CABINET
Agenda

Date Monday 9 November 2020

Time 6.00 pm

Venue Virtual

Notes 1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Liz Drogan in advance of the meeting.

2. CONTACT OFFICER for this Agenda is Liz Drogan Tel. 0161 770 5151 or email elizabeth.drogan@oldham.gov.uk

3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Wednesday, 4 November 2020.

MEMBERSHIP OF THE CABINET IS AS FOLLOWS:
Councillors Brownridge, Chadderton, Chauhan, Fielding (Chair), Jabbar, Moores, Mushtaq, Roberts and Shah

Item No

6 Greater Manchester Transport Strategy 2040, Our Five-Year Delivery Plan (2020-2025) and Oldham Local Implementation Plan (Pages 1 - 638)

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Report to CABINET

Greater Manchester Transport Strategy 2040, Our Five-Year Delivery Plan (2020-2025) and Oldham Local Implementation Plan

Portfolio Holder:
Cllr B Brownridge, Cabinet Member for Neighbourhoods and Culture

Officer Contact: Helen Lockwood, Deputy Chief Executive – People and Place

Report Author: Joanne Betts
Ext. 4346

9th November 2020 Cabinet

Reason for Decision

Transport for Greater Manchester (TfGM) has been working with the GMCA, the ten Greater Manchester councils and the Greater Manchester Mayor to prepare new, and updated, transport strategy documents that cover the entire city-region.

This work includes a refreshed version of the long-term, statutory local transport plan - the Greater Manchester Transport Strategy 2040 - and a final version of Our Five-Year Delivery Plan (2020-2025) which sets out the practical actions planned to deliver the Strategy over the next 5 years. In addition, ten new Local Implementation Plans have also been prepared (one for each Greater Manchester council), including Oldham.

Draft versions of these documents were published as part of the GMSF Transport Evidence Base for AGMA Executive Board on 30th October, which noted the GMSF: Publication Draft 2020 and supporting background documents and recommended the documents to the GM local authorities. The GMSF 2020 and supporting documents can be found at https://www.greatermanchester-ca.gov.uk/what-we-do/housing/gmsf2020/.

This report considers the GM2040 Transport documents and:

- Seeks endorsement of the refreshed Greater Manchester Transport Strategy 2040 and the final version of Our Five-Year Delivery Plan (2020-2025) for approval by GMCA and publication in December 2020, alongside GMSF, subject to the correction of a small number of errors identified in Appendix D;
- Seeks approval of the Oldham Local Implementation Plan for publication as an appendix to Our Five-Year Delivery Plan (2020-2025) by GMCA in December 2020; and
- Seeks delegated authority to the Leader and the Cabinet Member for Neighbourhoods and Culture to approve future updates of the Oldham Local Implementation Plan.

Executive Summary

Transport for Greater Manchester (TfGM) has been working with the GMCA, the ten Greater Manchester councils and the Greater Manchester Mayor to prepare new, and updated, transport strategy documents that cover the entire city-region.

This work includes a refreshed version of the long-term, statutory local transport plan - the Greater Manchester Transport Strategy 2040 - and a final version of Our Five-Year Delivery Plan (2020-2025) which sets out the practical actions planned to deliver the Strategy over the next 5 years. In addition, ten new Local Implementation Plans have also been prepared (one for each Greater Manchester council), including Oldham.

The Greater Manchester Transport Strategy 2040 was first published in February 2017 and has undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017, including, for example, the adoption of the "Right-Mix" ambition for at least 50% of all journeys to be made by active travel and public transport by 2040 and further development of the Greater Manchester Spatial Framework. The refreshed 2040 Transport Strategy will be published in December 2020 alongside the GMSF consultation as part of the GMSF evidence base.

The long-term approach to planning Greater Manchester's transport network, set out in the 2040 Transport Strategy, is underpinned by a series of five-year Delivery Plans. The first Delivery Plan (2016-2017 to 2021-2022) was published in 2017, alongside the 2040 Transport Strategy. An updated, draft Delivery Plan was published for consultation – alongside the first version of the GMSF - in January 2019. A final version of this document has now been prepared.

Our Five-Year Delivery Plan sets out the practical actions planned, over the next 5 years, to deliver the 2040 Transport Strategy and achieve the transport ambitions of the GMCA and the Mayor, in parallel with the development of the GMSF. The Delivery Plan includes a mapped summary of proposed place-specific schemes as well as a range of GM-wide interventions ranging from Emergency Active Travel measures to support social distancing as part of the Covid-19 recovery, to a GM-wide reformed bus network and associated infrastructure, clean air plan, and integrated fares and ticketing standards. Our Five-Year Delivery Plan will be published in support of the GMSF consultation and as part of the GMSF evidence base in December 2020. This report includes details of the interventions that could result in direct investment in Oldham or are particularly relevant to Oldham. The Delivery Plan also contains details of the strategic transport interventions associated with

GMSF allocations that may be brought forward. This report includes details of the GMSF interventions associated with Oldham's GMSF allocations.

Our Five-Year Delivery Plan is supported by ten Local Implementation Plans (LIPs) covering the period 2020 to 2025. Each of the ten councils that make up Greater Manchester has its own LIP, including Oldham. LIPs are a new feature of the GM2040 Transport Strategy suite of documents and provide more detail on each Council area. LIPs will be included in an appendix to the final version of Our Five-Year Delivery Plan. They will be 'live' documents for a period of time and will be updated as councils develop and publish transport plans and strategies, or as new schemes are developed or delivered.

Recommendations

It is recommended that Cabinet:

1) Endorse the refreshed Greater Manchester Transport Strategy and the final version of Our Five-Year Delivery Plan for approval by GMCA and publication in December 2020, alongside Greater Manchester's Plan for Homes, Jobs and the Environment (GMSF), subject to the correction of a small number of errors identified in Appendix D;
2) Approve the Oldham Local Implementation Plan for publication as an appendix to Our Five-Year Delivery Plan, acknowledging that this is a 'live' document and will be subject to regular review and update as appropriate; and
3) Delegate authority to the Leader and the Cabinet Member for Neighbourhoods and Culture to approve future updates of the Oldham Local Implementation Plan.

Greater Manchester Transport Strategy 2040, Our Five-Year Delivery Plan (2020-2025) and Oldham Local Implementation Plan

1 Background

1.1 Alongside work to prepare a refreshed Greater Manchester Strategy (GMS) and the next version of the Greater Manchester Spatial Framework (GMSF), Transport for Greater Manchester (TfGM) has been working with the GMCA, the ten Greater Manchester councils and the Greater Manchester Mayor to prepare new, and updated, transport strategy documents that cover the entire city-region.

1.2 This work includes a refreshed version of the region's long-term, statutory local transport plan - the Greater Manchester Transport Strategy 2040 - and a final version of Our Five-Year Delivery Plan (2020-2025) which sets out the practical actions planned to deliver the Strategy over the next 5 years. In addition, ten new Local Implementation Plans have also been prepared (one for each Greater Manchester council), including Oldham Council.

2 The Greater Manchester Transport Strategy 2040

2.1 First published in February 2017, the Greater Manchester Transport Strategy 2040 (hereafter referred to as the '2040 Transport Strategy') is the city-region's statutory transport plan. Over three years after the Strategy was first published, its 2040 Vision - for Greater Manchester to have 'World class connections that support long-term, sustainable economic growth and access to opportunity for all' – remains highly relevant. The steps that need to be taken to achieve this Vision have evolved significantly, however.

2.2 The initial version of the 2040 Strategy made clear that GM would review the Strategy on a regular basis to respond to changing trends and new opportunities and priorities. The Strategy has therefore undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017.

2.3 In particular, the refreshed 2040 Transport Strategy will include reference to: the "Right-Mix" ambition for at least 50% of all journeys to be made by active travel and public transport by 2040; details of the GM Mayor's 'Our Network' plan to create an integrated, modern and accessible transport network; an increased emphasis on the importance of cycling and walking; the climate emergency declared by GMCA and all ten councils; and the development of the GM Clean Air Plan.

2.4 The document has also been updated to reflect the contemporary devolution agenda, including publication of the Bus Reform business case and GM Rail Prospectus; ongoing work to develop 2040 sub-strategies including: Streets for All, City Centre Transport Strategy, Local Bus Strategy, Rapid Transit Strategy, Freight Strategy; and further development of the Greater Manchester Spatial Framework, including the growing emphasis placed on regenerating town centres.

2.5 The refreshed 2040 Transport Strategy will be published in December 2020 alongside the GMSF consultation as part of the GMSF evidence base. The draft Strategy that GMCA will be asked to approve can be found at Appendix A.

3 Our Five-Year Delivery Plan

3.1 The long-term approach to planning Greater Manchester's transport network, set out in the 2040 Transport Strategy, is underpinned by a series of five-year Delivery Plans. The first Delivery Plan (2016-2017 to 2021-2022) was published in 2017, alongside the 2040 Transport Strategy.

3.2 An updated, draft Delivery Plan was published for consultation – alongside the first version of the GMSF - in January 2019. A final version of this document has now been prepared.

3.3 Our Five-Year Delivery Plan sets out the practical actions planned, over the next 5 years, to deliver the 2040 Transport Strategy and achieve the transport ambitions of the GMCA and the Mayor, in parallel with the development of the GMSF. Together, these documents offer an integrated approach to transport and land use planning, by identifying the strategic transport interventions required to deliver the scale of growth set out in the GMSF.

3.4 The Delivery Plan includes a mapped summary of proposed place-specific schemes as well as a range of GM-wide interventions ranging from Emergency Active Travel measures to support social distancing as part of the Covid-19 recovery, to a GM-wide reformed bus network and associated infrastructure, clean air plan, and integrated fares and ticketing standards. Delivery Plan interventions are categorised according to whether they are:

- committed for delivery in the next 5 years with funding in place in most cases (map 1);
- for business case development and potential early delivery (map 2); and
- longer term schemes which will undergo options development during the five year plan period (map 3).

3.5 There is a fourth category which is schemes that may be investigated beyond the plan period.

3.6 The Delivery Plan also helps to inform the continued development of the Greater Manchester Infrastructure Programme (GMIP). It provides details of GM's updated transport asks of government when it comes to funding, powers and functions.

3.7 Our Five-Year Delivery Plan supports the implementation of 'Our Network', a ten-year plan to create an integrated, modern and accessible transport network for Greater Manchester. It brings together different modes of public transport - bus, tram, rail, tram-train - and cycling and walking, in an integrated, easy-to-use system with seamless connections, and simplified ticketing and fares. The Delivery Plan document also provides updates on Clean Air Plan proposals; Streets for All scheme delivery; the Bee Network and measures to support bus and rail reform.

3.8 Our Five-Year Delivery Plan will be published in support of the GMSF consultation and as part of the GMSF evidence base in December 2020. This document can be found at Appendix B. A list of the interventions that could result in direct investment in Oldham or are particularly relevant to Oldham is provided at Appendix C and presented to correspond with the categories detailed in paragraphs 3.4 and 3.5 above and maps 1, 2 and 3. Interventions in or relevant to Oldham are also summarised in tables 1-4 below.

Table 1: In the next five years, we are committed to delivering… (Map 1)	
Intervention	**Location**
Our Metrolink	
Metrolink	
Additional Metrolink vehicles (27 new trams) and associated infrastructure – enabling the use of more double unit vehicles between Bury and Altrincham, and Shaw and East Didsbury	GM Wide
Our Rail	
Rail	
Rail Station Accessibility Programme to delivery accessibility improvements at Mills Hill Station	Rochdale/Oldham
Our Streets	
Walking and Cycling	
GM Emergency Active Travel Schemes Programme	GM Wide
Mayor's Challenge Fund Tranche 1: King Street foot/cycle bridge refurbishment, Oldham	Oldham
Mayor's Challenge Fund Tranche 1: Union Street West foot/cycle bridge refurbishment, Oldham	Oldham
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: ~~Busk~~ Oldham	Oldham
Mayor's Challenge Fund Tranche 5: GM Safety Camera Digitisation and Upgrade	GM Wide
Mayor's Challenge Fund Tranche 6: Oldham Town Centre Improvements	Oldham
Mayor's Challenge Fund Tranche 6: Chadderton Improvements	Oldham
Mayor's Challenge Fund Tranche 6: Royton Town Centre Connection	Oldham
Mayor's Challenge Fund Tranche 6: Bee Network Crossings	GM Wide
Local Highways	
Oldham Way KRN Structures Refurbishment: Waterloo Street and Wellington Street Bridge works	Oldham
Strategic Roads and Motorways	
M62 Junctions 20-25 Smart Motorway	GM Wide
A663 Broadway/M60 J21 junction upgrade	Oldham
Town Centres	
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 1)	Oldham
St. Mary's Way Streets for All scheme	Oldham
Our Integrated Network	
Clean Air and Carbon	
Early expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	GM Wide
Travel Hubs/ Park and Ride	
Travel Hubs/Park & Ride upgrades e.g. **Mills Hill**, Parkway, Radcliffe, Walkden, Whitefield and Withington	GM Wide

Table 2: In the next five years, we aim to complete business cases for early delivery of… (Map 2)	
Intervention	**Location**
Our Bus	
Local Bus	
Northern Gateway express bus corridor between Manchester and Heywood/Langley including new bus services connecting Bury/Rochdale Northern Gateway to its local area and nearby key centres e.g. Oldham	Manchester/Bury/ Rochdale
Quality Bus Transit	
Quality Bus Transit on key bus corridors: Rochdale-Oldham-Ashton including Oldham and Royton town centre Streets for All schemes	Rochdale/Oldham/ Tameside
Our Metrolink	
Metrolink	
Improved Metrolink frequency between Piccadilly and Victoria stations, including to address the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly	GM Wide
New Stops and Upgrades	
Cop Road Metrolink stop and Park & Ride/ Travel Hub	Oldham
Tram-Train	
Tram-Train Pathfinder North: Oldham to Heywood via Rochdale	Oldham/Rochdale
Our Rail	
Rail	
Accessibility Improvements at Greenfield Station	Oldham
Rochdale Line Electrification	Rochdale
Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail)	GM Wide
Our Streets	
Walking and Cycling	
Mayor's Challenge Fund Tranche 6: Park Bridge - NCN 626 - Ashton under Lyne	Oldham
Mayor's Challenge Fund Tranche 6: Higginshaw Link to Royton	Oldham
Mayor's Challenge Fund Tranche 6: Chadderton - Broadway Canal Link	Oldham
Mayor's Challenge Fund: Active Neighbourhoods in Oldham	Oldham
Mayor's Challenge Fund Tranche 6: Rochdale/Manchester/Oldham	Rochdale/Manchester/ Oldham
Mayor's Challenge Fund Tranche 6: Park Road - NCN 626 - Town Centre Connection	Oldham
Local Highways	
Oldham Mumps Area & Access to Southlink Development Site	Oldham
Manchester Street Viaduct Refurbishment, Oldham	Oldham
Beal Valley / Broadbent Moss Spine Road	Oldham
Town Centres	
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 2)	Oldham
Our Integrated Network	
Clean Air and Carbon	
Continued expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	GM Wide

Table 3: In the next five years, we will develop options for… (Map 3)	
Intervention	**Location**
Our Bus	
Quality Bus Transit	
Quality Bus Transit on key bus corridors: Ashton-Stockport	Tameside/Stockport
Bus Rapid Transit	
Bus Rapid Transit corridor linking the Northern Gateway allocation and surrounding towns eg Oldham to the Regional Centre	Manchester
Our Metrolink	
Metrolink	
Oldham-Middleton Metrolink Extension	Oldham/Rochdale
Our Streets	
Strategic Roads and Motorways	
M60 Junctions 21-24 Smart Motorway	Manchester/Oldham/ Tameside
Our Integrated Network	
Interchanges	
Oldham Mumps Interchange redevelopment	Oldham

Table 4: Beyond this five year Delivery Plan, we will investigate…	
Intervention	**Location**
Our Bus	**Our Metrolink**
Bus Rapid Transit	**Metrolink & Tram-Train**
In most cases, these interventions will require further investigation in order to determine the appropriate transport mode (‘Rapid Transit Corridor’). For some, a likely mode is clearer and this is stated where relevant (‘Metrolink Extension’ or ‘Bus Rapid Transit Extension’).	
Ashton-Oldham Rapid Transit Corridor	Oldham /Tameside
Oldham-Grotton-Greenfield Metrolink Extension	Oldham
Oldham-Royton Metrolink Extension	Oldham

3.9 A small number of errors have been noted in Appendix A of the Delivery Plan, the Interventions List, which will be amended in the final version submitted to GMCA – these errors are indicated in the tables above and in Appendix C (red text/highlighting) and listed in Appendix D to this report.

3.10 To support the scale of housing and employment growth envisaged by the GMSF, the Greater Manchester local authorities and TfGM have examined the implications of the planned growth on the wider transport network. This work has been used to identify the portfolio of strategic transport interventions that may be brought forward to support the proposed housing and employment growth. Interventions associated with the GMSF are listed in Appendix C of Our Five Year Transport Delivery Plan and in some cases identified on the Delivery Plan maps, for example a new Metrolink Stop and park and Ride /Travel Hub at Cop Road and a new spine road at Beal Valley/Broadbent Moss. The GMSF interventions associated with Oldham’s GMSF allocations are summarised in table 5 below.

Table 5: Oldham GMSF allocations and their transport interventions	
Allocation Name	**Transport Interventions**
GMA02 Northern Gateway (Stakehill)	**Necessary Strategic** • A627(M) / A664 Rochdale Road (Slattocks) roundabout improvement **Supporting Strategic** • Potential New Rail Station at Slattocks • M62 J19 improvements/ A6046 Middleton Road Heywood Interchange • M60 J19/ A576 Middleton Road improvements • A627(M) / Chadderton Way / A663 Broadway Interchange **Supporting Local** • Resurfacing of Thornham Lane • Tactile kerb installation between the northern site and Castleton Station **SRN Mitigation** • M62 J20 **Necessary Local** • A664 Queensway / A664 Manchester Road Signalised junction improvement • A664 Queensway / A664 Edinburgh Way 3-arm roundabout improvement • A664 Queensway / A664 Edinburgh Way / A627 (M) / Sandbrook Way Signalised junction improvement • Bus Improvements including new Rochdale-Oldham service
GMA12 Beal Valley	**Necessary Strategic** • New Metrolink Stop and Park and Ride facility adjacent to Broadbent Moss and Beal Valley allocations • Metrolink Overbridge • Key internal highway network (spine road) **Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Improvement of Elizabethan Way / A640 Newhey Road / A6193 Sir Isaac Newton Way roundabout interchange • A640 Huddersfield Road / A640 Newhey Road / A663 Shaw Road / Cedar Lane enhancements to the operation of the signal-controlled junction **Necessary Local** • Improvement of A663 Shaw Road / A671 Oldham Road junction • Improvement of A663 Crompton Way / Rochdale Road / Beal Lane junction • Improvement of B6194 Heyside / Water Street / Bullcote Lane junction • Provision of bus services within the allocation • Improvement of walking/cycling facilities on Heyside and Cop Road via new Metrolink overbridge bridge
GMA13 Bottom Field Farm (Woodhouses)	**Necessary Local** • Cycling and walking improvements • Minor Traffic Management improvements
GMA14 Broadbent Moss	**Necessary Strategic** • New Metrolink Stop and Park and Ride facility adjacent to Broadbent Moss and Beal Valley allocations • Key internal highway network (spine road)

Table 5: Oldham GMSF allocations and their transport interventions	
Allocation Name	**Transport Interventions**
	• Metrolink Overbridge **Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Elizabethan Way / A640 Newhey Road / A6193 Sir Isaac Newton Way • A640 Huddersfield Road / A640 Newhey Road / A663 Shaw Road / Cedar Lane enhancements to the operation of the signal-controlled junction **Necessary Local** • Improvement of A663 Shaw Road / A671 Oldham Road junction • Improvement of A663 Crompton Way / Rochdale Road / Beal Lane junction • Improvement of B6194 Heyside / Water Street / Bullcote Lane junction • Provision of bus services within the allocation • Traffic calming Vulcan Street
GMA15 Chew Brook Vale (Robert Fletchers)	**Necessary Local** • Sustainable access package of off-site improvement to walking and cycling routes • Access road and bridge over Chew Brook • A635 Holmfirth Road access junction
GMA16 Cowlishaw	**Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Improvement of A671 Rochdale Road / B6195 High Barn Road / A671 Oldham Road / B6195 Middleton Road junction **Necessary Local** • Improvement of A663 Shaw Road / A671 Oldham Road junction • Improvement of A663 Crompton Way / Rochdale Road / Beal Lane junction • Upgrade of PRoW to Low Crompton to Bee Network standard
GMA17 Hanging Chadder	**Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Rochdale-Oldham-Ashton Quality Bus Transit corridor **Necessary Local** • Cycle connection along A671 between Grasmere Road and Fir Bank Road to Bee Network • General Traffic Management improvements
GMA18 Land South of Coal Pit Lane (Ashton Road)	**Necessary Local** • Improvement of Coal Pit Lane/A627 Ashton Road Junction including localised improvement of Coal Pit Lane • Pedestrian and cycle route between Coal Pit Lane / Ashton Road Junction and White Bank Road
GMA19 South of Rosary Road	**Supporting Strategic** • Rochdale-Oldham-Ashton Quality Bus Transit corridor **Necessary Local** • Permeable network for pedestrian and cyclist priority within the allocation & PRoW connections to Bardsey Bridleway • Minor traffic management improvements

4 Local Implementation Plans

4.1 Our Five-Year Delivery Plan is supported by ten Local Implementation Plans (LIPs) covering the period 2020 to 2025. Each of the ten councils that make up Greater Manchester has its own LIP, including Oldham. The LIPs are designed to:

- Complement the 2040 Transport Strategy and the Five-Year Delivery Plan, providing details of how their outcomes will be achieved locally in each council area, focusing particularly on supporting local trips within neighbourhoods and to local centres;
- Support wider GM and council strategy and policy documents (e.g. Local Plans, town centre masterplans, GM Clean Air Plan, GMSF);
- Summarise key local transport issues and opportunities in each local authority, providing an added layer of local detail that is not provided in the 2040 Transport Strategy document.

4.2 LIPs will also enable GM Councils to better articulate the local transport and minor works interventions that need to be delivered or developed in the short term to support Right-Mix and Carbon Reduction targets. They will also help in terms of setting out a programme of priority local transport and minor works interventions for the next five years and will help to provide a basis against which future local transport and minor works funding is allocated for local delivery.

