purse. We have to do this while continuing to invest in the transport network.

We develop profitable partnerships and new and enhanced revenue streams through the development and expansion of commercial enterprises and generate income from property and other assets. We also exploit and leverage our intellectual capital and identify new business opportunities and innovative ways to generate profitable income, aligned to the principles of the Greater Manchester Transport Strategy 2040.

In 2018/19 we will continue to ensure we have the skills and expertise to successfully manage our third-party contracts. All parts of our organisation are dependent on third-party suppliers and in our restricted financial environment, obtaining maximum value from these contracts is of ever increasing importance.

A number of business areas will be retendering their requirements and as these commercial contracts are transitioned to operations, we will ensure that named and suitably skilled contract managers are appointed to deliver all commercial aspects of our contracts and ensure the compliant and efficient delivery of the goods and services.

Developing a new funding base for transport in Greater Manchester

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

This will require a new long-term funding arrangement to provide for a step-change in spending on transport infrastructure, services and network maintenance. TfGM will continue to work with key government departments through 2018/19 to further develop this.

In 2017 we secured £243 million from the Transforming Cities Fund and will continue to work with government to explore options for the future beyond the Fund. We will publish, in the first quarter of each financial year, an annual report on progress against the Greater Manchester Transport Strategy 2040, and an annual refresh of Greater Manchester's five year transport Delivery Plan.



Our commitments for 2018–21

- We will develop the necessary long-term funding propositions for the identified transport development and delivery priorities.
- We will develop a sustainable medium-term financial plan that balances our commitments and the available funding streams.
- We will ensure robust supplier and contract management arrangements are in place.

Our achievements in 2017

- Signed contracts to deliver the first phase of contactless payment on Metrolink in 2018.
- Wigan Interchange procured, contracts signed and significant progress made on site.
- First UK transport authority to complete the annual accounts.
- Developed a Social Values Charter to ensure TfGM and its partners work responsibly during the procurement process.

Delivering our business plan

To ensure we deliver our Business Plan, securing the expected outcomes for the best value, TfGM has in place a governance framework, a system of controls that regulate our decision making, including financial decision making.

The effectiveness of our governance framework is continuously reviewed and refined, and we report on it and the future improvements that we have planned in our Annual Governance Statement, which is part of our Statement of Accounts.

Statement of Accounts

Each year, we have a duty to publish our Annual Statement of Accounts and our Annual Governance Statement by the end of July.

Our Statement of Accounts includes a narrative report which reviews the progress we have made in the year including how we have performed against delivering our objectives. This also provides an analysis of the financial performance and what our funding has been spent on. The narrative report is also forward looking, forecasting what our risks and opportunities are for future years, along with the financial outlook.

The Statement of Accounts also provides an in-depth analysis of our current financial position and includes details of our assets and liabilities at the end of the financial year. The Accounts also contain the net cost of providing our services along with other key financial information to help readers understand how we run our organisation. The financial statements are independently audited to ensure the information provided can be relied upon.

Our 2016/17 Statement of Accounts and Annual Governance Statement can be found on our website here tfgm.com/corporate/statement-of-accounts.