4.3 The LIPs will be included in an appendix to the final version of Our Five-Year Delivery Plan. They will be 'live' documents for a period of time and will be updated as councils develop and publish transport plans and strategies, or as new schemes are developed or delivered.

4.4 Oldham's Local Implementation can be found at Appendix E. It includes a mapped summary of the Delivery Plan interventions within Oldham (map 1) as well as details of local delivery priorities (both funded and un-funded) for the next five years, which include place-specific schemes as well as a range of boroughwide programmes or initiatives with multiple locations or where locations are yet to be determined, ranging from Bikeability cycle training, to minor traffic management works, to congestion hotspot measures, bus stop enhancements and maintenance. Where these can be mapped, they are shown on map 3, with cycling and walking proposals shown on the Bee Network map at map 4. There is also a map 2 in the Local Implementation Plan which shows the existing transport network and spatial allocations (both the existing land supply and future GMSF allocations).

4.5 Oldham's Local Implementation Plan investment priorities are based around achieving the following five key outcomes:

- **Outcome 1:** More neighbourhood journeys (under 2km) will be made by foot and by bike in Oldham;
- **Outcome 2:** Connections to Oldham's town centres, employment sites and key destinations will be enhanced by foot, bike and public transport;
- **Outcome 3:** Streets in Oldham will be cleaner and greener;
- **Outcome 4:** Oldham residents, workers and visitors will have good access to safe, reliable, affordable, high quality public transport connections;
- **Outcome 5:** Streets in Oldham will be safer, well-maintained, resilient, reliable and accessible by all.

4.6 The LIP reflects investment being made in Oldham using a range of different funding streams, including local and national funding and funding devolved to the GM Mayor, which are brought together into the transport capital programme, including the £12 million investment Oldham Council is making in the 3-year Highways Improvement Programme 2019/20 - 2021/22, which will make a significant contribution to achieving outcome 5.

4.7 A late amendment to map 3 in the Delivery Plan (*longer term schemes which will undergo options development during the five year plan period*) will need to be reflected in the text of the Oldham Local Implementation Plan (LIP) appended to the Delivery Plan that GMCA is asked to approve. An Oldham-Middleton Metrolink connection has been included in the Delivery Plan as a scheme for which options will be developed during the five year plan period. This is a welcome addition as an Oldham-Middleton Metrolink extension is a long-standing aspiration of Oldham Council. The section of the Oldham LIP that needs to be updated in the document appended to the draft Delivery Plan published for AGMA Executive before it is presented to GMCA is ***Outcome 4: Oldham residents, workers and visitors will have good access to safe, reliable, affordable, high quality public transport connections*** in Section 4. The Implementation Plan presented for approval in Appendix E to this document has been updated to reflect this change.

5 Options/Alternatives

5.1 Members can endorse the refreshed Greater Manchester Transport Strategy and the final version of Our Five-Year Delivery Plan, subject to correction of the errors detailed in Appendix D, approve the Oldham Local Implementation Plan for publication as an appendix to Our Five-Year Delivery Plan and delegate authority to the Leader and the Cabinet Member for Neighbourhoods and Culture to approve future updates of the Oldham Local Implementation Plan.

5.2 Members can decide not to endorse the refreshed Greater Manchester Transport Strategy and the final version of Our Five-Year Delivery Plan, not approve the Oldham Local Implementation Plan for publication as an appendix to Our Five-Year Delivery Plan and not delegate authority to the Leader and the Cabinet Member to approve future updates of the Oldham Local Implementation Plan. The GM Transport Strategy would be published without an Oldham Local Implementation Plan, which could have a detrimental impact on investment in Oldham.

6 Preferred Option

6.1 The preferred option is for members to endorse the refreshed Greater Manchester Transport Strategy and the final version of Our Five-Year Delivery Plan, subject to correction of the errors detailed in Appendix D, approve the Oldham Local Implementation Plan for publication as an appendix to Our Five-Year Delivery Plan and delegate authority to the Leader and the Cabinet Member to approve future updates of the Oldham Local Implementation Plan.

7 Consultation

7.1 The 2040 Strategy was taken through public consultation at the vision stage and also as a Draft. The 2040 Strategy document has undergone a light touch refresh to align it with current agendas and reaffirm the role of the transport strategy. The vision and policies have not been changed and the policy framework remains the same. As such, consultation has not been required on the refreshed document.

7.2 A full consultation was undertaken on the draft Delivery Plan for 2020-2025, alongside the GMSF consultation, at the start of 2019. The feedback from this engagement has been fed into the drafting of the final document. Publication of the Delivery Plan has been

delayed due to the need to maintain alignment with GMSF and as a result of the impact of Covid-19.

7.3 There has been consultation with relevant Members and officers on the content of Local Implementation Plan and Cabinet Member briefings.

8 **Financial Implications**

8.1 The report seeks to establish the strategic transport intent at a local and regional level and does not commit the Council to any expenditure. As schemes in line with the strategy are brought forward they will be subject to separate reports, which will be reported in line with the Council's governance processes. (James Postle)

9 **Legal Services Comments**

9.1 The Council has now received confirmation that the public consultation exercise back in 2019 did in fact feed into the final version of the strategic plan and that no changes to the plan are required. The delay in publication of the Greater Manchester Transport Strategy has resulted from the need to align with the publication of the Greater Manchester Spatial Framework.

9.2 Legal Services is informed that the supporting Five Year Delivery Plan and Local Implementation Plan are both factual documents stemming from the Transport Strategy and that consultation on these is not required. (Elizabeth Cunningham Doyle).

10 **Co-operative Agenda**

10.1 The Greater Manchester Transport Strategy 2040, Five-Year Delivery Plan (2020-2025) and the Oldham Local Implementation Plan link to the Corporate Plan and co-operative agenda as improvements in transport connectivity and public realm will support the Council in 'Creating a Better Place' by making it easier for people to get around.

11 **Human Resources Comments**

11.1 N/A

12 **Risk Assessments**

12.1 None

13 **IT Implications**

13.1 None

14 **Property Implications**

14.1 None

15 **Procurement Implications**

15.1 None (Dan Cheetham).

16 **Environmental and Health & Safety Implications**

16.1 Key principles of the Greater Manchester Transport Strategy 2040 and it's supporting documents are to reduce the emission of air pollutants and greenhouse gases, promote

walking and cycling for local trips, reduce road accidents and improve personal safety for people when travelling.

17 **Equality, community cohesion and crime implications**

17.1 Key principles of the Greater Manchester Transport Strategy 2040 and it's supporting documents are to provide accessible and affordable transport for all and for people to feel safe and be safe when travelling during the day and at night.

18 **Equality Impact Assessment Completed?**

18.1 The GM Transport Strategy 2040 documents aim to contribute to delivering sustainable economic growth, improving quality of life and protecting the environment. The original GM Transport Strategy 2040 was the subject of an Integrated Assessment which included an Equalities Assessment. Our Five-Year Delivery Plan is going through the Integrated Assessment process.

18.2 All schemes that are brought forward for delivery through the Strategy will be designed in accordance with the relevant guidance in the Design Manual for Roads and Bridges and in compliance with all DDA standards which will mean improved accessibility and safety for non-motorised road users including those with a sensory disability, those in wheelchairs and those with prams and pushchairs.

19 **Key Decision**

19.1 Yes

20 **Key Decision Reference**

20.1 NC-07-20

21 **Background Papers**

21.1 Greater Manchester's Plan for Homes, Jobs and the Environment: Existing Land Supply and Transport Technical Note - https://www.greatermanchester-ca.gov.uk/what-we-do/housing/gmsf2020/supporting-documents/;

Greater Manchester's Plan for Homes, Jobs and the Environment: Transport Strategic Modelling Technical Note - https://www.greatermanchester-ca.gov.uk/what-we-do/housing/gmsf2020/supporting-documents/.

22 **Appendices**

22.1 Appendix A: Refreshed Greater Manchester Transport Strategy 2040;
Appendix B: Our Five-Year Delivery Plan (2020-2025);
Appendix C: Delivery Plan Interventions with direct investment in Oldham or particular relevance to Oldham;
Appendix D: Our Five-Year Delivery Plan errors;
Appendix E: Oldham Local Implementation Plan.

GREATER MANCHESTER
DOING THINGS DIFFERENTLY

GREATER MANCHESTER TRANSPORT STRATEGY 2040

Published February 2017, updated October 2020



FINAL DRAFT – subject to final adoption by GMCA

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Appendix - Greater Manchester Transport Strategy 2040 – 'Right Mix' Technical Note

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Part 1
Introduction to our Greater Manchester Transport Strategy 2040

Overview

1. Greater Manchester is changing. Not only is our city-region growing - in terms of population and economy - but it is continuing to set the agenda on English devolution. We are leading the way in making use of the powers and funds devolved to us by national Government, and we are confident that our city-region is on a path towards more powers and funding, supported by our directly elected Mayor and ten council leaders. More local decision-making leads to greater benefits for our people and communities, including by enabling us to create better places and develop a London-style, integrated transport network.

2. It is in this context that we are continuing to develop and deliver the Greater Manchester Transport Strategy 2040 (hereafter referred to as the 2040 Transport Strategy), led by Transport for Greater Manchester (TfGM) on behalf of the Greater Manchester Combined Authority (GMCA) and the Greater Manchester Local Enterprise Partnership (GMLEP). The initial version of this 2040 Transport Strategy made clear that we would 'review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities'. This document has, therefore, undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017.

3. Transport is crucial in supporting Greater Manchester's ambitious plans, including those set out in the Greater Manchester Strategy (GMS) with its vision 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old'. This Transport Strategy supports Greater Manchester's Plan for Homes, Jobs, and the Environment - the Greater Manchester Spatial Framework (GMSF) - and the Greater Manchester Local Industrial Strategy, as sustainable growth will both need, and be driven by, improved connectivity. This is true on both a local and pan-northern level; as Greater Manchester has a fundamental role to play in national efforts to 'level up' and re-balance the UK economy.

4. Why 2040? The opportunities offered by devolution and greater local determination of policies, funding and delivery allow us to take a much bolder and longer-term view of our transport needs. This means we can identify an evidence-based, long-term vision for our transport network. This Right Mix vision is for 50% of trips to be made by sustainable modes, with no net increase in motor vehicle traffic, by 2040 (further details are set out in the Greater Manchester Transport Strategy 2040 'Right Mix' Technical Note – a copy of which can be found in the form of an appendix to this document). Our city-region also has a long-term environmental ambition for carbon neutrality by 2038. It is vital that we act to reduce the impact of transport on the environment. At every stage, this Strategy takes into consideration the actions needed to protect people's health, reduce air pollution and tackle the Climate Emergency.

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5. Our 2040 Vision for Transport, which we consulted on in 2015, set out our ambitions for a radical new approach to planning our transport system in support of long-term needs and aspirations. This 2040 Transport Strategy builds on that Vision, highlighting the priority interventions needed to achieve it. The Strategy is, in turn, supported by a series of Five-Year Transport Delivery Plans which describe the progress made in delivering this Strategy and set out our short-term delivery priorities.

6. Importantly, the 2040 Transport Strategy is not about simply predicting what the future might hold and responding accordingly. For example, the spread of Covid-19 throughout 2020 had a profound impact on people's lives and wellbeing in a way that would have been impossible to predict. This Strategy is - instead - about helping to shape and create a successful, resilient city-region, ready to tackle the challenges, and opportunities, of the 21st century. By being clear on our priorities, we can realise them more effectively; we can develop funding mechanisms better linked to the benefits of improved connectivity; and we can develop a skills base to enable our residents to benefit from employment in the transport sector.

7. Our priority interventions range from transformational investment in HS2 and new, fast east-west rail connections across the North; to establishing Greater Manchester as a modern, pedestrian and cycle-friendly city-region, including through the Bee Network. There are plans to support town centre regeneration through new sustainable transport connections, interchanges and crucially, to build on the success of our commuter revolution, with the delivery of new and enhanced rapid transit links and a transformed local bus network. We also want to make our local road system more reliable and safer for all users, including freight and commercial traffic.

8. Ultimately, all interventions will come together to offer flexible and customer-focused travel choices, supported by smart information, ticketing and payment systems, across a truly integrated Greater Manchester transport network.

9. A vision for this integrated, modern and accessible transport system was set out by the Greater Manchester Mayor in 2019, through the launch of Our Network. Designed to align with the 2040 Transport Strategy, Our Network provides a passenger focused way of communicating what we want to achieve in the medium-term on our public transport and walking and cycling networks.

10. Our travelling customers – residents, business and visitors – sit at the heart of this Strategy. An effective transport system supports a strong economy by enabling goods to reach customers, and businesses to access skills and talent. And it has a major bearing on people's health and well-being by supporting social interaction, encouraging more active travel and reducing pollution.

11. This Strategy focuses on the critical long-term challenges we are facing in Greater Manchester, such as global warming, a rapidly growing and ageing population; low productivity and the need to reduce poverty and social inequality. This is supported by a more holistic approach to the needs of passengers and freight, with a strong focus on integration across different modes of transport, and with wider policy areas, such as spatial planning and health. Technology and innovation also have a key role to play.

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12. We will take a consistent and long-term approach to tackling these major challenges, while also reviewing our Strategy on a regular basis to respond to changing trends and new opportunities and priorities. This approach is supported by plans that cover the short and medium term, including: a series of Five-Year Transport Delivery Plans; Local Implementation Plans (for each of the ten Greater Manchester local authorities) and the development of sub-strategies including : Streets for All, the City Centre Transport Strategy, the Local Bus Strategy, the Rapid Transit Strategy and the Freight Strategy.

13. Our 2040 Vision - and the Right Mix - will not be easy to deliver but, in preparing this long-term Strategy, we believe we are putting in place the right framework to face up to the challenges of the next 20 years.

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Our Vision and the Right Mix for 2040

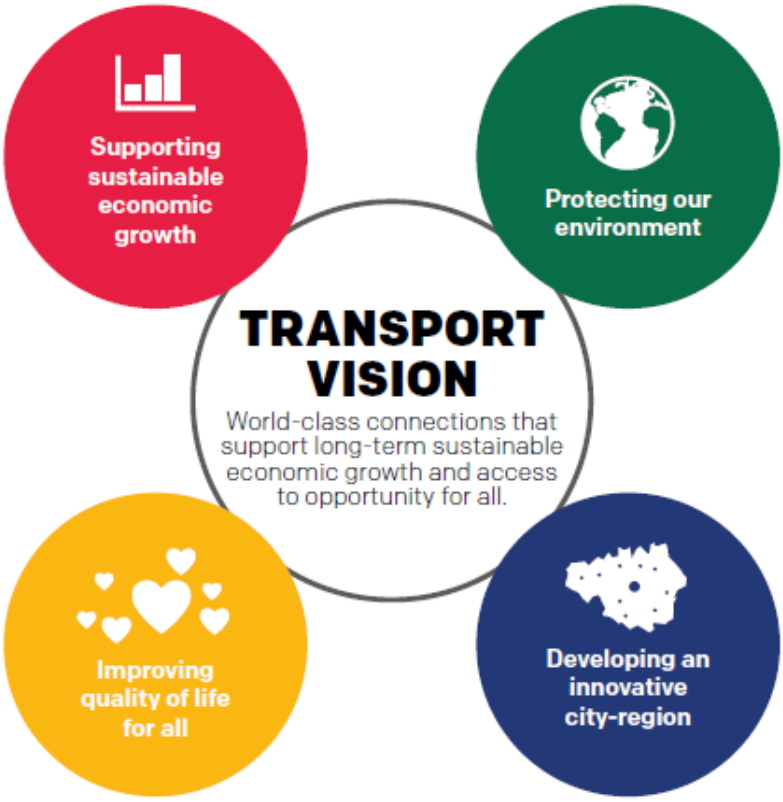
14. Our vision is for Greater Manchester to have '***World class connections that support long-term, sustainable economic growth and access to opportunity for all'***. Our approach to achieving this was set out in the Greater Manchester Transport Strategy 2040: Our Vision.

15. As well as meeting the requirements of our travelling customers, our transport system needs to help the local economy to flourish and prosper, and our residents to contribute to and benefit from that prosperity, as set out in the refreshed Greater Manchester Strategy.

16. Our transport system must connect people to opportunities and information, entrepreneurs with ideas and capital, and employers with talent and skills. It also needs to create better places: improving the environment, reducing the dominance of cars and goods vehicles and supporting new development and regeneration.

17. Finally, the role of technology and innovation will be even more important in the period up to 2040, enabling us to: improve quality of life, reduce costs and resource consumption, encourage sustainable travel, reduce overall journeys and support Mobility as a Service, the integration of transport services into an accessible on demand, single customer experience with simple payment.

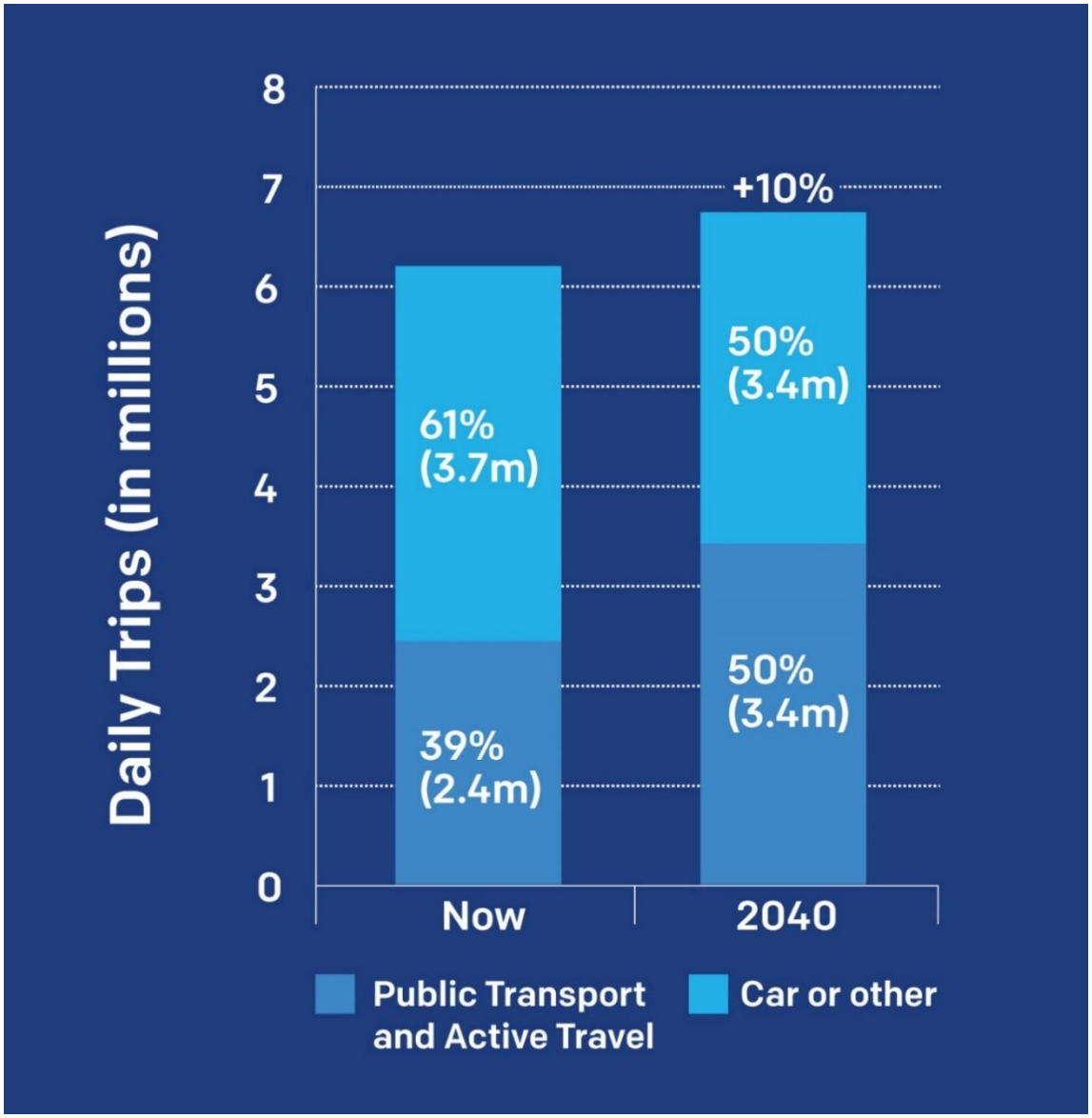
18. The four key elements of our Vision, which represent the goals of our Strategy, are set out below.



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19. In 2019, we set out our ambition to improve our transport system so that - by 2040 - 50% of all journeys in Greater Manchester are made by public transport or active travel, supporting a reduction in car use to no more than 50% of daily trips. This will mean one million more sustainable journeys every day in Greater Manchester by 2040, enabling us to deliver a healthier, greener and more productive city-region. We call this the transport 'Right Mix'. Achieving the Right Mix is expected to lead to zero net growth in motor vehicle traffic in Greater Manchester between 2017 and 2040.

The Right Mix for Greater Manchester



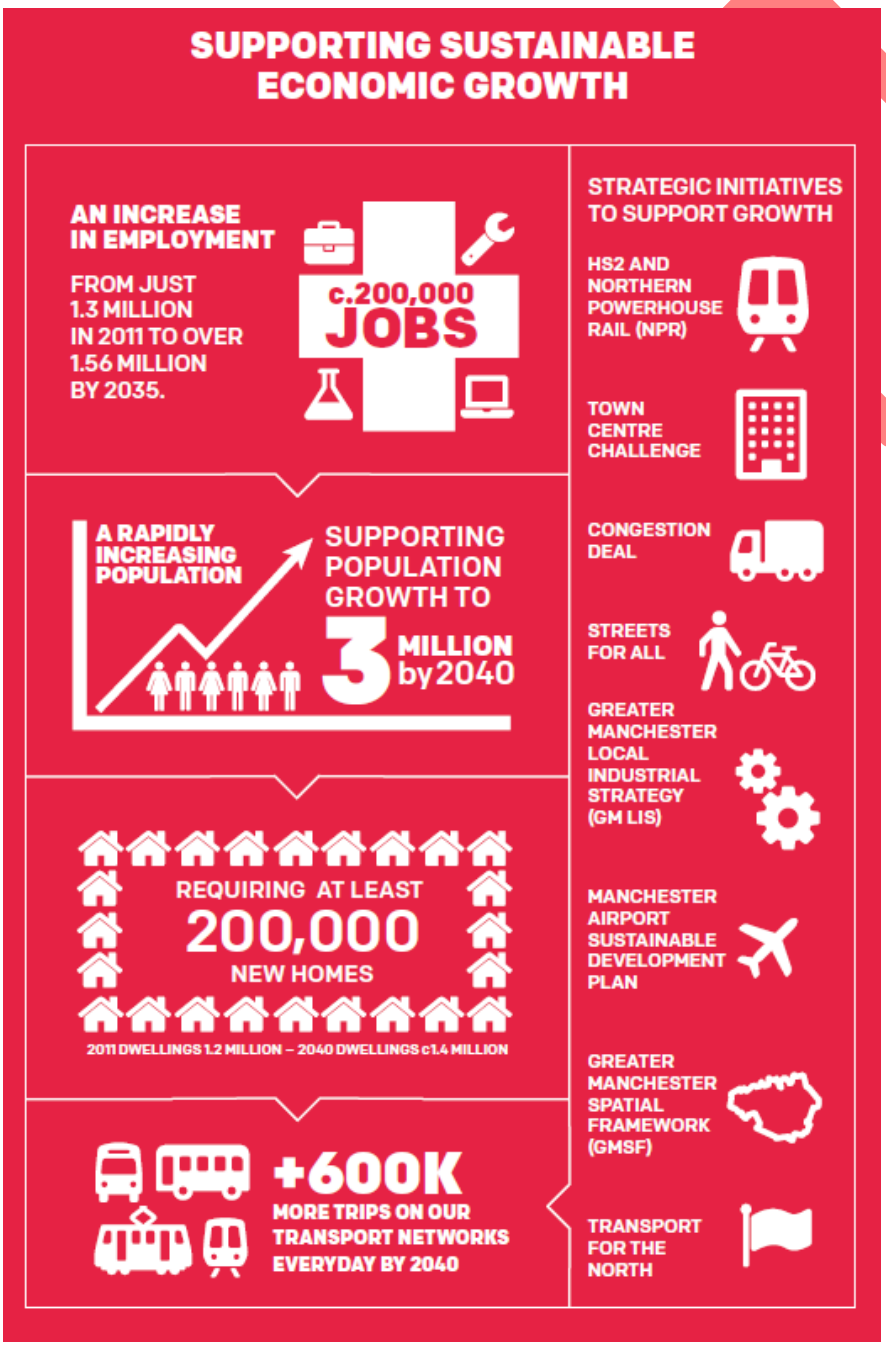
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Critical Transport Challenges for Greater Manchester

20. We face challenges in achieving our vision, and these are analysed in depth in our 2040 Evidence Base, which should be read alongside this 2040 Transport Strategy. They are also summarised below.

Supporting Sustainable Economic Growth

21. Greater Manchester has ambitious growth plans over the coming 20 years, with major growth in employment (particularly in knowledge-based industries) leading to a rapidly increasing population and an urgent need to build 10, 500 new homes every year from 2020 until 2037.



22. Significant work has been undertaken to develop Greater Manchester's Plan for Homes, Jobs and the Environment - the Greater Manchester Spatial Framework (GMSF) - in a way that is closely aligned with this Greater Manchester Transport Strategy 2040 and Our Five-Year Transport Delivery Plan. This is vital, to ensure that we correctly identify the transport infrastructure needed to support movement across the city-region, taking into account current and future travel demands.

23. Key challenges for our strategy in supporting sustainable economic growth are as follows:

- Growth will lead to thousands more trips on our transport networks, which could result in significant highways congestion and overcrowding on our public transport networks, ultimately choking off investment and damaging prosperity. Preventing increased congestion will need more people to travel by public transport or to walk or cycle, and fewer goods vehicles on our roads during peak periods. This will require a significant improvement in the alternatives, providing more capacity and creating a flexible, integrated London-style transport network that meets customer needs. Additional transport links will be needed to unlock growth areas, particularly as the scale of growth means that sites on the edge of the urban area will need to be developed.

- Access to skills and markets needs to be improved to allow people to take up the new jobs on offer, employers to recruit the best workers and businesses to deliver goods efficiently.

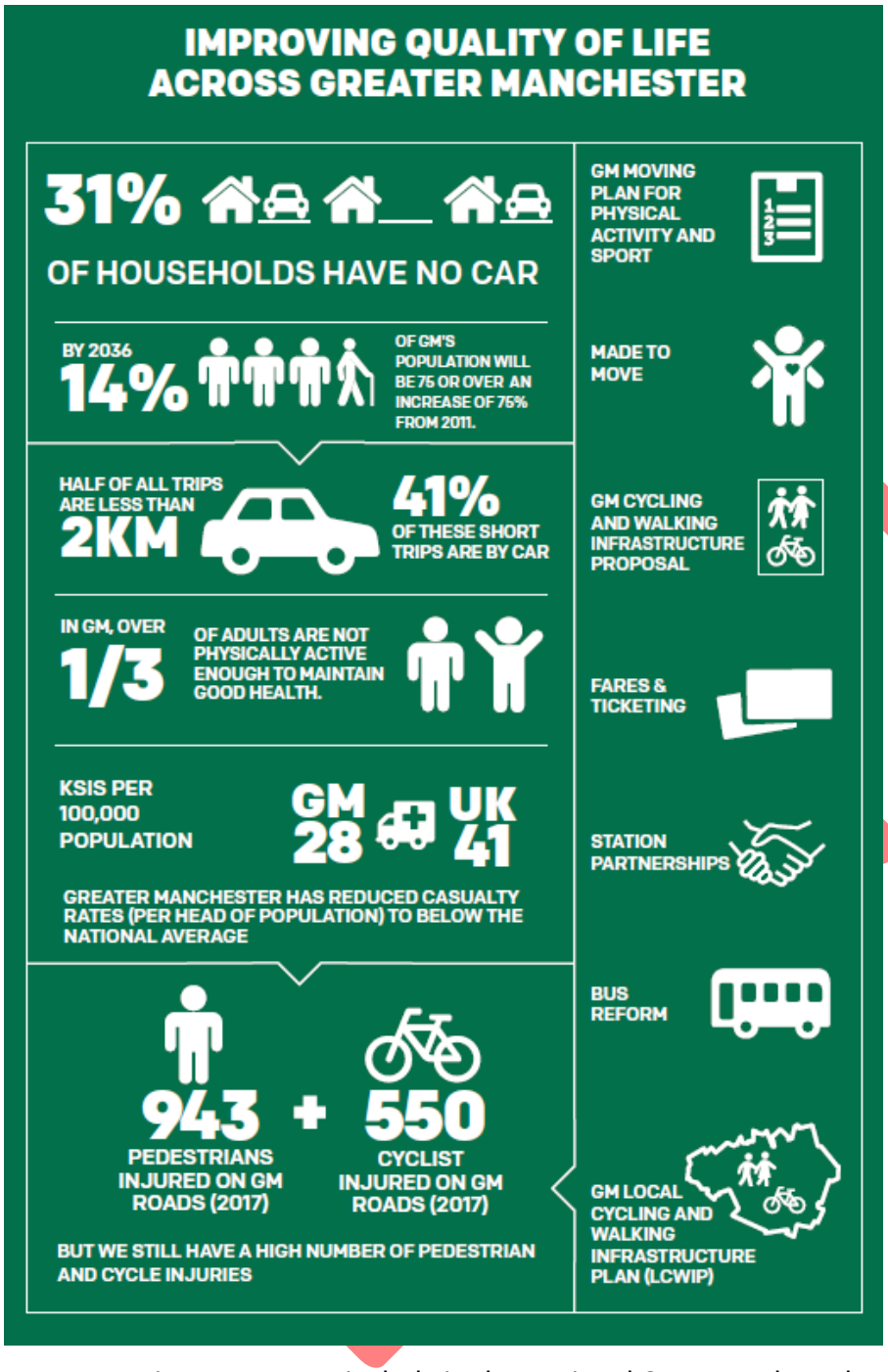
- Journey time reliability on our roads and on public transport is essential, reducing the cost to business of delayed deliveries and employees arriving late. The cost of congestion in Greater Manchester has been estimated by TfGM to be £1.3 billion per year.

- Networks need to be well maintained in order to function. We face an increasing challenge to keep networks open in the face of adverse weather (linked to climate change), ageing infrastructure and more intensive operation.

- The perception of Greater Manchester as a good place to live, work, invest and visit is vital to the economy. We must deliver the sort of efficient, seamless, intelligent and easy-to-use public transport enjoyed by leading world cities, and create public spaces that offer a safe, attractive and clean environment for walking and cycling.

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Improving the Quality of Life



24. Economic success, particularly in the Regional Centre and southern parts of Greater Manchester, has not yet spread to all areas, and there are significant pockets of severe deprivation throughout the conurbation. Many of our residents do not have access to a car and therefore rely heavily on public transport. We also have major challenges in terms of air pollution, physical inactivity and road collisions. This Strategy can make a major contribution to improving the quality of life of all our residents by helping to address some of the critical challenges highlighted below:

- Many people do not currently see sustainable modes as realistic alternatives to taking the car, and we must continue to work hard to improve the quality of our walking, cycling and

public transport and to provide people with the facilities and training to make them natural, easy choices. The design of new development also needs to make it easier for people to use sustainable modes.

- Access to jobs and training needs to be improved so that transport is not a barrier to work, or moving to a better job. Where businesses operate 24/7 or have variable working hours it can be difficult to provide public transport, and the cost of travel is a serious issue for those in lower-paid jobs.

- Good access to services such as education, healthcare, shopping and recreation is essential, particularly for disadvantaged groups and people living in isolated areas. Our town centres are threatened by changing retail trends and elsewhere many of our services, such as healthcare, are becoming more centralised and, in some cases, more difficult to reach.

- Improving health is an area where transport can make a significant contribution by increasing levels of active travel and reducing pollution. Much needs to be done to make this a real option by improving safety, providing better infrastructure and building confidence through training. We must make walking and cycling the natural choice for everyday shorter trips, many of which are currently made by car.

- Poor air quality damages everyone's health, but it can have particularly significant effects on the most vulnerable in our communities. Long-term exposure to elevated levels of particulates and nitrogen dioxide can contribute to the development of cardiovascular or respiratory diseases, and may reduce life expectancy. It is estimated that approximately 5% of deaths in GM are attributable to particulate pollution. Currently GM is compliant with the legal limits of particulate matter, but because of its impact on health it is important to ensure that it is reduced as much as possible.

- Nitrogen dioxide (NO_2) is a type of air pollution which is at levels above legal limits at numerous sites in Greater Manchester. The main source of NO_2 is road vehicles (especially older, diesel ones). Reducing these emissions is vital, to clean up the air we breathe and prevent people contracting and suffering from serious health conditions.

- Safety and security are fundamental. Good progress has been made in reducing the number of people killed or seriously injured on our roads, but all partners must work hard to deliver our vision of reducing deaths to close to zero by 2040. Public transport is a very safe way to travel, but some people are deterred from using it by the fear of crime and anti-social behaviour, which we must continue to tackle.

- These quality of life challenges - from struggling to incorporate physical activity into daily lives; to poor air quality; to travel delays due to full-to-capacity public transport services and congested road networks - need to be addressed in a holistic manner. Greater Manchester is pioneering the Streets for All approach, which offers a people-centred way of taking decisions about how our streets are designed and managed. When it comes to quality of life, local neighbourhood trips offer the greatest potential for change as large numbers of short car journeys could be switched to walking or cycling.

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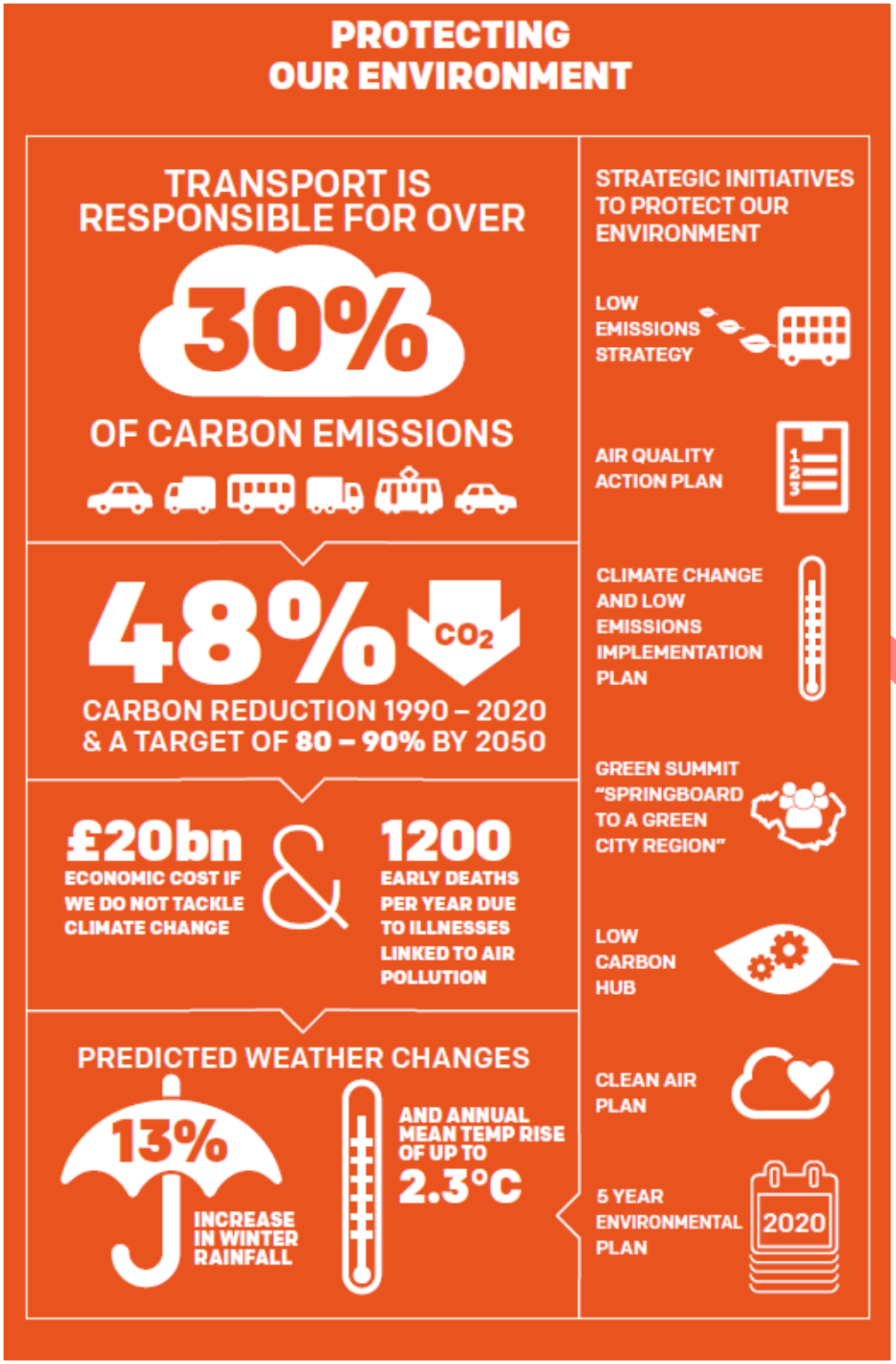
Protecting our Environment

25. Motorised transport has brought great benefits to society, giving easy access to a wide range of opportunities, but its impact on the environment is very damaging. At a global level, carbon dioxide (CO_2) emissions are a major contributor to climate change.

26. All ten Greater Manchester local authorities, and the GMCA, have declared a Climate Emergency, making clear that urgent action is needed to put Greater Manchester on a path to carbon neutrality by 2038, and for GM to make its fair contribution to a stable global climate and to the Paris Agreement of holding the increase in global temperatures to well below 2°C.

27. Greater Manchester is taking action through the 5-Year Environment Plan (launched in 2019, at the second Greater Manchester Green Summit). The Plan includes priorities for improving our air quality and reducing emissions in relation to the way we travel, including reducing the distance we need to travel, increasing the use of public transport and active travel, phasing out fossil fuelled vehicles, establishing a zero-emissions bus fleet and decarbonising road freight.

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Further challenges and opportunities when it comes to protecting our environment include:

- Reducing transport emissions, including by implementing the measures required to meet carbon and air quality targets. This needs to be done in the context of economic and population growth, which will increase demand. Making the best use of existing infrastructure will help to reduce environmental impacts. Locating new development where there is good access to public transport and services will reduce car travel and

therefore emissions. Road and rail networks must also be used efficiently and be well maintained.

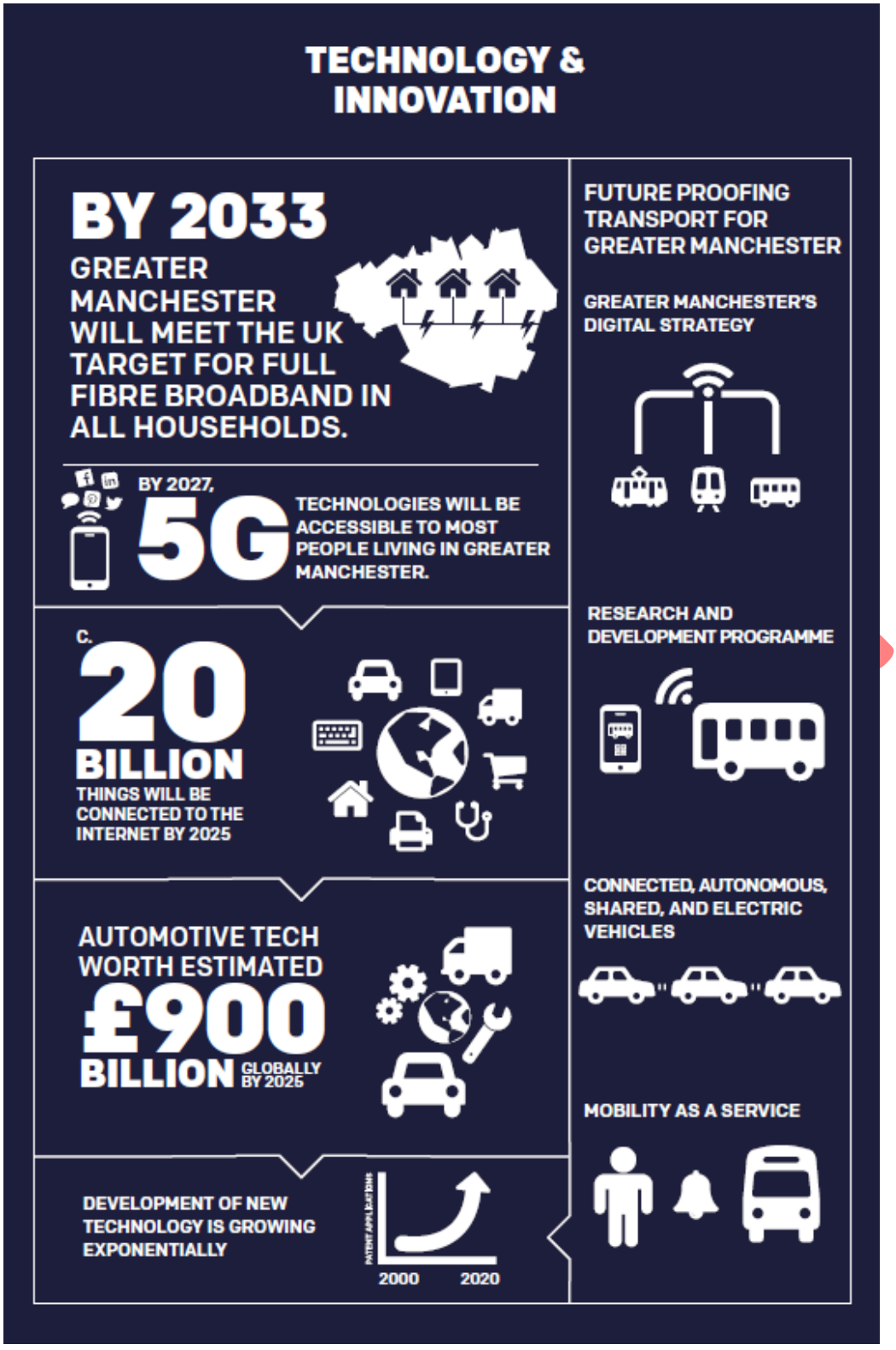
- Protecting natural and built environments from the impacts of transport. Damage to, or loss of, habitats as a result of construction, disturbance from traffic noise or street lighting, and pollution due to run-off from highways must all be minimised.

Developing an Innovative city-region

28. Without significant capital investment, existing transport solutions will not fully overcome obstacles to sustainable and equitable growth in Greater Manchester. A great deal of work is currently being undertaken in our city-region, to identify opportunities to develop, test and implement new mobility solutions.

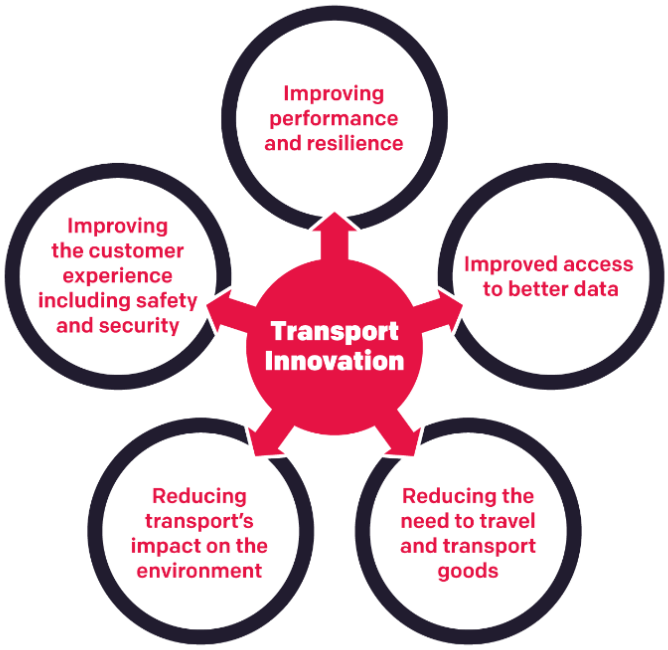
29. Transport innovation in Greater Manchester focuses on three main areas – Intelligent Mobility, Smart and Shared Mobility, Connected Infrastructure and Place – all of which are achieved through partnership and collaboration. Our city-region participates in many collaborative transport innovation projects with UK-based and international partners to ensure we remain at the forefront of this area.