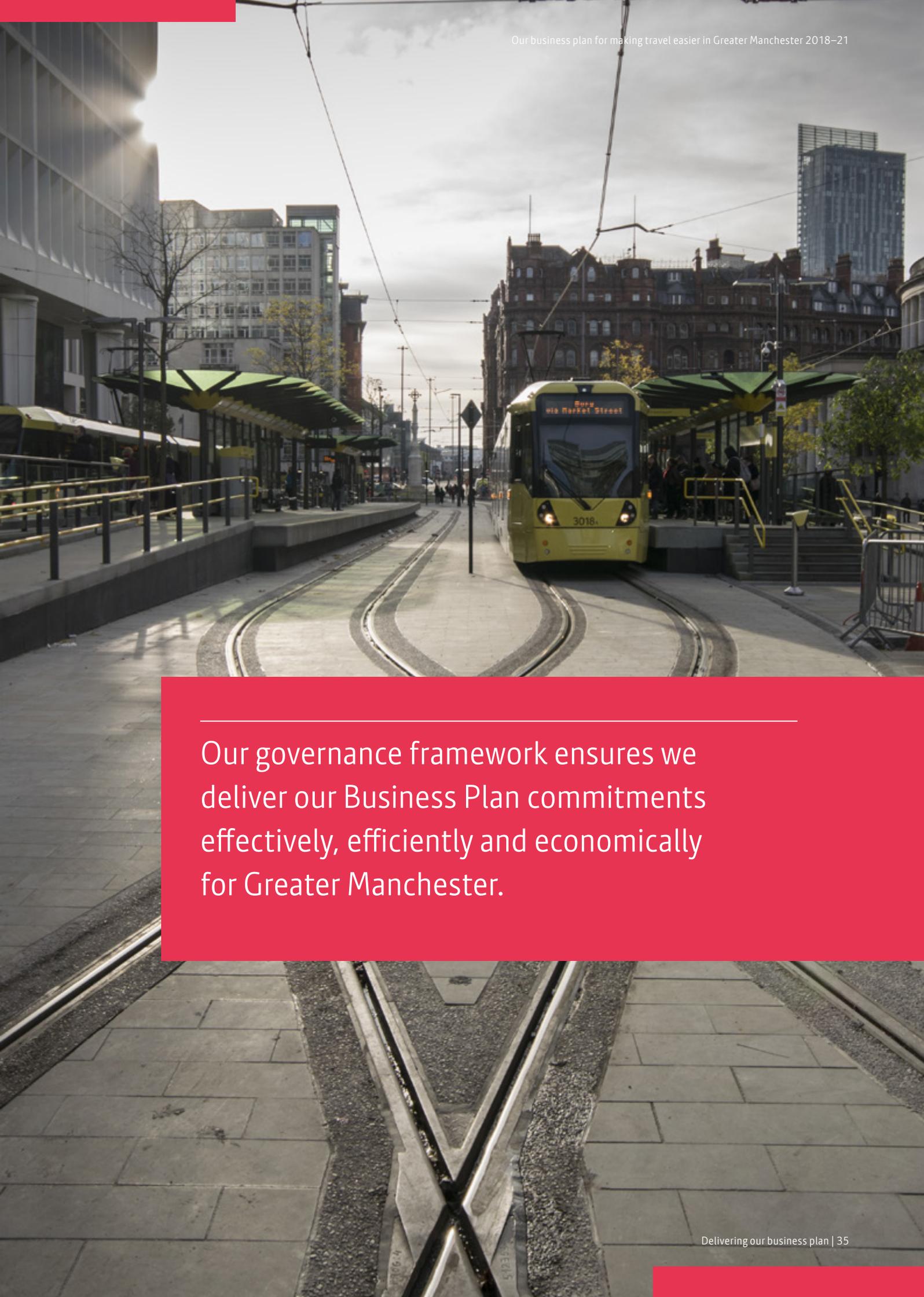
Our 2017/18 Statement of Accounts and Annual Governance Statement will be published on our website before the end of July 2018, following our annual external audit.

Performance Monitoring Network

To support the delivery of the Business Plan TfGM has a range of Functional Plans.

The Functional Plans cover all areas of TfGM's work including Customer, Operational, Audit, Commercial and Procurement. They contain the detail of how the commitments in the Business Plan will be delivered, including activities, milestones and performance measures. They also ensure each Business Plan commitment is clearly assigned to a senior member of TfGM staff.

The progress towards delivering our Business Plan commitments is monitored monthly by Functional and Performance Boards. Every quarter the commitments are reported to the Executive Board.



Our governance framework ensures we deliver our Business Plan commitments effectively, efficiently and economically for Greater Manchester.