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30. Following the completion of multiple successful projects and trials in recent years, several 'pathways to innovation' have been identified using cross-sectoral working to ensure developments in Mobility as a Service, Connected and Autonomous Vehicles and shared mobility are customised to meet the needs of our residents and visitors.

31. We will exploit new technologies and innovative approaches where we believe they add real value to the delivery of our Strategy, and particularly in the five key areas shown in the graphic below:



32. The development of connected infrastructure, shared services and placemaking has been at the forefront of the transport innovation agenda in Greater Manchester. Innovation projects are helping us better understand the impact of these services and new mobility solutions and overcome any technical, regulatory and commercial barriers. Projects such as eHUBS are creating community hubs with access to shared, electric, sustainable mobility solutions, while the legacy of the ground-breaking CityVerve project forms the foundation of our ambition to be a world-leading smart city.

33. TfGM's intention to be at the forefront of developing and implementing new technology can also be seen in its involvement in the 5G Create project, which is trialling the use of 5G technology and artificial intelligence to improve the efficiency of traffic signals.

Building on Success

34. We have already made significant progress when it comes to improving the capacity and resilience of our transport network. Details of work completed or progressed to date are included in this 2040 Transport Strategy, Our Five-Year Transport Delivery Plan and Our Network.

- In 2019 the Greater Manchester Rail Prospectus set out the city-region's priorities for its rail network. These include improving infrastructure and rolling stock; increasing passenger

numbers into the Regional Centre; working with rail and community partners to improve stations, increasing services to Manchester Airport and delivering local turn-up-and-go services that operate at least four trains an hour. The Prospectus also sets out the opportunities provided by rail reform and greater local control.

- On our highways, we continue to develop our Greater Manchester-wide approach to managing, maintaining and improving our Key Route Network of major roads which play the biggest role in supporting our city-region economy, and we have been investing heavily in innovative real-time traffic management and information systems to improve their reliability.

- Further expansion and upgrades to Greater Manchester's Electric Vehicle Charging Infrastructure network (GMEV) are planned. Work started in 2020, and more opportunities for rapid charging are being rolled out. As the uptake of Electric Vehicles increases, we will work in partnership with the private sector increasing investment to upgrade, expand, operate and maintain a re-branded EV charging infrastructure network to make Greater Manchester truly EV-friendly and support air quality and carbon reduction targets. Work is also underway to roll out Greater Manchester's Streets for All approach, which strikes a better balance between movement demands and place functions on our streets.

- Greater Manchester is rolling out world-class walking and cycling infrastructure. This includes through the Mayor's Challenge Fund for Cycling and Walking to deliver the Bee Network - a plan to connect every neighbourhood and community in Greater Manchester - and the long-term Cycling and Walking Infrastructure Vision for Greater Manchester, which builds on the recommendations made by Greater Manchester's first Cycling and Walking Commissioner in his 2017 Made to Move report.

- Transport investment will be essential in regenerating Greater Manchester's town centres. Local authorities are working on plans to improve access to, and within, town centres. The Mayor's Town Centre Challenge and other initiatives will help regenerate town centres by creating more attractive places to live, with local retail and leisure, supported by transport and digital connections.

- Greater Manchester has invested in modern, attractive interchanges in our town centres, supported by programmes of targeted bus priority and passenger facility improvements across our bus network. The Bus Services Act (2017) gave Greater Manchester the power to consider options to reform its bus market and potentially improve bus availability, reliability and affordability. Bus reform also offers opportunities for more integration between the bus network and other sustainable and active modes.

35. The scale of the growth challenge we are facing, however, requires more investment and careful planning and management of our transport network, co-ordinated across the different elements of Greater Manchester's sustainable growth and public service reform agenda.

36. The policies and interventions set out in this document in Parts 2 and 3 have been developed to provide a comprehensive toolkit for addressing the challenges outlined above. As we move from broad interventions to specific schemes and funding programmes set out in Our Five-Year Transport Delivery Plan, we will need to prioritise measures which best meet our long-term goals, with a particular focus on raising prosperity, while establishing sustainable growth.

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Scope of this Document

37. This document sets out Greater Manchester's Transport Strategy for 2016 to 2040. It takes as its starting point the Greater Manchester 2040 Transport Strategy: Our Vision, which received widespread support through public and stakeholder consultation in the summer of 2015 (the results are reported at www.tfgm.com/2040). The initial version of this Strategy was developed by TfGM, in consultation with the ten Greater Manchester local authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan), the GMLEP, and approved by the GMCA and the then interim Greater Manchester Mayor in 2017. This version of the Strategy was updated in 2020.

38. We recognise that the world is likely to change significantly over the next twenty years, in ways that we cannot always predict. For example, the spread of Covid-19 throughout 2020 had a profound impact on people's lives and wellbeing in a way that would have been difficult to imagine. We will continue to refresh our Strategy on a regular basis to reflect new challenges and opportunities. In particular we will need to ensure we have the appropriate transport infrastructure and services to support future growth in Greater Manchester, while keeping in mind our long-term vision for the Right Mix of transport on our network: for 50% of trips to be made by sustainable modes by 2040, supporting a reduction in car use to no more than 50% of daily trips.

39. Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our Right Mix vision will be continually monitored and adjusted to achieve our goals. This is important, given the potential for our plans to be knocked off course by external events. Changes in the way we achieve the Right Mix could lead to changes to the type of interventions set out in Greater Manchester's transport plans.

40. Greater Manchester's Plan for Homes, Jobs and the Environment (the Greater Manchester Spatial Framework) which will identify new development locations, is still under development and so our transport strategy needs to be flexible to enable it to influence and support proposals as they are brought forward. This flexibility can be achieved in a number of ways, including through a series of Five-Year Transport Delivery Plans, which accompany this Strategy. Each Delivery Plan is updated annually to describe the progress made in delivering the 2040 Transport Strategy and to reflect any changes needed. The Delivery Plans have appendixes in the form of a Local Implementation Plans for each of the ten local authorities. Local Implementation Plans build on the main Delivery Plan to set out further details of each local authorities' transport ambitions, targets and priorities over each five-year period. Taken together, the Strategy and Delivery Plans constitute Greater Manchester's Fourth Local Transport Plan, as shown overleaf.

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41. This Strategy has been developed in line with current Local Transport Plan guidance and European best practice in creating Sustainable Urban Mobility Plans. It is based on a thorough analysis of supporting evidence, which is presented in more detail in our refreshed 2040 Evidence Base report. We have also undertaken an Integrated Assessment of the Strategy to ensure that it fully considers environmental, health, habitats and equalities impacts.

42. Sitting alongside these documents, Our Network is a passenger-focused way of communicating of our vision for an integrated, modern, accessible and sustainable transport network. Launched by the GM Mayor in 2019, Our Network is designed to bring to life Greater Manchester's planned transport projects and policies, and show how different modes of public transport – bus, tram, rail, tram-train – and cycling and walking - could form a London-style, integrated transport network with seamless connections, simplified ticketing and an aspiration for capped fares.

43. The draft Strategy and first Five-Year Transport Delivery Plan were the subject of a 12-week consultation, beginning in July 2016, to which over 80 stakeholder groups and almost 1,690 members of the public responded. The consultation included a dedicated webpage, an animation that distilled the strategy into a three-minute video, strong media coverage, a comprehensive social and mainstream media plan, and a well-attended stakeholder event. The documents themselves were available online and this included accessible versions: a British Sign Language video, Easy Read, Large Print and Audio versions.

44. Responses to the online questionnaire showed that 72% of respondents either agreed or strongly agreed that the Strategy would help to deliver the vision. There was also strong support for the principles, priorities, spatial themes and the Delivery Plan. Respondents also had the opportunity to answer an open question on 'What one thing would make travel in Greater Manchester easier for you?' The responses to this question, along with stakeholder comments were used to amend the draft documents.

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45. A report on the consultation outcomes was approved by GMCA in October 2016 and the Final Strategy and Delivery Plan were approved in December 2016.

46. The second Five-year Transport Delivery Plan (setting out Greater Manchester's transport plans for the period 2020 -2025) was published in draft form, for public consultation, in January 2019 alongside the Greater Manchester Spatial Framework. The decision was taken to revise the Spatial Framework, to allow for deeper engagement with local communities and other stakeholders. A refreshed draft Delivery Plan was published alongside the revised Spatial Framework – Greater Manchester's Plan for Homes, Jobs and the Environment – and a refreshed version of this document in November 2020.

47. The remainder of this document is structured around three key parts:

- **Part 2** sets out our strategic principles and policies for delivering a more customer-focused Greater Manchester transport system. These cover the principles we need to apply across our transport system as well as our strategic approach to planning and managing different modes of transport, including highways, walking and cycling, and public transport.
- **Part 3** focuses on the five spatial themes which we introduced in our 2040 Vision, highlighting challenges, ambitions and interventions for different types of travel in Greater Manchester.
- Finally, our approach to delivery is set out in more detail in **Part 4**, including our approach to funding and prioritisation, and how we will measure performance.

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Part 2
Supporting Travel in Greater Manchester in 2040: Strategic Principles and Policies

Introduction

48. Since we published our first Local Transport Plan in 2001, Greater Manchester's transport strategy has had a consistent focus on sustainable transport and regeneration. We have long been working hard to tackle the environmental, economic and quality of life challenges described in Part 1.

49. However, we will need to go much further in order to deliver the scale of ambition set out in our 2040 Vision document - and in other plans published since then - including the Greater Manchester Strategy, Greater Manchester Plan for Homes, Jobs and the Environment and Greater Manchester's long-term environmental vision for carbon neutrality by 2038.

50. Greater Manchester's growth and reform agenda, secured through the ground-breaking 2014 Greater Manchester Agreement, provided us with some of the tools needed to achieve our aspirations, through the devolution of powers and funding to a locally elected Greater Manchester Mayor. Subsequent devolution deals gave Greater Manchester more powers - including over additional elements of the transport system - and notably, in 2017, powers to manage the city-region's health and social care budget.

51. We will build on our existing successful transport strategy and continue to develop and apply consistently a series of strategic principles and policies across our transport system. These are set out in more detail within this section and along with a framework within which we can bring forward measures to tackle issues in different parts of Greater Manchester, as described in Part 3.

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A More Customer-Focused Transport System: Our Network Principles

52. Meeting the transport needs of our residents, businesses and visitors is at the heart of our 2040 Transport Strategy. We are mindful that our transport system carries both people and goods, and we must consider the needs of both as we plan for the future.

53. We have therefore established seven mutually reinforcing principles, set out below, which we will apply consistently as we improve Greater Manchester's transport system to ensure that it meets the needs of all customers:



Integration at the Heart of our GM Transport Strategy 2040

Our Ambition: To enable people to move seamlessly between services and modes of transport on a single, high quality, easy-to-use network; maximising choice and supporting low-car lifestyles, made possible by integrated land use and transport planning.

54. A fundamental aspiration of the 2040 Transport Strategy is to provide Greater Manchester's residents, visitors and businesses with real choice in their mode of travel and how goods are transported. We must provide sustainable travel options that offer an attractive alternative to the private car and minimise the negative impacts of road freight on our city-region. Tackling these issues will enable Greater Manchester to deliver its economic growth, environmental and quality of life goals without traffic congestion and pollution undermining its long-term success.

55. A major barrier to enabling people and goods to travel more sustainably is the lack of integration across the different parts of the transport network. This makes it difficult for customers to understand what travel options are available to them; how they access and pay for these; and how to move between different modes of transport for more complex journeys. Much of this is due to the complexity of different institutions and transport operators involved in planning and delivering our transport system. This fragmented nature – which means passengers changing between Metrolink, train and bus have to buy multiple tickets from different companies, with no coordination between services – was a key reason for the development of Our Network, which sets out our ambition for a London-style integrated network with seamless connections between different modes of transport. Developing a more joined-up approach to planning and delivering transport is at the heart of Greater Manchester's devolution and reform agenda.

An Integrated Transport Network

56. While the concept of integration is not new, the delivery of a truly integrated transport system has, in the last 30 years, been beyond our reach due to regulatory and institutional barriers.

57. Through this Strategy, we will stop viewing different modes of transport as separate networks, with individual asset management, service planning, and fares and ticketing regimes, and instead plan our transport system as a single, highly-connected entity that all customers can move through seamlessly. This will allow us to prioritise transport improvements more effectively, based on the needs of different travel markets and to save resources by minimising duplication of expenditure and activity.

58. A network approach will also enable us to meet a much wider variety of travel demands, facilitating easier interchange at key nodes on our transport network and, along with improved services, enabling people to make orbital, as well as radial, movements much more easily.

59. We will enhance our public transport so that bus, rail and tram services and facilities are planned and delivered in a much more integrated way to minimise the time and cost of changing between services. It is hoped that steps taken by Greater Manchester to reform bus services in the city-region could drive the development of this more joined up public transport

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network. A franchising scheme for the whole of Greater Manchester - for which there was a large amount of public support during the 2019 consultation - would enable decisions about routes, frequencies, timetables, quality standards and ticketing to be taken at a local level.

60. We will develop comprehensive and easy to understand cycle and walking networks that access a range of destinations and integrate well with public transport, including Greater Manchester's Bee Network and the emerging city-region-wide bicycle hire scheme. We will also continue to develop and roll out our Streets for All approach to planning and maintaining our strategic and local highways networks, to meet the sometimes conflicting needs of different users and considering the role - both positive and negative - of highways in shaping local places.

61. Over the coming years, we will continue to focus on significantly improving people's travel experience. Our aim is to enable customers to make their journeys in the most flexible way, using multiple modes of transport, through innovative new ways of planning and paying for travel and through access to real-time information. The latter will enable customers to make informed choices about their travel, putting them in control and encouraging sustainable journeys. We are also working towards transforming Greater Manchester's rapid transit stops into Travel Hubs, including better pick up and drop off provision, cycle facilities and electric vehicle charging points.

62. Technological developments open new opportunities for delivering an integrated and customer-focused transport system to meet future customer needs. Greater Manchester is working to deliver connected and autonomous vehicles (CAVs) projects that could move people around the city-region in a more efficient, inclusive and sustainable way.

63. Such an approach also blurs the traditional boundaries between public and private transport, and TfGM's role will have an increasing focus on enabling mobility and improving connectivity for everyone no matter how they choose to travel.

64. We recognise that there are parts of the current transport offer in Greater Manchester that are under-developed, thereby making car use essential, rather than optional. Later in this document, we set out the types of improvement needed for different transport modes. However, there is also potential to exploit the increasingly popular sharing economy concept to enable people to access a car or a bike for occasional trips, even if they do not own one. Hence, we want to see a more comprehensive low-emission car club offer, as well as continuing to develop our bicycle hire scheme. This will provide a more comprehensive travel offer to our residents and businesses, and has potential to reduce the number of cars on the roads and parking needed.

65. We also recognise the importance of other supporting modes of transport, such as taxis, private hire and demand responsive services, which can fill gaps in our transport system. Specialist accessible transport is also essential for people who have mobility impairments and cannot easily use conventional public transport.

66. Again, the development of new demand responsive technologies and applications will make it easier for people to plan, book and pay for journeys, potentially as part of longer multi-modal trips. We will continue to work with commercial and community transport operators to ensure that these supporting modes of transport are fully embedded into our Transport Strategy and

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are seen as an integral part of a fully integrated, accessible transport system in Greater Manchester.

Policy 1: We will work with partners to ensure that modes of transport such as taxis, private hire vehicles and other demand responsive services—as well as shared mobility solutions such as car clubs, cycle hire and other forms of shared transport - are available and fully integrated into the Greater Manchester transport network.



Integrated Information, Fares and Ticketing

67. Journey planning and wayfinding tools need to be available to customers 24/7 and they should provide customers with consistent, simple and straightforward information about their travel options. TfGM will adopt a digital first approach, with technology increasingly enabling these apps and web-based tools to be tailored to the needs of individual customers. Where feasible, we will make our data available as Open Data to allow third parties to develop apps which will benefit our customers.

68. TfGM and its partners will focus on developing travel planning tools to improve customer information, make this information available in more places and to enable us to respond more quickly to transport incidents. Future developments could include adding data on roadworks, incidents/events, and a predictive function to warn customers of potential impacts on their journey, eg adverse weather. Expansion of CCTV and other sensor coverage will allow better real-time monitoring and enable more accurate travel information.

Fares and Ticketing Objectives

- **Simplicity:** Customers can easily understand and choose options to pay for their journey, including for multi-modal travel

- **Convenience:** Transactions are easy for the customer; one payment allows multi-modal travel and delivers efficiencies to the operator
- **Value for Money:** Passengers see fare as fair for the service they get.
- **Transparency and Trustworthiness:** Customers have clear understanding of pricing and product
- **Inclusivity**: Related to the affordability of travelling by public transport and informed by concessions policy
- **Balanced Funding:** Fares should raise the revenue needed to balance costs with available subsidy

69. We will continue to provide information in a range of formats, recognising that not everyone has access to digital devices. We will develop a much more consistent approach to transport information and payment systems to allow customers to search and pay for a range of different travel services, such as public transport, car clubs, cycle hire and parking. This approach could involve the development of a multi-modal, account-based travel platform, sometimes referred to as Mobility as a Service (MaaS). MaaS could be delivered through a smartcard, credit/debit card, mobile phone or other cashless technology. Such an approach could also support a more sophisticated and responsive approach to managing demand on our transport networks through nudging travel behaviour.

70. We will develop a set of multi-modal principles to inform decisions relating to fares and ticketing. This will support the development of a much more consistent approach to pricing if and when we receive the necessary powers. Decisions relating to fares and the ticketing will be informed by customer feedback, surveys, sales data and the evaluation of schemes and interventions, as well as by the 2040 Transport Strategy and other GM policies.

Policy 2: Working with partners, we will seek to deliver integrated pricing and payment systems across the transport network, including smart ticketing for public transport, to encourage use of public transport in line with the GM Transport Strategy 2040.

Integrated Sustainable Journeys

71. To make effective use of our transport networks and obtain value from public investment, we need people to be able to make informed decisions about their travel and which mode best suits their needs.

72. We will focus on measures that encourage people or freight to travel most efficiently on our transport network, making the best use of available capacity, particularly during peak periods. This will include a holistic look at travel behaviour, such as encouraging more home working rather than commuting. Future demand management will encourage people to make at least some of their journeys by public transport, walking and cycling, which has long been at the heart of Greater Manchester's transport strategy. In addition to physical measures (bus priority, reallocating road space for pedestrian and cycling infrastructure, car share schemes, and constraints on long-stay parking), a range of supporting behaviour change measures will be needed.

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73. A consistent, long-term approach to travel choices, promotions and marketing will provide people and businesses with the information, training and incentives to make better informed travel decisions and the impact of their choices. It will also seek to improve travel horizons for those whose life and employment choices may be constrained by a lack of travel awareness. Greater Manchester already has a Sustainable Journeys programme which works with businesses to encourage their staff to travel sustainably; helps jobseekers travel to interviews and to their workplace during the initial period of employment; encourages individuals and communities to use public transport, cycling or walking infrastructure in their area; and promotes walking and cycling in schools. A continuing programme of broadening travel choices will be important in complementing the interventions described in Part 3 and we will seek partnership funding for this, including developer contributions, to focus on:

- Reducing the carbon and environmental cost of journeys;
- New ways of working which make the best use of the transport network;
- Maximising the benefit of new, integrated transport infrastructure and services;
- Delivering public health benefits through enabling more active travel;
- Supporting town and city centre economic vitality and sustainability;
- Improving access to key services and jobs;
- Maximising sustainable travel in new developments; and
- Becoming more resilient to disruption.

74. Future programmes will be targeted at locations and population groups where progress to our Right Mix target can be maximised. For example, to make the best use of the existing transport network, target areas might include commuter corridors and economic centres, while target groups could comprise commuters, parents of school children, those with the potential to switch mode, or those who are at lifetime transition points such as moving house or starting a new job. We will also target travel choices programmes at areas with poor air quality.

Policy 3: We will maintain a conurbation-wide programme of interventions designed to encourage people to make sustainable journeys, supported by journey planning tools and information; to encourage travel behaviour change and mode shift, in order to make the most efficient use of available capacity, particularly during peak periods.

75. We also need to reduce demand on road space from the road freight sector, particularly during peak periods, through measures such as freight consolidation, delivery and servicing plans, freight routing strategies and use of sustainable modes. This is discussed in more detail later in this document.

Integration with Spatial Planning

76. Greater Manchester is a rapidly growing city-region and has a key role to play in a levelling up the national economy to help reduce the disparities in productivity and earnings across the UK. It is likely that Greater Manchester will have a population in excess of 3 million (currently 2.7 million) by the mid-2030s. Further devolution of transport and spatial planning powers to Greater Manchester provides an important opportunity to plan our development and transport in a more integrated way.

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77. Greater Manchester's Plan for Homes, Jobs and the Environment (the Greater Manchester Spatial Framework) is currently in development, and will set the scale and distribution of housing and employment growth across Greater Manchester over the next twenty years. It is clear that the challenges involved in achieving the expected growth are considerable.

78. Accommodating this scale of growth without significant additional congestion - while supporting measures to reduce carbon and emissions on our already busy transport networks will be a huge challenge. We will need to identify not only development locations that are well served by public transport, walking and cycling, but less accessible locations where a sufficient scale and density of development could support new public transport provision.

79. A further fundamental aspect of this this will be minimising the need to travel. This will be achieved by creating local neighbourhoods where people can live, work and access services and shops, alongside behavioural change, such as mode shift and flexible and home working.

80. Integration with spatial planning is critical in influencing people's travel choices. Fundamentally, the transport network needs to connect the places people live with the places where they work, study, play, shop, visit, and access services like healthcare. Locating housing close to facilities and public transport tends to reduce car use. While most places in Greater Manchester are served by public transport, some developments have been designed around the car making them difficult to reach in any other way.

81. The car will continue to play an important role in supporting economic growth and opening up opportunities for people to improve their quality of life. However, many of the negative impacts of transport, such as congestion, high emissions, noise and road traffic casualties, are a consequence of our over-reliance on cars, and the planning decisions that made car use the most convenient, or only choice for some journeys.

    The design of developments, eg the availability of parking, safe and direct walk/cycle routes, secure cycle parking and EV charging points, also influences travel choices.

82. The draft GM Spatial Framework is also clear that, although connectivity has historically been about transport, digital connectivity is increasingly fundamental to our lives, enabling us to connect with people irrespective of location, and to access an unparalleled range of learning, employment and retail.

83. TfGM and local planning authorities will continue to work with developers to better integrate transport and new development in accordance with the principles of:

- Reducing the need to travel;
- Reducing the need to travel by car, and the distance travelled;
- Maximising accessibility by sustainable modes;
- Making the best use of existing infrastructure, particularly through increasing the density of development close to public transport nodes;
- Maximising opportunities to provide additional public transport; and
- Designing to encourage active travel.

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Policy 4: We will work with developers to ensure that new developments are accessible by sustainable modes, and to reduce transport emissions and impacts on the highway network.

An Inclusive Network

Our Ambition: To develop a fully inclusive and affordable sustainable transport system for all.

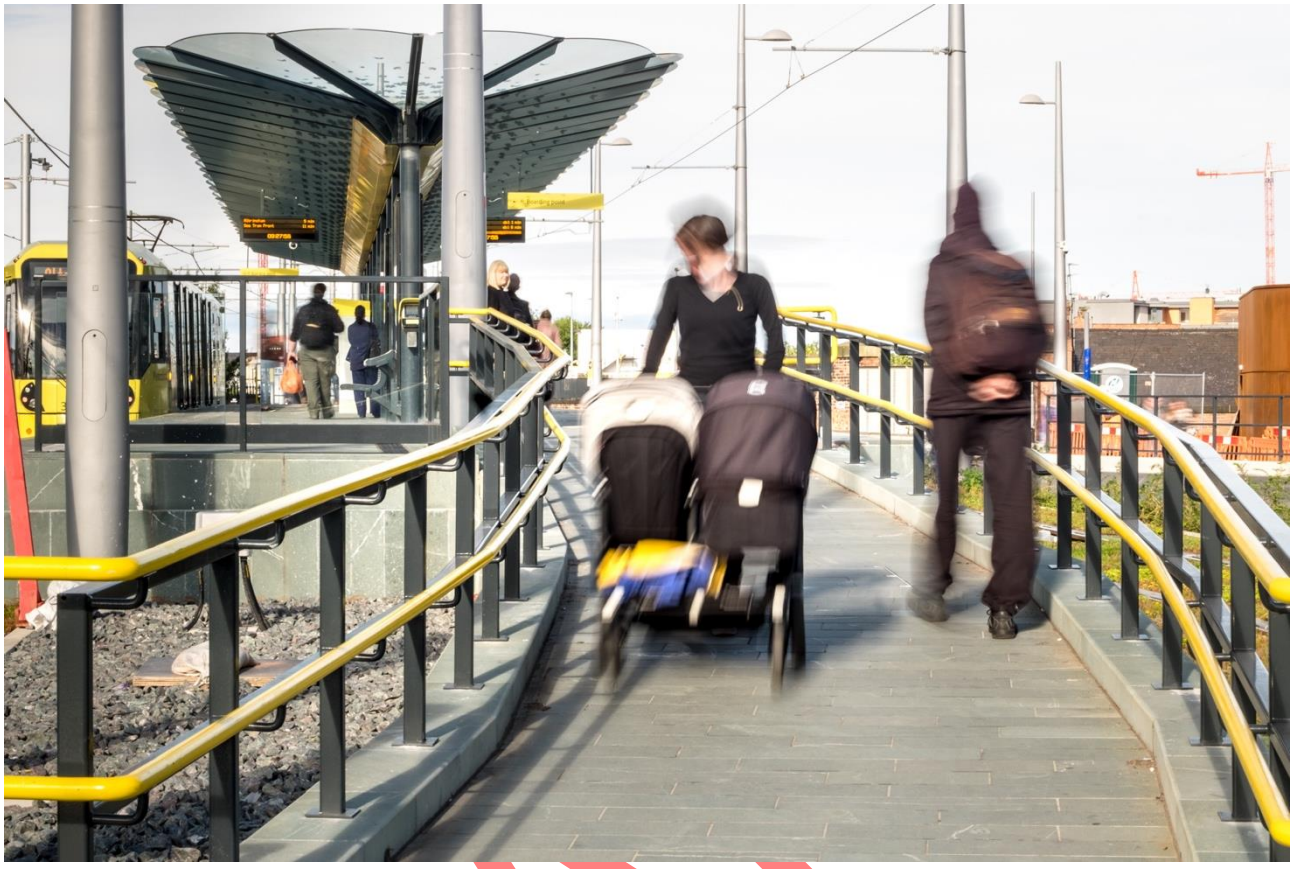
84. To meet the scale of ambition set out in the Greater Manchester Strategy, we must ensure that everyone in Greater Manchester is able to access a range of employment, training, health and leisure to enable them to lead productive, healthy and fulfilling lives. In 2018, 4% of the GM population was claiming Disability Living Allowance, but the number of people with some form of mobility impairment will be much higher. Therefore, we must make sure that our transport network is as inclusive and accessible as possible. An accessible transport network will become even more critical as our elderly population continues to grow over the coming decades. Consistent standards of vehicles, facilities and customer care are also needed to give disabled people the confidence that they can make their journey on public transport.

85. In line with our responsibilities under the Equality Act, 2010, we will continue to ensure that all new transport infrastructure, vehicles and information are designed to be as accessible as possible to all our customers, regardless of their age and mobility. We will also continue to deliver accessibility improvements to our existing transport networks, targeting those parts of our transport system which most require improvement and cause most disadvantage to those with a mobility impairment. To help us do this most effectively, TfGM set up a Disability Design Reference Group (DDRG) in 2008. The DDRG is actively involved in transport-improvement projects. It has advised on a wide range of features to improve journeys, including strong colour-contrasting infrastructure, clear signage and audio information.

Policy 5: We will work with public transport operators and Network Rail to ensure that all of transport infrastructure, vehicles and information are as accessible as possible for all our customers, regardless of their age and mobility.

86. The importance of good street design and management to support people who walk and cycle has gained greater prominence in recent years. In Greater Manchester, this includes design criteria set out in the GM Cycling and Walking Commissioner's Made to Move guide, such as ensuring that all proposed pavement and public realm improvements pass the test of being accessible to all, especially pedestrians, the partially sighted and a parent with buggies. Alongside this guidance, Greater Manchester's Streets for All approach sets out a people-centered way of thinking to how our streets are designed and managed so that people are encouraged to travel sustainably and spend more time on them. Engaging communities in scheme design is also at the core of the GM Mayor's Cycling and Walking Challenge Fund.

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87. Affordability of transport is also an important issue, particularly for residents on limited incomes, many of whom depend on public transport. Season tickets can offer good value to people who need to travel five days or more a week, but these do not benefit part-time workers, who have to pay higher daily fares. We are now seeing increasing numbers of people working or studying on a part-time, flexible or short-term contract basis, or homeworking a few days a week. This means that flexible ticketing options are vitally important to support our rapidly changing economy. In response to this, TfGM has introduced the Clipper Metrolink ticket, which provides 10 one-day travel cards that have to be used within 28 days. Clipper saves customers money if they are working flexibly or travelling less often than the conventional Monday to Friday working week.

88. We must also ensure that our transport system is priced in a way that encourages sustainable travel and manages demand effectively on our constrained networks. More flexible fares and ticketing are a critical part of our Vision for Bus (see section 170). The GMCA's proposed bus franchising scheme may help to provide greater value for money for customers, which could also enable investment to further improve bus services.

89. Concessionary fares play an important role in meeting people's travel needs. The national scheme provides free weekday bus travel after 9.30 am for those who have reached pensionable age or have a disability. In Greater Manchester, older people can also choose to pay £10 for a year's unlimited off-peak travel on Metrolink and trains within the city-region. We also recognise the importance of public transport for young people. TfGM, on behalf of the GMCA, has supported a trial of Our Pass, launched by the GM Mayor, which enables 16-18 year olds to travel by bus for free across Greater Manchester (for a one-off £10 administration

fee). TfGM also supports apprentices across the city-region with a free 28-day travel pass, valid on bus and Metrolink services. The Women's Concessionary Travel Pass, launched by TfGM in 2018, enables women affected by the change in the state pension age to free off-peak travel on bus, train and tram.

90. For those without access to a car, the availability of public transport may determine whether they can access jobs or training or attend medical appointments without having to use more costly individual travel options. This can be a particular issue for people working in the night-time economy. TfGM provides support for a network of socially necessary bus services, which would not otherwise be provided, but this is limited by budget. We will continue to work with bus, rail and Metrolink operators to ensure that the network meets peoples' needs as far as possible. We will also work with partners to better co-ordinate the provision of door-to-door transport, to increase its availability to disabled customers.

91. For those who can cycle, we will strongly promote cycling as a low-cost alternative for travel to work and education, including developing cycle links to key employment areas.

Policy 6: We will work with partners to better integrate accessible travel services across Greater Manchester, to increase availability and convenience for customers.

Policy 7: As we plan our transport network, we will support the creation of a more inclusive economy for GM by considering how best to improve the prospects of people living in deprived communities - including by ensuring that more people can access jobs, education, skills training and childcare.

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Supporting a Healthier Greater Manchester

Our Ambition: To develop a transport system that supports people in leading active, healthy lives.

92. Transport can have a major impact on people's health. It provides access to healthcare and other services, enables people to visit friends and family, and links them with green spaces. On the negative side, motorised transport can make people less active, leading to obesity; cause severe traffic accidents and produces damaging emissions which either affect health directly or through climate change.

93. The huge potential of walking and cycling to reduce car mileage, improve access to key facilities, and improve public health, is now widely understood. While recognising the role of personal choice in travel, we will encourage people who are able to do so to travel actively in order to improve their health, as discussed in Part 1. This is particularly important in tackling childhood obesity - establishing active travel behaviour early in life for day-to-day journeys or for leisure can greatly improve health later in life.

Policy 8: We will work with partners to deliver transport interventions that improve the health of Greater Manchester residents, including: mitigating against pollution from motor vehicles; increasing levels of physical activity; improving access to healthcare; and reducing social isolation.

94. In recent years, reduced local authority budgets have made it increasingly difficult to provide socially necessary bus services, including door-to-door services provided for people with disabilities, which are not provided by commercial operators. We will continue to monitor the impact of this on social isolation and to safeguard against health problems such as depression or the inability to attend health appointments.

95. The devolution of health and social care to Greater Manchester has enabled a much more joined-up approach to health by linking it to other aspects of life. People who are more active will enjoy better health and be less likely to need medical intervention and this will bring savings to health budgets.

96. We know that air pollution is linked to a wide range of serious illnesses and health conditions. It contributes to the equivalent of 1,200 deaths a year in Greater Manchester. NO_2 is a type of air pollution which is at levels above roadside legal limits at numerous sites in Greater Manchester. Government has instructed many local authorities across the UK, including those that make up Greater Manchester, to take quick action to reduce harmful NO_2 levels. Here, the ten local authorities, the GMCA and TfGM have worked together to consider measures to tackle air pollution, alongside a charging Clean Air Zone. Together, these form the Greater Manchester Clean Air Plan, which aims to bring NO_2 emissions within legal limits as quickly as possible.

97. Encouraging walking and cycling - especially for short, daily trips, is also key to improving people's health and fitness. The Bee Network and the long-term Cycling and Walking Infrastructure Plan for Greater Manchester are vital to enable healthy lifestyles by making walking and cycling attractive, convenient and safe ways to travel. The Greater Manchester Cycling and Walking Commissioner's Made to Move report (see section 159) sets out an

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ambitious vision for more active travel across the city-region. The goals are to double and double again levels of cycling and to make walking the natural choice for as many short trips as possible. Working with the Mayor, TfGM, councils and other partners, the Commissioner aims to make Greater Manchester one of the world's best places for cycling and walking.

98. We have also been very successful in securing funding and establishing new partnership arrangements, for example with Sustrans, to deliver major improvements to our active travel infrastructure, such as significant expansion of our network of cycle routes and cycle parking, together with supporting activities such as cycle training and maintenance, and promoting walking for health.



99. While cycling is increasing much more needs to be done to achieve the desired scale of change and more investment is essential to provide safe and convenient routes that connect people to jobs, services and recreation. In view of the serious health consequences of inactive lifestyles, and the significant numbers of very short trips which are currently being made by car (88% of trips within Greater Manchester are of five miles or less, and more than half of these are by car) we have forged strong partnerships to work across sectors in an attempt to further increase levels of walking and cycling.

100. The focus of activity to drive much higher levels of active travel is influenced by available funding. At present, the GM Mayor's Challenge Fund (made possible through national Government's Transforming Cities Fund) supports schemes set out in Our Five-Year Transport Delivery Plan (2020-2025), the Made to Move report and the Bee Network infrastructure proposal. This fund has so far made £160 million available to deliver schemes across Greater Manchester until 2022.

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Made to Move

Made to Move, published in 2018, is a a 15-step plan to transform how people travel in Greater Manchester.

Its goal is to double and then double again cycling in Greater Manchester, and to make walking the natural choice for as many short trips as possible. We must do this by putting people first, creating
world-class streets for walking, building one of the world's best cycle networks, and creating a genuine culture of cycling and walking throughout the city-region.

Made to Move sets out steps towards:

- Encouraging the two thirds of people who currently use their car as their main mode of transport
  to walk and cycle more often;
- The creation of a Greater Manchester Cycling and Walking Infrastructure Proposal (published in summer 2018);
- Cycling and Walking Infrastructure Proposal plans, which have now been published online. TfGM and the ten local authorities are continuing to develop and refine these proposals, in collaboration with local residents.

Environmental Responsibility

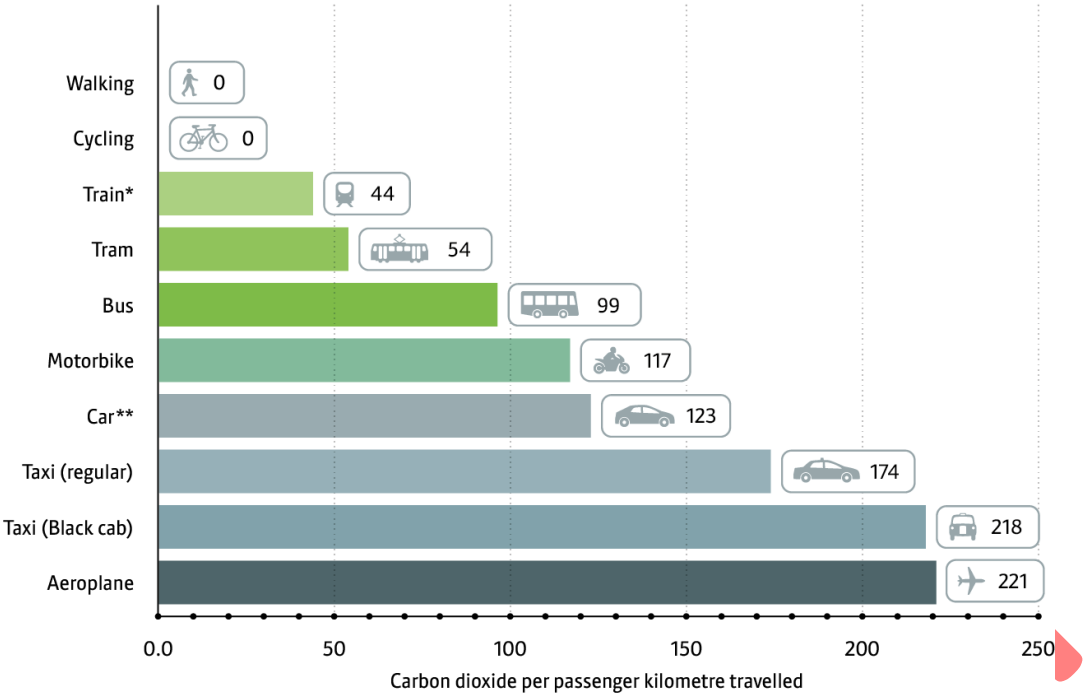
Our Ambition: For Greater Manchester to be known for the quality of its urban areas, natural environments with transport emissions reduced to near zero, and new transport schemes delivering environmental enhancements whenever possible.

101. Local air pollution and carbon emissions cause significant harm to health and the environment. Evidence suggests that poor air quality harms everyone in the long-term and in the short-term impacts the most vulnerable, including children, older people, those with existing respiratory or cardiovascular disease and those living in areas of depravation. Greater Manchester's air pollution mostly consists of NO_2 (Nitrogen Dioxide) and particulates in the form of $PM_{2.5}$ and PM_{10} (small particles which are harmful even in low concentrations). In Greater Manchester 80% of roadside NO_2 is caused by traffic. Long-term exposure to both of these may contribute to respiratory illness, as well as cardiovascular problems and cancer, leading to thousands of early deaths in Greater Manchester every year.

102. Climate change - mainly caused by CO_2 and other greenhouse gas emissions – is causing an increase in warm spells and heavy rain and a decrease in cold spells. More extreme weather patterns could potentially impact food and water supplies and lead to increased flooding. Road transport is a major source of all three emissions in the conurbation.

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Transport Carbon Emissions



Adapted from: DEFRA Greenhouse Gas Conversion Factor Repository (2013)

Train, bus and tram figures based on national average patronage.
* Average Diesel and Electric Rail Combined.
** Average Large and Small Car Combined.

103. The GMCA, and ten local councils, have each declared a Climate Emergency and that urgent action is needed to put Greater Manchester on a path to carbon neutrality by 2038. Greater Manchester has demonstrated a clear commitment to achieving this target, including through the 5-Year Environment Plan, launched in March 2019 during the second Greater Manchester Green Summit. The Plan sets out Greater Manchester's long-term environmental vision and the actions we all need to take, over the next few years, to achieve this.

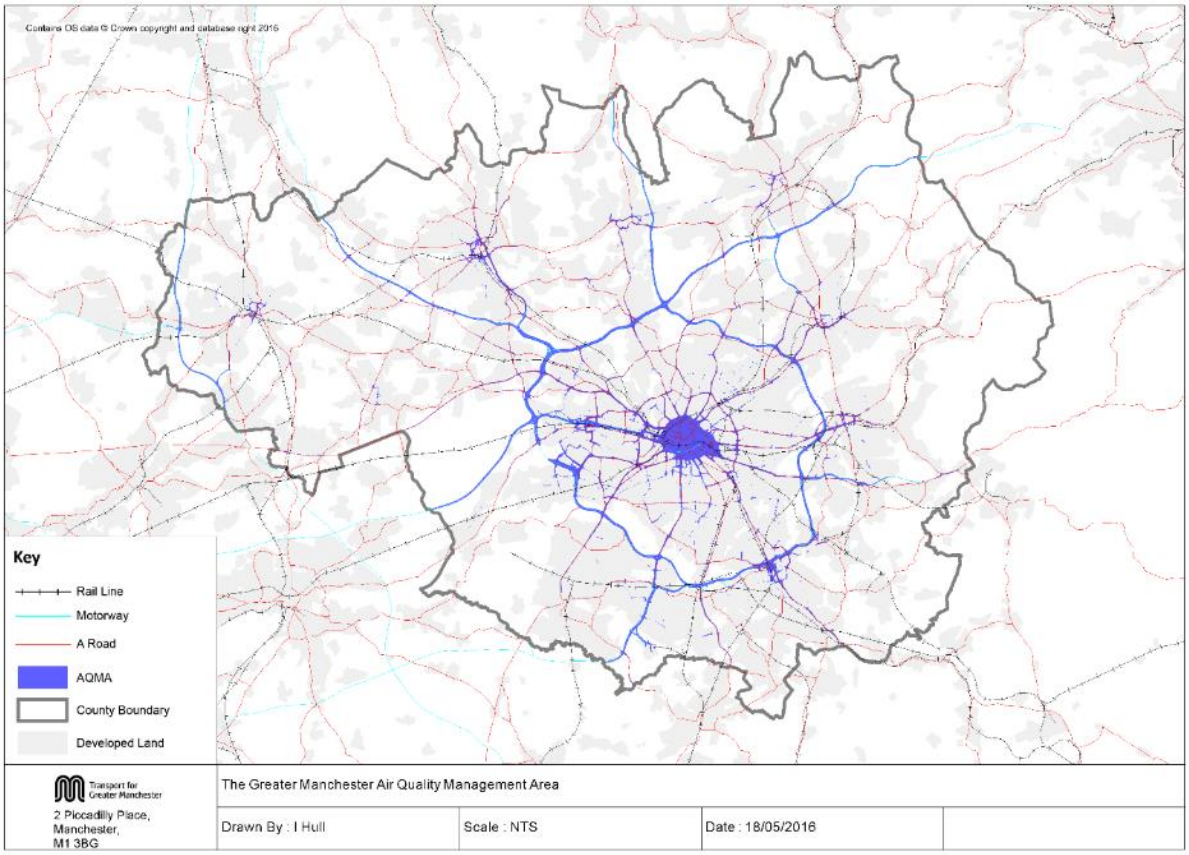
104. Greater Manchester is also working in collaboration with international partners, and is a signatory to three International commitments on climate change: The Integrated Covenant of Mayors, The Compact of Mayors, and the Under 2 Memorandum Of Understanding.

105. At present (in 2020), the UK is in breach of EU air quality standard for NO_2. A single Greater Manchester Air Quality Management Area (AQMA) was declared in May 2016 (replacing the previous ten District AQMAs), covering the areas where the legal level of NO_2 are exceeded (or are at risk of being exceeded) and where there is risk of exposure to the general population. These are mainly areas close to the motorway network and the major roads converging on the Regional Centre and town centres, as shown on the map below.

106. Government has instructed many local authorities across the UK, including those that make up Greater Manchester, to take quick action to reduce harmful NO_2 levels. The Greater Manchester local authorities, alongside GMCA and TfGM, have developed a Clean Air Plan that aims to meet nationally specified standards in the shortest time possible. The Clean Air Plan builds on the commitments in our existing Low Emission Strategy and Air Quality Action Plan (2016-21).

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GREATER MANCHESTER Air Quality Management Area



107. Greater Manchester's Outline Business Case (OBC) for its Clean Air Plan was submitted to Government in 2019, and proposed the introduction of a Greater Manchester-wide Clean Air Zone: a designated area within which the most polluting vehicles would pay a daily charge. It is hoped the Clean Air Zone will reduce the number of polluting vehicles in Greater Manchester and also encourage drivers to upgrade to cleaner vehicles.

108. Greater Manchester's Clean Air Plan also proposes: a funding package to support local businesses to upgrade to cleaner vehicles and trebling the number of electric vehicle public charging points to support people, businesses, and other organisations across Greater Manchester to play their part in reducing air pollution from transport.

109. Following a public consultation - and if approved by Government - the Greater Manchester Clean Air Plan Full Business Case (FBC) proposals will be rolled out over the coming years.

110. While our primary ambition is to encourage a shift to more sustainable modes of travel – particularly for shorter journeys - we recognise that some journeys will always need to be undertaken on the highway network. In these instances, our priority is to reduce the harmful emissions and population exposure levels. Greater Manchester's Streets for All approach to network planning is underpinned by the need to ensure the right movement is happening on the right streets. For example, the M60 and other motorways within Greater Manchester

should be carrying larger vehicles on longer journeys to ensure pollution caused by motorised traffic on local, residential streets is minimised.

111. The ambition for smaller vehicles is a shift to a fully electric fleet. Greater Manchester is already home to an extensive electric vehicle infrastructure network and we will expand this further as funding allows. For heavy vehicles, we will work with Government and other city-regions to establish a consistent policy framework to encourage an accelerated uptake of alternatively fuelled vehicles. Within GM we will work with infrastructure providers and fleet operators to encourage a shift to alternatively fuelled vehicles, or a retrofit of existing vehicles.

Policy 9: We will work with partners and key stakeholders to bring nitrogen dioxide (NO_2) levels on local roads within legal limits, and to reduce levels of particulate matter - both of which are emitted from internal combustion engines.

Policy 10: We will play our part in delivering carbon neutrality, including by working towards: implementing measures that will mitigate against climate change, improving air quality, encouraging responsible consumerism, ensuring net environmental gain wherever possible and making sure our future built environment is resilient to the impacts of

112. In addition to climate change and pollution, the noise from motorised traffic can impact on the quality of life in residential areas and deter people from walking and cycling. Defra has identified Noise Important Areas (NIA) in all the major cities where noise is a problem. While electric vehicles will reduce this problem in the medium to long-term, we will take opportunities to reduce noise through design (including the use of noise-reducing surfacing) or traffic management where possible.

113. Greater Manchester and its surrounding areas contain statutory nature conservation sites of European level importance. These include Special Areas of Conservation, Special Protection Areas, Sites of Special Scientific Interest (SSSI) and Ramsar sites. In addition to these areas protected under the European Habitats Directive, there are many locally important sites and green spaces, which both support wildlife and contribute to people's wellbeing. These locations are vulnerable to the effects of motorised traffic and the development of new infrastructure.

114. A high-quality environment is increasingly seen as the key to attracting and retaining the best businesses and skilled workers, and 'liveability' is therefore an important issue. It is influenced, to some extent, by transport. Urban areas with a rich cultural heritage and diverse green infrastructure, which are attractive and safe for people to walk and cycle in, and have access to efficient public transport, are generally more pleasant living environments. Creating attractive public realm to reduce the dominance of the car and create visual interest at street level can create safer neighbourhoods with more opportunity for social interaction and they can also attract economic investment.

115. Reducing the impact of traffic, by increasing the use of public transport and through effective traffic management, will be essential if we are to achieve this. It will improve quality of life by reducing noise, severance and pollution. Transport is already contributing to regeneration, including through the expansion of Metrolink, which is stimulating investment in surrounding areas, and through transforming Greater Manchester's rapid transit stops into Mobility Hubs,

to include better pick up and drop off provision, cycle facilities and electric vehicle charging points.

116. Greater Manchester is fortunate in having great countryside, such as the Peak District National Park, within a relatively short distance. More needs to be done, however, to improve access to this countryside through better public transport or active travel provision so that everyone, no matter their means or mobility, can enjoy it.



117. New transport infrastructure can negatively impact on natural spaces and habitats. This can be through construction on these sites; construction and operational disturbance (such as noise, light and vibration pollution) and emissions and other pollution (air, water, soil). They also provide opportunities to incorporate and support nature. We will look for opportunities to enhance biodiversity and green infrastructure through our transport schemes, for example, through planting. TfGM is a partner in the City of Trees[1] project, which aims to plant a tree for every man, woman and child who lives in Greater Manchester within a generation.

118. Transport can pose a risk to water quality eg through runoff from highways following gritting. Pollution of water bodies (including groundwater) and increased risk of flooding must be prevented, both during the construction and operation of transport projects. This could be through Sustainable Urban Drainage schemes, bio-remediation and use of tree pits.

[1] http://cityoftrees.org.uk/

119. Transport infrastructure and traffic can have a significant effect on the built environment and through this be detrimental to people's quality of life. New transport projects need to be designed sensitively to be sympathetic with the existing urban environment's character and opportunities for improving their setting and share public spaces should be examined.

120. Any development that would have an adverse impact on an important environmental site should be avoided as far as possible. If this cannot be achieved, the adverse impacts will be adequately mitigated, or, as a last resort, compensated for. In the case of European designated sites, a Habitat Regulations Appropriate Assessment is required for any proposal likely to have significant effects on the site.

Policy 11: We will work with partners, including the Canals and Rivers Trust, to enhance green and blue infrastructure to provide a safe and attractive environment for walking and cycling.

121. Our aim is to minimise the impact of transport on the built and natural environment. Large transport schemes will be subject to a statutory Environmental Assessment, as required by the planning process. We will also continue to apply our established principles for the design of new infrastructure projects, as described in the Delivery Plans that support this Strategy.

A Reliable Network

Our Ambition: To develop a transport network that offers reliable journey times and gives people the confidence to use public transport.

122. Reliable transport networks are essential to allow the economy to function and grow. Journey times by road need to be predictable, particularly when journeys are time critical. Public transport needs to be regular and dependable if people are going to have confidence in it and cycle network need to be well maintained.

123. The cost of congestion on the highway network in Greater Manchester has been estimated at £1.3 billion a year[2]. In addition to frustration for motorists and delays for business, highway congestion can have a significant impact on bus journey times, making public transport less attractive. Reducing congestion can therefore help the planning and management of more fuel-efficient transport, particularly for freight.

124. Road works are a major contributor to congestion and disruption. In 2013 the Greater Manchester Road Activities Permit Scheme was introduced to better co-ordinate the timing of road works and to monitor their impact. In the future there is the potential to make greater use of this data for journey planning, enabling people to change their route or mode of travel to avoid disruption.

125. The existing traffic signal network is operated and controlled by Greater Manchester's Urban Traffic Control team through TfGM's Control Centre which uses technologies - including SCOOT (Split Cycle Offset Optimisation Technique) and MOVA (Microprocessor Optimised Vehicle Actuation) - to optimise traffic signal control and manage traffic congestion.

[2] Cost of Congestion in Greater Manchester, TfGM HFAS Report 1853, 2015

126. We will continue to monitor the performance of the highway network and to identify improvements, such as changes to signal timings or redesign of junctions at hotspot locations. In a dense urban area, however, the solution to increasing demand will need to involve a shift to sustainable modes rather than the provision of additional highway capacity. This may include re-allocating road space to public transport and cyclists in order to maximise capacity.

127. The Greater Manchester Congestion Deal followed a congestion 'conversation' between the Greater Manchester Mayor and people living in the city-region in 2017. Transport for Greater Manchester, the ten local authorities and a reference group of transport experts developed the Deal by assessing new ideas and identifying existing schemes that could be expanded or brought forward for implementation over three years (to 2021). This included measures to improve the way the road network is managed and to provide better use of road space and non-traditional transport solutions, such as working with businesses and other employers to enable more flexible working so that fewer people have to travel at peak times.

128. Interventions which form part of the Congestion Deal include a 24/7 control centre to monitor Greater Manchester's roads, and new traffic cameras and technology that work smartly to ease road congestion. These have been trialled to keep buses running on time along some of Greater Manchester's busiest corridors.

129. On the public transport network, we will continue to monitor reliability and work with operators to improve it. On rail and Metrolink, reliability is closely linked to resilience (which is discussed in more detail later in this document).

130. The GM Mayor's Our Network vision has a strong focus on improving public transport reliability, and makes the case that, in order to achieve this, other public transport modes should be run based on the principles which underpin the Greater Manchester-owned Metrolink network:

- Convenient: Reliable and regular services.
- Affordable: Integrated fares and ticketing across bus, rail, tram and bike hire.
- Sustainable: Zero emissions and powered by renewable energy.
- Accessible: Fully accessible to all residents.
- Accountable: Run for the people of GM and locally accountable.

Policy 12: We will aim to minimise the impact of transport on the built and natural environment - including townscape, the historic environment, cultural heritage, landscape, habitats and biodiversity, geodiversity, water quality, pollution, flood risk and use of resource - and will seek to deliver environmental enhancements and biodiversity net gain where possible.

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A Well Maintained and Resilient Network

Our Ambition: To bring the transport network into a good state of repair, maintain it in that state and ensure that it is able to withstand unexpected events, exceptional demand and severe weather conditions.

131. The economic performance of the city-region depends on a functioning transport network. All assets, whether they are roads, rail lines, signals, interchanges, bus stops or cycle routes, need to be well maintained both to keep them in a safe and useable condition and to avoid the cost of replacing them unnecessarily.

132. If a section of road, or a structure, is allowed to deteriorate, the impact on collisions (and therefore safety), vehicle damage, network resilience, travel comfort, network performance and the 'liveability' of an area, can be significant. Recent winter weather has caused severe and unpredictable damage, and exacerbated maintenance issues for roads and structures.

133. On the rail network, a lack of spare capacity and alternative routes means that the impact of incidents is all the more disruptive. We will work to identify the locations where additional capacity could be beneficial in helping the network to recover from major incidents.

134. Transport networks need to continue to provide a service even when planned or unplanned events intervene. When rail or tram services are unavailable due to a fault or engineering works, well publicised alternatives need to be available eg flexible ticketing allowing transfer to other modes/operators, or replacement services. When roads are closed (including closures due to flooding or snow) clearly signed diversionary routes are needed, along with information on the availability of alternative modes. Finally, when there are major visitor events the whole network needs to be managed (including provision of additional capacity where appropriate) to cope with much greater demand.

135. In the winter, key roads have to be gritted and cleared of snow and gullies cleared, while rail and tram routes have to be de-iced. We will also need to adapt to different, or more extreme, weather, such as increased flooding, as a result of climate change. Measures to reduce run-off from the highway will be important, eg planting trees, which have the potential to reduce run-off by as much as 80% compared to asphalt.

Policy 13: We will continue to deliver measures, and put in place appropriate management systems, to improve the reliability of the transport network.

136. In addition, we recognise that oil is a finite resource and that there is a risk that future price volatility will impact on the cost of travel and hence the economy. Our proposals to encourage a shift to sustainable modes will reduce this risk. However, we also need to recognise that the increased electrification of transport, which brings environmental benefits, may place pressure on power supply in some areas and we need to work with the electricity industry to ensure that there is capacity.

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A Safe and Secure Transport System

Our Ambition: To reduce deaths on our roads as close as possible to zero and ensure that poor perceptions of personal security are no longer a significant barrier to people using public transport or walking and cycling

Improving Safety

137. Safety is a fundamental requirement of any transport system. The immediate aim is to contribute to the achievement of national forecasts and targets, as appropriate for road safety, but our ultimate ambition must be to eliminate road deaths, as far as we can. We will also focus on preventing serious injuries to vulnerable groups, including addressing the dangers posed by motorised traffic.

Policy 14: Working with partners, including through the Safer Roads GM Partnership, we will deliver initiatives aimed at improving safety on the highway network, with a particular focus on the most vulnerable road users.

138. Working through the Safer Roads GM (SRGM) Partnership, which comprises the ten local authorities; TfGM; Greater Manchester Police (GMP); Highways England; the Greater Manchester Fire & Rescue Service; the North West Ambulance Service; and GM Health, we have been successful in reducing deaths and serious injuries to road users. The most vulnerable road users are pedestrians, cyclists, young drivers and their passengers, and motorcyclists. There is historic under-reporting of collisions involving pedestrians and cyclists, so the figures may be higher than we know.

139. A key source of danger on our roads comes from motorised traffic. Excessive speed is considered to one of the biggest problems in road safety. Not only does it contribute towards the severity of injuries, but it also stops more people walking and cycling. We will work closely with GMP to continuously improve data and intelligence to assist in the prioritisation of resources and interventions aimed at education and compliance. We are also delivering education; training and/or engagement to audiences including motorcyclists; younger drivers and passengers; and older road users. We also use geodemographic data to assist in the targeting safer roads marketing campaigns on careless driving; drink and drug driving; wearing a seatbelt; not using a mobile phone and speed.

140. In 2020, we started work - alongside GMP - to conduct an in-depth study into the root cause of fatal traffic collisions, to develop an evidence base that will significantly improve our understanding and assist in the prioritisation of interventions and resources. Work is also ongoing to develop an Outline Business Case (OBC) for a programme to upgrade the safety camera technology used to encourage compliance with speed limits.

141. Safety must also be a fundamental consideration in the design of all new transport schemes and programmes. Where these involve the highway network, the needs of a range of different users need to be considered, making it particularly important to reduce conflicts between the most vulnerable road users and other traffic. TfGM's Road Safety Audit procedure has been developed in collaboration with the ten local authorities, to ensure that Road Safety Audits are carried out in a consistent and systematic way across GM. It sets out

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the key principles for undertaking Road Safety Audits on Greater Manchester's Key Route Network (KRN). The Road Safety Audit procedure ensures that operational road safety experience is applied during the design and construction process of new highway schemes on the KRN. The procedure also applies to all relevant TfGM sponsored schemes such as Metrolink and transport interchanges. Maintenance also has safety implications, with potential for injury to pedestrians and cyclists from broken pavements or potholes. Safety must be a key consideration in our strategy to get more people walking and cycling. It is also vital in the design and operation of public transport services and waiting facilities, underpinning our mode shift ambitions.

Improving personal security

142. We recognise that security - and the perception of security - is an important element in persuading people to travel by public transport, or to walk or cycle. Personal security is also an important consideration in terms of the growth of jobs in the night-time economy, as people are travelling at a time when they may feel more vulnerable.

143. We will continue to prevent and tackle crime and antisocial behaviour on Greater Manchester's bus and tram network through partnership working between TfGM, local authorities, operators, Greater Manchester Police, Local Community Safety Partnerships, British Transport Police and Network Rail, to share information and safeguard the network. The pilot Travelsafe Partnership was launched in 2015, providing a dedicated team of police constables, police community support officers, special constables and security personnel to provide regular patrols. Led by TfGM and GMP, the scheme uses data on crime and antisocial behaviour provided by contributing operators to target patrols in hotspot areas at key times and support front line staff. Where appropriate, legal powers are used to ban offenders from public transport and deliver restorative justice schemes following, or as an alternative to, prosecution. There is also a focus on preventative measures and youth education as to the dangers, impacts and consequences of crime and anti-social behaviour on public transport.

144. Personal security is also an important element in the design of public transport vehicles and infrastructure. We will continue with programmes to upgrade interchanges through measures such as removal of blind spots, improved lighting, CCTV and customer help points, developing consistent standards across all our public transport networks. It is also important for pedestrians and cyclists, and personal security is therefore a key consideration in the design of new walking and cycling routes, eg in terms of lighting and natural surveillance. There is evidence that personal safety and security is a greater barrier to walking and cycling for certain age groups, such as teenagers. These concerns need to be addressed to increase levels of active travel.

Policy 15: Working through Safer Roads Greater Manchester (SRGM), we will facilitate the delivery of interventions to address road safety issues, with a focus on supporting those who are walking and cycling.

145. Security of property is also important and ensuring that car parks and cycle parking are secure, with good natural surveillance or CCTV, is essential for encouraging people to use them.

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Our Greater Manchester Modal Principles for 2040

146. Our GM Transport Strategy 2040 focuses principally on creating an integrated, well-co-ordinated transport system which supports a wide range of different travel needs. However, there are some modal principles which cut across the entire strategy and define our specific aspirations for bus, rail, Metrolink, active travel and highways. These are summarised in the graphic below, and explored further in the following sections.



Streets for All

147. Streets for All provides an overarching framework for everything we do on streets in Greater Manchester. It is about making our streets easier to get around - and more pleasant to be in - for everyone who uses them, while achieving our ambition for 50% of all journeys in Greater Manchester to be made by walking, cycling and public transport by 2040.

148. This people-centred approach to street design and road network management is needed to address the challenges that GM residents face: from not getting enough exercise - such as walking and cycling - to poor air quality and delays due to overcrowded public transport and congested roads.

149. It is important to be aware that there is not a one size fits all solution to improving Greater Manchester's streets, because they have different roles. Many of them also change in character throughout the day, across the week and along their length – at school drop off and pick up times, for example, or at times of the day when goods are being delivered to businesses.

150. Some streets need to better fulfil their role as places, in which people come together to spend time: this means creating more opportunities for people to sit, relax, play and socialize; more plants and trees and less traffic dominated streets. Other roads – such as motorways, and other strategic roads – are much more about movement and need to carry vehicles on longer journeys to ensure that the impact of motorised traffic on local streets is minimised. The illustration below shows different types of streets in Greater Manchester.



151. The biggest potential for change is for local neighbourhood trips (of 2km or less) where there are still large numbers of short car journeys which could reasonably be switched to walking or cycling. The commitments set out in Greater Manchester's emerging Streets for All Strategy,

therefore, focus on enabling these types of journeys through good urban planning and measures to make streets safer and more welcoming, as follows:

- Our streets will provide a safe and connected cycling experience;
- Our streets will enable people to benefit from an attractive and inclusive walking environment;
- Goods will reach their destinations on time, with minimal impact on local communities;

152. Our streets will facilitate a reliable, integrated and accessible public transport network, including reallocation of road space for bus priority, on-street tram routes, cycle lanes and wider footways. Where we upgrade highways, we will include improvements for pedestrians, bus users and cyclists. We will also continue to support the introduction of 20mph speed limits in residential and other built-up areas where there is local support. Such interventions will actively assist these modes by making them more reliable and safer and will help to make best use of available highways capacity by enabling more people to be moved more safely and more efficiently (see graphic below). It is important, however that the design of interventions is suitable for the function of the road, in terms of the amount of through traffic and whether it is a bus route.

153. The shared use of highway space has the potential to cause conflicts between different users there is limited space available, for example crossing points. We will design schemes to reduce these conflicts as far as possible to protect the most vulnerable road users in particular.

154. Such measures will, over time, change the look and feel of our local centres, encouraging more short trips that may be made on foot or by cycle rather than car. The role of our roads in creating more attractive local places will increasingly be recognised rather than simply viewing them as transport links that allow the rapid movement of high volumes of vehicles. Severance created by road traffic will also be reduced and the environment for local residents, businesses and their customers significantly improved.

Future role of the car

155. Greater Manchester's population is expected to reach 3 million by 2030. We need to plan for this population growth to ensure that it is not accompanied by a similar level of growth in the use of cars, which would have major negative impacts in terms of worsening congestion, road safety, air quality and carbon emissions.

156. Over the coming years, Greater Manchester will invest in, and expand, its electric vehicle charging network to support the transition to electric vehicles. Work has been undertaken to guide the future expansion of a GM electric vehicle charging infrastructure network to support the promotion of sustainable travel, re-purposes existing public sector assets and avoids the risks with on-street charging, while also providing low cost charging and reduces maintenance costs. As part of Greater Manchester's emerging Electric Vehicle Charging Infrastructure Strategy, we have set out some principles which are well aligned with this GM Transport Strategy 2040:

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- Integrated
- Environmentally Responsible
- Inclusive and Customer Focused
- Well Maintained and Resilient
- Safe and Secure
- Reliable
- Healthy
- Viable

157. Even with a rapid move towards electric and low emission vehicles however, unconstrained growth in car use will not be an efficient use of our limited highways and will continue to cause congestion and conflict with vulnerable road users. We must therefore design our urban areas around the needs of people and not traffic, requiring us to think differently about the long-term role of our critical highways networks.

158. At the same time as our population is growing, attitudes to owning and using a car are also evolving. Many younger people no longer see car ownership (or indeed holding a driving licence) as essential. Growing, ageing and more affluent populations will also choose different ways to travel. The growth of car clubs, the advent of online taxi dispatch companies, and the use of social media to arrange shared transport can provide transport on demand without the costs and responsibilities of car ownership and will help to shift attitudes over time. This provides a great opportunity to develop a more integrated and flexible transport system which responds to the changing needs of Greater Manchester residents and businesses.

159. Technological innovations in vehicle design will also change the way we use and operate our roads by 2040. Smart vehicles equipped with technology that supplements the driver's actions with autonomous safety features are already available. These can detect safety hazards and obstructions, maintain lane discipline and vehicle spacing, and override the driver's control in certain situations such as when a possible collision is detected. There is potential to apply this technology to public transport. Companies are developing further stages of this technology that will take us towards fully autonomous vehicles connected to each other and to highway infrastructure, although this is some way off being proven in all road situations and there remain significant social, technological, legal and policy issues to resolve before it could be implemented. We also need to be extremely cautious about the risks associated with fully autonomous vehicles, particularly if it results in higher levels of car ownership and use, as they may make modal shift much more challenging.

160. By 2040, the widespread use of even semi-autonomous vehicles could significantly change the way in which we travel and the impacts of road transport. If deployed carefully and based on long-term strategic objectives they have the potential to reduce road casualties, to make better use of limited road capacity, to smooth traffic flows, and to cut journey times and energy use. Such benefits will only be achieved through partnership working between the public and private sector to ensure that vehicle technology development delivers Greater

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Manchester's wider objectives.

Policy 16: We will set out a clear strategy for the EV charging infrastructure network required to provide greater confidence to residents and businesses to invest in electric vehicles.

161. Vehicle connectivity could be a significant future source of travel data enabling us to better manage demand and plan future needs. The technology will also support changes to models of vehicle ownership and has the potential to extend access to opportunities for the young, the elderly and those with mobility difficulties. As the technology develops, it is also likely to bring significant changes to bus operations and to the freight and logistics sectors, improving levels of service and reducing costs. We will work with partners to realise these benefits, which may be significant, but some caution will be required to ensure that this new technology is fully integrated into our transport system and does not undermine our multi-modal objectives.

The Key Route Network

162. Greater Manchester has a network of 9,000 kilometres of local highways and 180 kilometres of Highways England routes, which brings a particularly complex set of challenges, including managing demand for local, commuter and long-distance travel; balancing the needs of all users; in making sure our streets are as safe; and mitigating the environmental impact of traffic.

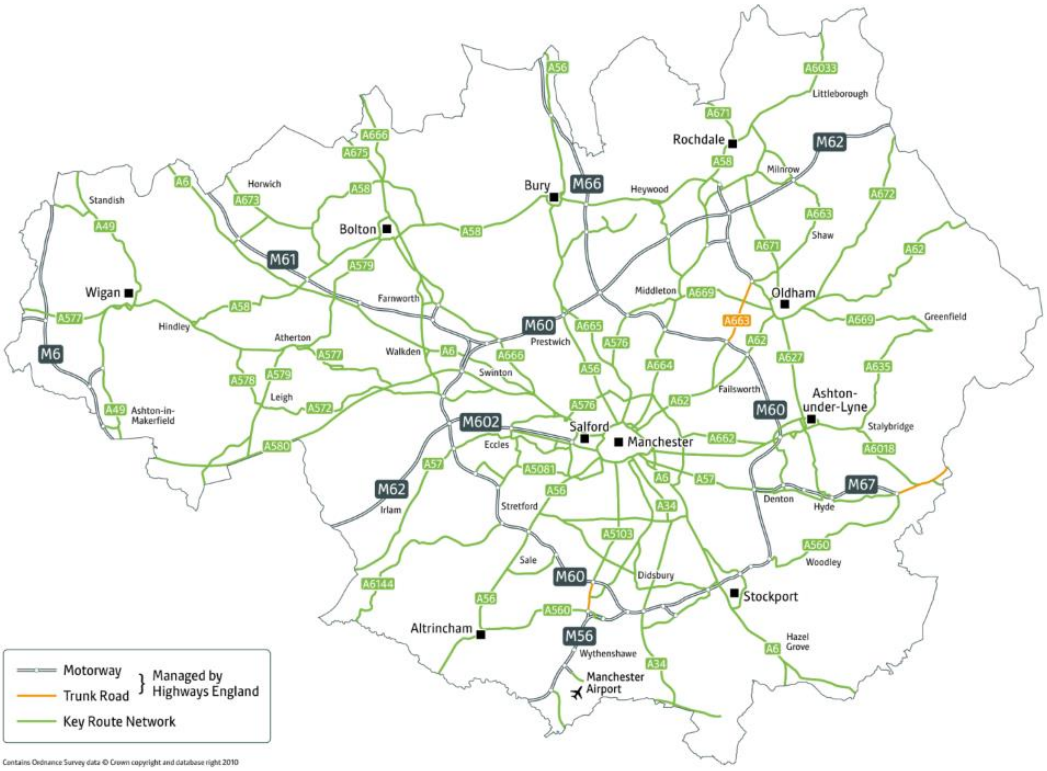
Policy 17: We will provide a unified, Greater Manchester approach to managing the Key Route Network (KRN) of roads, in line with our Streets for All Strategy principles, and work with Highways England to co-ordinate this with the management of the Strategic Route Network (SRN).

163. The city-region's road network is managed by a multiple agencies: ten local highway authorities, TfGM (who manage the traffic signals), and Highways England. Through the 2014 Greater Manchester Growth Deal, the Greater Manchester highways authorities agreed to establish a Key Route Network (KRN) of local authority roads. Since April 2015, TfGM has had responsibility for monitoring the performance of the KRN at a city-region level, under the oversight of GMCA. This monitoring will inform the development of consistent policies for network management and operation, and approaches to asset management and infrastructure investment and development for the roads most critical for the city-region's economic development. The local authorities remain the Highway and Traffic Authorities for the KRN, however, with the associated duties and powers. They are also responsible for the other (non-KRN) local roads, which provide important links in, and between, neighbourhoods, centres and other destinations.

164. The KRN comprises over 600km of highways, which represent about 7% of all local authority roads by route and 48% of A and B roads in Greater Manchester. It carries around 64% of annual traffic using these A and B roads. The core of the KRN is provided by the Primary Route Network (marked in green on most road maps). To this base have been added other sections of network considered of strategic importance to Greater Manchester, including:

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- Significant road links to strategic employment sites and to adjacent areas outside the Greater Manchester boundary;
- Bus priority corridors and high frequency bus routes;
- All road links serving motorway junctions; and
- Manchester Ship Canal crossings.



165. TfGM, on behalf of GMCA, promotes the KRN, alongside the HE's Strategic Road Network (SRN), to complement local rail, Metrolink and bus systems. This helps to improve network performance and supports economic growth. Consistent performance monitoring and reporting across the KRN will helps to shape integrated network management and maintenance policies that support strategic traffic movements across the KRN and SRN; safeguard the needs of adjacent communities; and promote GMCA's modal shift policies.

166. As part of the Greater Manchester Congestion Deal[3], additional measures have been implemented to improve the way congestion is managed, including a 24/7 control centre to monitor Greater Manchester's roads, investment in new traffic cameras and technology that work smartly to ease congestion and the implementation of specialist technology to keep buses running on time along the busiest corridors.

167. An integrated approach to planning whole corridors, across local authority boundaries, will enable a coordinated approach to investment, so that highway improvements will be considered in a consistent way alongside public transport improvements. This will ensure that

[3] Details of the Greater Manchester Congestion Deal can be found at: tfgm.com/congestion

our highways investment and maintenance programmes are fully aligned in support of growth objectives.

168. The non-KRN local roads will continue to be managed by the ten Local Highway Authorities to maintain and improve the efficiency, reliability and resilience of the network and balance the needs of all road users. This means ensuring communities have safe and easy access to work, healthcare, education and leisure and the impact of traffic on residential areas is minimised. The network needs to support the economies of town and district centres and accommodate the needs of new development. Our approach is based on making the best use of the existing network, and only building additional road capacity where it clearly supports economic growth.

Goods and Servicing

Our Ambition: To enhance the role that freight plays in contributing to economic growth and ensure that it becomes increasingly sustainable, minimising its impact on the environment and on communities in Greater Manchester.

169. The economy depends on the efficient movement of freight - supplying goods for manufacturing, stock for retailers and other businesses, and home deliveries to residents.

170. The industry is almost entirely owned and operated by the private sector and is highly competitive. It has a strong interest in achieving low cost, on-time deliveries, and initiatives and interventions will only be adopted if they do not impose disproportionate additional costs. Most freight is carried by road and these movements can cause congestion, carbon emissions, poor air quality and noise as well as leading to potential conflict with vulnerable road users such as cyclists. Road freight is a significant contributor to poor air quality due to the dominance of diesel fuelled vehicles. This is a problem in congested areas, as HGV emissions are markedly worse at lower speeds. The last mile of deliveries will, in many cases, need to be by road, but shifting more freight to sustainable modes would be desirable.

171. However, Greater Manchester has very few rail or water-connected distribution sites and constraints on the rail network limit rail freight growth. In the future, Northern Hub rail enhancements will increase freight capacity, enabling a tripling of freight trains to operate in Greater Manchester, should there be a demand for the available routes. In addition, the regeneration of the Manchester Ship Canal, to provide low cost access by water to Port of Liverpool (Liverpool 2), has the potential to take a proportion of freight traffic off the roads between the two cities. Port Salford incorporates a new railhead capable of handling 16 container trains per day together with a new berth capable of handling existing barge traffic from the Port of Liverpool with short sea feeder ships.

172. The structure of the Greater Manchester economy is changing towards a greater focus on high value-added manufacturing and service industries. Along with the rise of e-commerce, in particular for groceries and personal shopping, these changing trends in consumer markets have an impact on both the location of warehousing and goods handling facilities and the way goods are distributed, eg to homes and collection points as well as more traditional delivery to retail stores. The former trend has seen the rise of light commercial vehicles, rather than HGVs.

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173. The challenge is particularly great in the Regional Centre where the very rapid growth in residents and workers will generate an increase in last-mile logistics. There will be a need to balance this demand for roadspace, with increasing demand from bus, Metrolink and active modes. A further issue is that increasing walking and cycling could increase the risk of collisions with freight vehicles. The timing of freight to minimise peak hour congestion needs to be balanced with the need to minimise the noise of deliveries on residents and the needs of businesses to receive goods at particular times.

174. The expansion of logistics is as an opportunity for the Greater Manchester economy and the emerging Greater Manchester Spatial Framework has identified broad areas for future distribution and warehousing growth. This will increase the number of goods vehicle journeys, placing additional demand on the strategic road, KRN and local road networks, potentially increasing the need for additional maintenance and renewal. New logistics sites should ideally be accessible by rail and/or water, but some goods cannot be transported by these modes and for others it would not be practical due to timescales, routes and other issues. A further consideration is that any increase in rail freight will have an impact on demand for rail paths, potentially reducing capacity for growing passenger services.

175. Through our Freight and Logistics Strategy we will aim to maximise freight's contribution to economic growth and competitiveness. In the period up to 2025 this will involve: improving journey times and reliability; keeping costs low; ensuring infrastructure is capable of meeting future growth and demand; increasing integration between modes and distribution centres and increasing Greater Manchester's share of the logistics market. At the same time, the Strategy aims to minimise the social and environmental impacts of the industry by reducing emissions from road transport, reducing noise, traffic disruption and congestion for residents and improving safety for cyclists. Over the longer term we will seek to encourage modal shift.

176. Better information is central to achieving our objectives. Our understanding of freight across Greater Manchester will be enhanced by working with partners such as Highways England and industry representatives. Meanwhile, we can assist the industry with operational planning through the sharing of live traffic data and encourage sustainable distribution through awareness campaigns, eg air quality, and driver training. Our understanding of the needs of the industry will be improved through speaking to the sector though the logistics forums, both electronically and at events.

177. A key intervention will be to maximise consolidation, whereby deliveries to the same location are bundled together or where goods are delivered to locations for onward distribution by smaller, low emission vehicles (including cycles or electric-assisted cycles in town and city centres) or for collection by individuals. This will reduce the numbers of large goods vehicles entering the city and town centres, reducing noise, congestion and air pollution. Supporting changes in procurement practices, such as in commercial waste collection and across the public sector will also have an effect. Proposals for freight and logistics are also discussed in Part 3 in relation to our spatial themes.

Policy 18: We will work, including through the GM logistics forums, to improve journey times and reliability for deliveries, and to reduce the environmental impact of logistics, including the promotion of modal shift.

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Priorities for highways investment

178. Future investment in highways across Greater Manchester will reflect the vital role that the KRN plays in the economy and will ensure that that interventions required to maintain the reliability and safety of the network for all users – motorised and non-motorised - are brought to the fore.

179. We will continue to explore investment in next generation technological in signalling and predictive traffic management, supported by real time operational intelligence across the network, and prepare for advances in vehicle-to-vehicle and vehicle-to infrastructure communications (eg autonomous vehicles). We will also seek to invest in innovative junctions which support different modes in and around our local centres eg pedestrian count-down and pedestrian and cycle SCOOT[4].

180. Experience suggests that high growth in road traffic is not inevitable. Between 1996 to 2013, traffic growth in Greater Manchester was only moderate at 10%, and off the motorway network there was a reduction in the distance travelled by motor vehicles. Improved provision for cycling, walking and public transport is required to make using active and sustainable modes a realistic alternative While building capacity in the existing highway network. New links and/or additional highway capacity will be needed in some locations, particularly to support new development.

Role of Travel Demand Management in Reducing Highway Congestion

181. We recognise that simply increasing highway capacity to meet an ever growing demand for car travel is not sustainable or, indeed, physically or financially practical. Instead we will increasingly need to apply travel demand management measures (TDM) to make better use of the capacity that is available, particularly during peak periods. Such demand management will also be vital to controlling demand for road trips and minimising congestion during periods of disruption, eg caused by roadworks or special events.

182. We will continue to work with Highways England and with planning authorities to ensure that the impact of new development on the SRN, in terms of congestion, reliability and safety, is mitigated by ensuring appropriate measures are identified and delivered at an early stage. We will also work with partners, including operators, to identify measures which might contribute to managing demand, both short-term during planned events and works, and more permanently. Short-term measures may encourage permanent changes in behaviour, so we will monitor the effectiveness of these measures. These may include marketing and communication behaviour change campaigns, engagement with businesses to encourage

[4] SCOOT – Split Cycle Offset Optimisation Technique; Pedestrian Scoot enables the adjustment of traffic signal timings automatically to extend the green pedestrian phase when large numbers of people are waiting, allowing more people to cross the road. 'Cycle SCOOT' detects the numbers of cyclists travelling along a route. This enables the traffic signal timings to be adjusted to give more green time when there are high numbers of cyclists at key junctions during peak times. Trials of this technology are underway in London.

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retiming of journeys and car-pooling/car share; improved travel information; building facilities within new development to support public transport, walking and cycling; constraints on long-stay parking in our key centres; and prioritising sustainable travel.



183. We will continue to work with the Department for Transport and Highways England to maximise the potential to use Variable Message Signs to transmit messages about travel choices (eg stations with park and ride facilities), and to identify opportunities for improving access to public transport from the SRN. We will also continue to work with partners to improve access to public transport, including enhanced park and ride provision and the evolution of park-and-ride towards multi-modal travel hubs that improve access and integration.

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Policy 19: We will ensure our streets will be welcoming and safe spaces for all people, enabling more travel on foot, bike and public transport while creating better places that support local communities and business.



Bus priority and infrastructure

184. As noted earlier, the bus has a very important role to play in the movement of people in Greater Manchester. However, the potential value of buses can be reduced by traffic congestion. Providing the right conditions for buses While accommodating other demands on the road network is not straightforward. To support our aim of running a strong and reliable bus network, bus priority and infrastructure will continue to be a key focus. The movement of buses to, from and through town centres and into interchanges will be a priority as congested centres are often where buses are delayed the most. These centres also require a balancing of priorities with multiple competing demands such as parking, servicing, pedestrian- and cycle-friendly facilities, public realm and landscaping.

185. We will complete the delivery of the current programme of bus priority measures and we will continue to explore ways in which appropriate interventions such as bus lanes, adjustments to traffic signals, and changes to waiting and loading restrictions can help to free buses from congestion and improve their attractiveness to existing and new customers. We must also continue to improve our bus stops to improve the waiting environment for all passengers and to improve accessibility for those with mobility impairments.

186. 'Quality Bus Transit' is a term used to describe whole-route upgrades of busy bus corridors, with an emphasis on quality, reliability, and integration into the urban realm. In future, in Greater Manchester, it will offer similar quality of design to that of best-practice street-running light rail transit with bus priority to achieve reliable services, attractive stops and interchanges, and high-quality electric vehicles. The high-specification double-deck vehicles used on the Vantage Leigh-Salford-Manchester bus rapid transit service have been very well-received by users, and vehicles of similar quality are likely to be appropriate for Quality Bus Transit services.

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187. Quality Bus Transit is particularly suitable for busy bus corridors where a high proportion of trips are short, and it is therefore particularly relevant for routes connecting town centres. Since the orbital links between adjacent town centres need particular attention, Quality Bus Transit services are a high priority within the network improvements that we aim to deliver within the next decade. These are shown in the Our Network vision launched by the Mayor of Greater Manchester in 2019.

188. Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a bus franchising scheme. After its completion and the conclusion of an independent audit the GMCA decided to proceed to with a consultation on a proposed scheme which ran from October 2019 to January 2020. Following consideration of responses from that consultation, the Mayor will be able to use the powers provided by the Act to make a decision on whether or not to introduce the proposed franchising scheme.

189. Reforming the bus market could potentially improve bus availability, reliability and affordability. It also provides opportunities for more integration between the bus network and sustainable and active modes. This will be especially important as Greater Manchester recovers from the social and economic effects of Covid-19 and we move to rebuild a greener and more sustainable city-region.

190. Work will also continue to investigate the detail of bus routeing around and through our major centres and to identify any interventions that can improve reliability. Supporting the movement of buses in and around these centres will complement the wider investment we will continue to make in transforming interchange and bus station facilities across Greater Manchester.

Policy 20: Where feasible we will introduce appropriate bus priority measures on the highway network to improve bus reliability and will keep existing measures under review to ensure effectiveness. This will include developing proposals for "Quality Bus Transit" corridors on key routes.

Cycle infrastructure

191. Our cycling strategy is to develop and deliver a Greater Manchester-wide network of dedicated, high quality, newly built or enhanced cycle routes. The Bee Network is the longest planned walking and cycling network in the UK and when complete, it will connect every neighbourhood of Greater Manchester with continuous, high-quality infrastructure for walking and cycling. It will provide a viable and attractive alternative to driving, enabling people to leave the car at home, visit friends on foot or ride to the shops. The network is made up of three core components:

i. Protected Space on main road corridors and town centre streets with protected links, junctions and public realm improvements;

ii. Removing points of severance: crossings of busy roads or other points of severance to connect quieter streets; and

iii. Filtered neighbourhoods, where walking and cycling is prioritised

Powered two-wheel vehicles

192. Powered two-wheel vehicles (PTW) - including power-assisted cycles, motorcycles, scooters and mopeds - have an important role as part of the overall transport mix. Their efficient use of road space means that they reduce congestion and they are also a lower cost form alternative to cars. They are particularly ideal for short journeys in urban areas. Small commuter scooters and motorcycles can provide better flexibility for longer journeys, and some e-bikes can be used for longer distance commuting. PTW users face many of the same issues as cyclists, however, particularly with safety, and accident rates are high.

193. Micromobility vehicles – including as e-scooters and e-bikes – will increasingly form part of the solution to the congestion and air quality challenges our city-region faces. The use of e-scooters, in particular, has become a more common sight on our streets, although using a private e-scooter vehicle on a public road remains illegal in the UK. In 2020, Government announced that rented e-scooters would be allowed on roads and cycle lanes for a trial period. Greater Manchester is supportive of this, subject to several conditions, including that the vehicles are safe, fulfil a useful function (modal shift away from private vehicles, for example) and are subject to appropriate regulation.

194. We will continue to seek to improve the safety of PTW users through education initiatives such as Ridesafe Backsafe. We will encourage adequate and secure parking for PTW in key locations, such as our town centres, and in new developments. Conditions for PTW using our main roads will be improved through our focus on investing in maintenance and on improving the resilience of the network.

Maintenance and renewal

195. With the development of the KRN, there is an increasing awareness of the economic value of our highways, and more importantly the future implications of neglecting it. If a section of road, or a structure deteriorates there can be a significant impact on collisions, vehicle damage, network resilience, travel comfort, performance and the 'liveability' of an area. Where this deterioration is on the economically vital KRN, the effects are magnified and start to have regional and national level impacts.

196. We will work to improve and maintain the condition of our road network drawing on best practice, such as that set out within the Highways Maintenance Efficiency Programme (HMEP)[5]. We will also continue to pursue a policy of Invest to Save. Invest to Save is an approach to maintenance whereby capital investment funded through borrowing is used to renew highway infrastructure in order to overcome maintenance backlogs, arrest decline and bring the condition of the asset up to a high standard. The renewed assets then require less maintenance work in the short/medium term thereby reducing future maintenance costs. The objective is to reduce the total lifespan cost of the assets, and hence the overall unit cost per km of highway.

[5] HMEP is a £6 million, Department for Transport funded and sector led transformation programme which provides the tools and resources to generate ideas and help transform delivery of roads and services through greater efficiencies.

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197. We will continue to explore opportunities to improve the efficiency of delivery in highways maintenance operations through collaborative working. This will enable unit costs to be reduced, resulting in the delivery of more maintenance work on our roads than could have been achieved for a given budget under individual local highway authority management.

Resilience of the highway network

198. A resilient network is one of our network principles. The highway network is highly sensitive to incidents and changes in demand; for example, peak hour flows can vary by 13% between summer holiday traffic and non-holiday levels. When combined with our growing economy and population, failure to make the road network resilient could result in the deterioration or failure of assets, increasing journey times and declining reliability, increased collisions and vehicle damage, and third-party costs.

Policy 21: We will work to improve and maintain the condition and resilience of our road network, drawing on best practice.

199. We will keep the vulnerability of our highway structures and road surfaces under constant review and ensure that new infrastructure is designed with in-built resilience. In recognising that climate change will have an increasing impact over the period to 2040, we will work with partners to determine the key infrastructure assets (including roads) that might be at significant risk, identify and implement appropriate mitigation and agree service levels for various tiers of road infrastructure.

200. We will continue to liaise with stakeholders to develop the highway works permit system (GMRAPS) to ensure effective coordination and to reduce the impact of works on the Highway Network.

201. To ensure our customers are kept informed on the usability of our road network and the availability of alternatives, we will continue to develop our network management and travel information systems and provide real time open data to support development of travel planning by third parties. These systems will be supported by a growing network of Variable Message Signs, passive detectors, traffic counters, ANPR[6] and CCTV cameras, monitored and controlled through our Traffic Control Centre, and by our Roadwork Permit System (GMRAPS). These systems will also allow us to monitor our progress in meeting targets for the performance of the KRN in areas such as reliability, delay and network speed.

[6] Advanced Number Plate Recognition



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Developing a Comprehensive Walking and Cycling Network

Our Ambition: To create a comprehensive network of on and off-road walking and cycling routes (known as the Bee Network) that make it easy and safe for people to walk and cycle to key local destinations, such as local centres, jobs, healthcare and education, for leisure purposes and to access public transport.

202. Throughout our 2040 Strategy, we place a strong emphasis on enabling people to travel more easily and safely on foot and by bike. Achieving this will help to increase physical activity as well as reducing the significant numbers of very short car trips currently made in our towns and neighbourhoods, making them more attractive places to live, work and visit. This will, in turn, reduce harmful emissions and traffic noise.

203. This approach is strongly supported by national policy, as set out in the DfT's Cycling and Walking Investment Strategy (CWIS)[7]. In 2017, that document set out ambitions to deliver:

- Better Safety: 'A safe and reliable way to travel for short journeys';
- Better Mobility: 'More people cycling and walking- easy, normal and enjoyable'; and
- Better Streets: 'Civilised places where people come first'.

204. In July 2020, DfT updated the CWIS by publishing 'Gear Change: a bold vision for cycling and walking'[8]. The plan sets out actions required - to achieve its vision to 'make England a great walking and cycling nation' – under four broad themes:

- Better streets for cycling and people;
- Cycling and walking at the heart of decision-making;
- Empowering and encouraging local authorities;
- Enabling people to cycle and protecting them when they do.

205. The Gear Change document is supported by the introduction of a comprehensive set of national guidance for cycling infrastructure: Local Transport Note 1/20, Cycle Infrastructure Design. This document breaks new ground in UK cycle planning by adopting a set of bold principles for cycle infrastructure design which bring UK design standards in line with those used in the Netherlands.

206. National ambitions for walking and cycling are reflected in our Greater Manchester Transport Strategy 2040, with Part 3 showing the part that active travel needs to play in each of our five spatial themes: from access to public transport for longer distance journeys; to providing access to employment, education and other facilities; and, most importantly, becoming a mode of choice for short local journeys. Our Bee Network is already being constructed using a

[7] Cycling and Walking Investment Strategy, DfT: https://www.gov.uk/government/publications/cycling-and-walking-investment-strategy
[8] Gear change: a bold vision for cycling and walking, DfT: https://www.gov.uk/government/publications/cycling-and-walking-plan-for-england

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set of design standards which reflects, and even stretches further, the new national guidance contained in Local Transport Note 1/20.



207. There has been significant investment in walking and cycling infrastructure in Greater Manchester in recent years, including transformational schemes such as those on the Oxford Rd/Wilmslow Rd corridor between central Manchester and Didsbury.

208. In 2017, the Greater Manchester Mayor appointed the city-region's first Cycling and Walking Commissioner, Chris Boardman. The Commissioner's, Made to Move, report detailed fifteen essential steps required for Greater Manchester to see a step-change in walking and cycling.

209. Following this, Greater Manchester's local authorities used innovative planning techniques to develop the Bee Network: a bold plan to connect all communities in Greater Manchester by the UK's first fully joined-up cycling and walking network. Importantly, the network was developed by the people who live, work and travel in Greater Manchester, with wide-ranging public consultation to refine and improve the plan.

210. At 1,800 miles in length, the Bee Network will be the country's largest walking and cycling network, taking 10 years to deliver at a total cost of £1.5 billion. When complete, it will connect every neighbourhood of Greater Manchester. With continuous, high-quality provision for walking and cycling, people will have a viable and attractive alternative to driving, enabling them to leave the car at home, visit friends on foot or ride to the shops.

211. In 2019, the GMCA approved the allocation of £160 million from the Transforming Cities Fund to deliver walking and cycling infrastructure in line with the proposals in the Bee Network infrastructure plan and the emerging Streets for All strategy. Since then, a pipeline of c£500m of cycling and walking schemes has been developed, with a prioritised programme drawn

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from this pipeline currently being developed for delivery by 2022. Continued efforts to secure further funding are needed, however, to to turn the bold vision of the Bee Network into reality.

212. There is much more to do to create an environment which is truly pedestrian and cycle friendly. In order to help deliver a higher proportion of journeys made by walking and cycling, Greater Manchester's authorities will support a range of measures, including:

- Creating a cycling and walking network which is coherent, direct, safe, comfortable and attractive – the Bee Network – connecting every neighbourhood and community across Greater Manchester;
- Ensuring routes are direct, easily navigable and integrated with the highway and public transport network;
- Ensuring that pavements are easy to walk on and accessible to all, not blocked by parked cars and other obstructions;
- Making our town and city centres pedestrian-focussed, where the impact of motor traffic on streets is reduced, creating attractive places to live, work and visit;
- Creating, where needed, dedicated separate space for people cycling, with pedestrians and cyclists given priority at junctions using our new CYCLOPS (Cycle Optimised Protected Signal) junction. The first of these junctions was opened in summer 2020 in Hulme, and many more are prioritised for delivery by 2022;
- Increasing the capacity of the walking and cycling network in locations where significant growth in the number of short journeys is anticipated, and where quality of place improvements are proposed;
- Utilising and enhancing green infrastructure, including canals, parks and recreation grounds, to create opportunities for walking and cycling; and
- Ensuring that new developments are fully integrated into the walking and cycling network, and are planned such that walking and cycling are the principal modes of access.

213. The Bee Network will connect communities and key destinations with high-quality walking and cycling routes, suitable for use by an unsupervised competent 12-year-old cyclist, or a parent pushing a double buggy. This can be achieved through:

- Connecting existing quiet streets with new high-quality crossing points of busy roads and other sources of severance such as watercourses and railways.
- Use of traffic-free routes, such as through parks or on former rail lines;
- Providing physically protection for cycle lanes on major roads using additional kerbs or other features
- Creating low traffic active neighbourhoods through removal of through motor traffic by introducing modal filters

214. Routes should not be shared by pedestrians and cyclists adjacent to motor traffic. Where routes are shared by pedestrians and cyclists away from motor traffic, for example on

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bridleways or paths through parks, the safety of both sets of users must be considered in the design. This can be a particular issue for disabled people. In designing any new routes, we will also take opportunities to enhance public realm, and we will identify opportunities to provide new cycle facilities as part of new public transport routes. Principles for the development of the Bee Network, and all streets in Greater Manchester, are set out in our Streets for All guidance. The guidance will be periodically reviewed and updated to ensure it keeps pace with this rapidly developing area of highways infrastructure.

215. Safety and security are of prime importance for pedestrians and cyclists. Our road safety programmes will continue to focus on reducing collisions involving the most vulnerable road users, which include these groups. We will also continue to introduce 20mph zones, where these have local support, including on Bee Network routes. Reduced traffic speeds will encourage more people to walk and cycle, and provide a safer catchment for the cycle network. However, 20mph speed limits alone may not be enough to reduce vehicle speed and we will seek to reduce motor vehicle volumes and speeds on residential streets through increased use of modal filters, which retain local access for all vehicles but allow only pedestrians and cyclists through access.

216. Personal security is a key consideration in the design of new walking and cycling routes and cycle parking needs to be secure, well located close to key destinations, and with good natural surveillance. We will work to ensure that every cycling journey begins and ends with a convenient, secure and high-quality cycle parking facility. We also recognise that poor air quality can deter people from walking or cycling, and will work to reduce emissions as set out throughout this document.

217. The school journey is one that can often be made on foot or by bike, and encouraging more active travel in this area is important in improving children's health, as described in section 75. We will therefore work with secondary schools and Further Education colleges to improve cycle parking and access and promote a culture of cycling in the next generation.

218. Almost all journeys involve an element of walking: to/from the station or stop or from the car park. Walking routes within our town centres need to be safe, secure and well signed. The legibility of our centres is important in making them attractive places to visit and in supporting the growing visitor economy and we will introduce wayfinding schemes accordingly.

Policy 22: We will work with partners to improve walking and cycling facilities across Greater Manchester, including development of a strategic walking and cycling network (the "Bee Network"), wayfinding and cycle parking, and supporting "Streets for All" design guidance to ensure consistently high quality standards across the network.

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Public Transport Integration: Keeping Greater Manchester Moving in 2040

Our Ambition: To develop a fully integrated, customer-focused, low-emission public transport network, with simple, integrated ticketing, that provides an attractive and accessible alternative to travelling by car to key Greater Manchester destinations.

219. Improved public transport will need to play a major role in delivering Greater Manchester's sustainable growth agenda up to 2040. An attractive, efficient and well-integrated London-style public transport network is an essential element within the city-region's infrastructure and at the heart of the Our Network vision. Together with active travel, it can provide the significantly enhanced connectivity that our city-region requires for success. It can encourage growing numbers of people out of their cars for more of their journeys (helping to reduce emissions and congestion), and it can provide access to employment, education and opportunities for the third of households without access to a car. Crucially, however, our approach also opens the way for a future where car ownership is not considered to be essential, and residents can choose from a range of sustainable and efficient travel options – public transport, ride sharing, car sharing/hire, walking, cycling or taxi.

Policy 23: Working with partners, we will seek to establish and promote one integrated Greater Manchester public transport network (Our Network), making it easy for customers to plan, make and pay for their journeys using different modes and services.

220. Building on our recent investment, we will aim to deliver further transformational change in the quality, ease of use, coverage, accessibility and integration of our public transport networks to ensure we have a system fit for a modern, world-class city-region.

Interchange

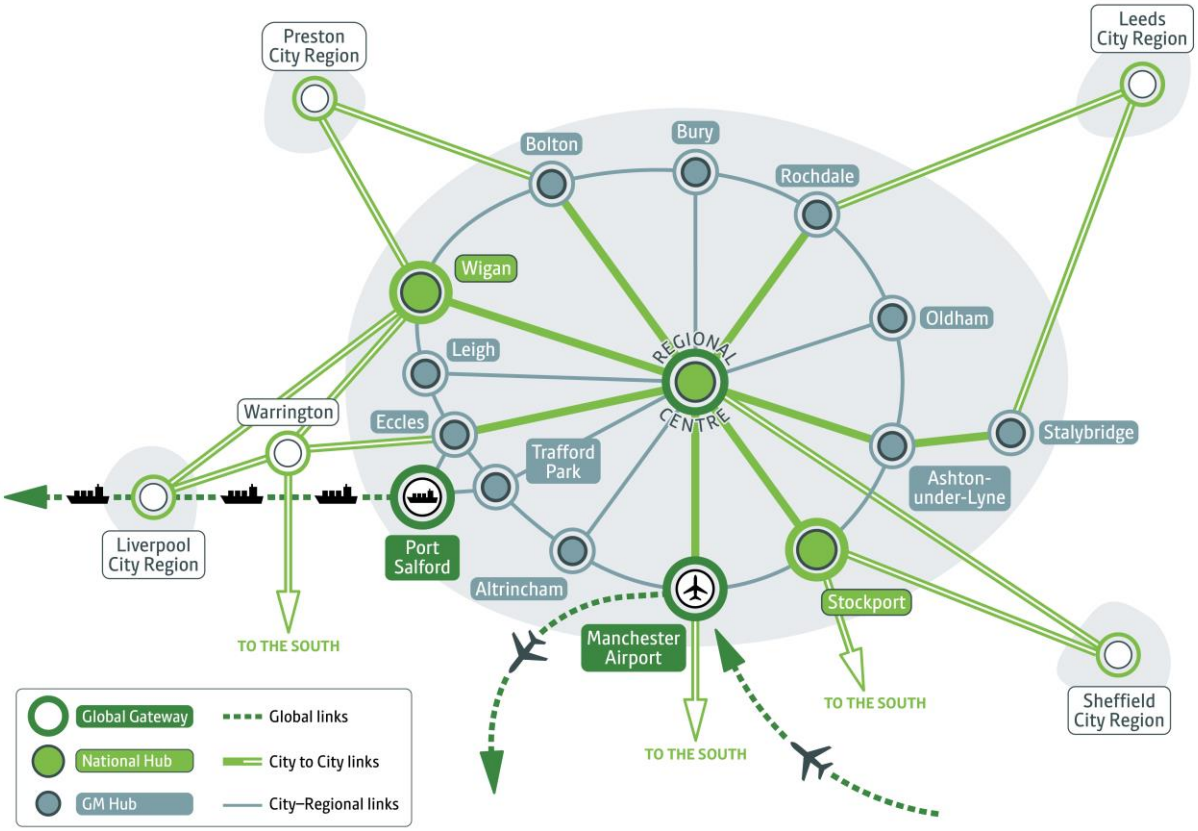
221. In order to develop a more coherent access and interchange strategy for Greater Manchester, we have identified the most critical points of interchange on the public transport network, based not on transport mode but on the travel opportunities our interchanges facilitate. Our approach builds on the principles of our five 2040 Spatial Themes (described in Part 3) to embed our transport interchanges far more into local places using the following tiered approach:

Interchange Category	Description
1. **Global Gateway**	Manchester Airport – provides the key entrance to Greater Manchester for international travellers, providing first and last impressions of our city-region.
2. **National Hubs**	Major interchange locations providing direct, mainline city-to-city rail connections.

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3.	**Greater Manchester Hubs**	Our key town centres and other strategic employment locations, that provide opportunities for interchange to facilitate both radial and orbital public transport travel across Greater Manchester.
4.	**Local Hubs**	Smaller local centres, and employment destinations, with potential for providing more local interchange
5.	**Neighbourhood Gateways**	Local points of access to our Greater Manchester public transport network, such as local Metrolink stops, rail stations and key bus stops.

222. The most strategic interchanges (Global Gateway, National Hubs and Greater Manchester Hubs) are highlighted on the map below. This also shows key radial links and the orbital connections we need to improve in order to radically improve connectivity across Greater Manchester. There is significant potential for these interchanges to support far more orbital and radial travel if other barriers are addressed.



223. We will build on the good work that has already been undertaken to ensure that our interchanges are of a consistent standard, with criteria developed for: walking and cycling (including wayfinding); parking (including drop-off for car and taxi passengers); passenger facilities; safety and security; information; and access for those with mobility impairments. Our approach will be tailored to local requirements, but will seek to provide a much more consistent and high-quality customer experience across Greater Manchester.

224. As we seek to improve the physical aspects of both local and strategic interchanges we will develop more detailed principles for each category of interchange, based on the following elements:

- **Excellent customer experience –** making it easy and stress-free to access and move through an interchange, focusing on the design of entrance points, movement within an interchange, and opportunities for commercial or community use.
- **Reinforcing a sense of place –** this means embedding the Greater Manchester transport network better within the local area by ensuring it is well connected and related to the surrounding area through high quality walking and cycling routes, appropriate car and cycle parking, and excellent wayfinding provision.
- **Inclusive and accessible** – enabling everyone to use public transport equally, confidently and independently.
- **Minimising differentiation between modes**, both physically, in terms of better integrating service patterns and information, and introducing a simple, integrated ticketing system, and in terms of perception, through consistent branding and communication.
- **Simplicity** – through provision of easy-to-use information and easy-to-navigate design. Provision should be tailored to the unfamiliar customer, for the benefit of all users.
- **Tailored** – to the needs of the customer and the local area.
- **Attractive** – ensuring that customers feel safe, secure and confident in using the interchange and that there is a pleasant atmosphere.
- **Enhancing access through park and ride, or drop-off facilities** - To be effective - and financially sustainable - park and ride needs to intercept cars before they reach congested urban roads and transfer their drivers to a fast and frequent public transport service. We will therefore identify additional park and ride and drop-off outside, or close to, the M60 on existing or future rapid transit routes.

Policy 24: We will seek to ensure a consistent standard of facilities at transport hubs, appropriate for their size and function, and will work with partners to improve access to them by all modes.

225. The characteristics of the different public transport modes mean that each has strengths which make it best suited to particular travel markets. Bus, with its frequent stops, is best suited to serving shorter distances (up to around 6 kms), in dense urban areas. It provides direct travel into city and town centres and to major employment areas as well as access to rapid transit stations and stops, via interchanges. Sometimes it might be necessary to switch between modes to make a complete trip, and we want to make this as easy and integrated as possible. Over longer distances, (6-50kms) rapid transit offers significantly faster journey times than bus, while rail, with a limited number of stops, is the best option for long distance journeys. In planning new infrastructure and services, our aim is to make the best use of public funding by prioritising the modes which best serve each market.

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Our Vision for Bus

Our Ambition: To develop a modern low-emission accessible bus system, fully integrated with the wider Greater Manchester transport network on which everyone will be willing to travel regardless of their background or mobility level.

226. Bus travel currently accounts for four in every five public transport journeys in Greater Manchester. It plays a vital role in reducing congestion and improving accessibility for people who have no access to a car, but has the potential to contribute more effectively to our overall public transport strategy. In Greater Manchester, we have invested heavily in bus infrastructure and services. Modern, high quality interchanges have been built or are under construction in our main town centres, and this programme of renewal is almost complete. We have also provided extensive bus priority, through a network of Quality Bus Corridors and through the Bus Priority Package, which includes the Leigh to Ellenbrook Guided Busway.

227. Working with bus operators, we have introduced smart ticketing for multi-operator tickets and to support this we have provided smart ticketing equipment to smaller bus operators. We have also provided support for a network of socially necessary services, which would not otherwise be provided by operators on a commercial basis, and provided concessionary fares in excess of the national statutory requirements.

228. Despite considerable and long-term public investment in bus infrastructure, subsidy and service support - as well as investment by the major operators in new vehicles - patronage has dropped. This is despite significant population growth - and in sharp contrast with the growth experienced on rail and Metrolink.

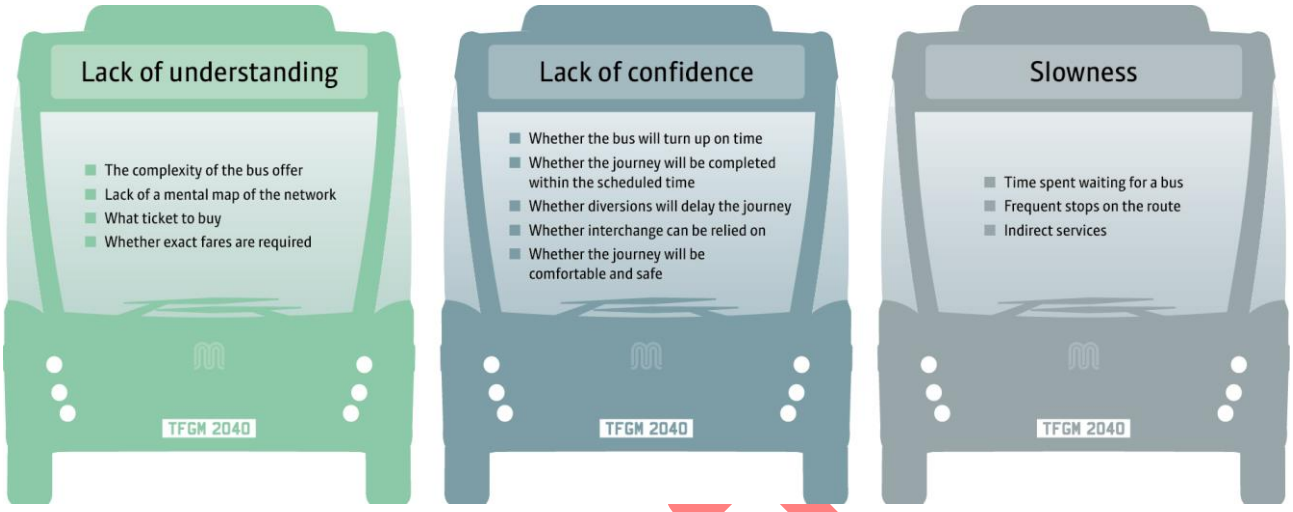
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229. We need bus to attract more people out of their cars and to play a full role within an integrated public transport network to ensure that growth in locations like the Regional Centre is not undermined by congestion. However, the multiplicity of operators means the bus network lacks a consistent identity and cannot be marketed either as a recognised brand, like Metrolink, or as part of a wider public transport network. Moreover, a complex and ever-changing ticketing offer, with higher fares charged for the tickets that allow passengers to use bus services provided by different operators, has done nothing to encourage passenger growth. This is in contrast with most other European cities where a simple and integrated ticketing offer is at the heart of their public transport.

230. A review of secondary evidence on the barriers to bus travel, carried out for TfGM, shows that for people who have a choice in how they travel, the main reasons for not making more use of buses are as follows:

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231. Since the introduction of bus deregulation, using its powers under the Transport Act 1985 and various instruments of partnership provided by the Transport Act 2000 and Local Transport Act 2008, TfGM has worked with bus operators to improve services, particularly with regard to bus priority, reliability and punctuality, vehicle standards and fares.

232. Overcoming these barriers continues to be essential to enabling bus to fully play its part in realising the 2040 Transport Strategy. This means that it is vital to maintain investment in the bus network and improve public transport connectivity to employment and essential services, as well as improving the customer experience. To do this, demand for public transport, including bus, must grow, facilitating modal shift from car to public transport, reducing congestion and harmful emissions. To fully achieve these outcomes, evidence from other cities suggests that improved integration and investment can increase use of public transport and bring attendant benefits.

233. Our vision for bus in Greater Manchester is based on four objectives. Our first objective is **network integration** – how physically integrated the services are between themselves and with other modes. Our second objective is to deliver for passengers a **simplified and integrated fares system**, including transparency and operation across modes. For passengers, our next objective is to offer a great **customer experience**. Finally, an efficient and growing network would achieve **value for money,** enabling investment to improve services. These objectives define what is required of the bus network to enable it to fully play its part in the 2040 Transport Strategy. They were endorsed by the Greater Manchester Combined Authority in 2018. Further detail is set out below.

Network Integration

- The bus network will be dynamic, developed in response to demand for travel, particularly to and from new areas of housing, employment, and education and training. It will include the provision of bus services where current or anticipated demand might not support commercially viable services, in order to achieve important social or economic objectives.
- An integrated public transport network where services complement each other, will maximise connectivity opportunities. Buses acting as feeder services to rail and Metrolink services will extend commuting options and wider travel opportunities. This will create a clear and logical set of travel options for passengers.

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- Appropriate levels of resource provided on routes will be aligned with levels of demand. Frequencies will be increased on some routes and at some times of day to better meet people's needs, particularly for access to work and training.
- Passenger convenience will be maximised, and journey times minimised, through the optimal location of interchanges, hubs and bus stops to ensure passengers can complete journeys requiring more than one trip or mode.
- Network stability will be a key feature, giving customers the confidence to rely on their bus service. Changes to the network will be carefully considered, and their effects on the network as a whole understood before being made.

234. **Simplified and Integrated Fares**

- Bus passengers will benefit from a simple, integrated ticketing system that complements and enhances the integration of the transport network. It will be easy to understand for passengers, incorporating a simplified fare bands, and will allow flexible use of tickets across different bus services and other modes. This will enable longer and multi-modal journeys to be completed without excessive cost.
- A ticketing strategy that allows the best possible demand management within and between modes will allow for best possible management of highway, rail and tram capacity.
- Passengers will benefit from easy means of transaction, and swifter boarding, through more use of new technology, including their mobile devices and bank cards. It is important to ensure that ticketing adequately reflects changing travel patterns – eg Carnet products for those not working a five day week.

Customer Experience

- The bus network will be easy to navigate for all passengers, including visitors. It will also benefit from a unified brand within an overarching identity for the wider public transport network, making the system clearer for everyone.
- The whole public transport network will be promoted effectively – travel choices will be simple to understand, and customers will be able to make informed choices, using the sophisticated travel information through digital as well as traditional methods.
- A consistent and good journey experience will be achieved through high standards for on-board facilities. The journey experience will be further enhanced through passenger waiting stops and interchanges that are accessible, convenient, clean, comfortable and safe.
- Passengers will feel confident that the bus will get them to where they want to be, on time, and that buses will turn up when they are scheduled to do so.
- Bus performance will be improved through investment in bus priority on the highways. Management of the network in real time - through technology, to minimise service disruption and maintain an even service – will be rolled out further.
- A modern, especially electric bus fleet to reduce harmful emissions to improve air quality and the customer experience.

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Value for Money

- The bus network will deliver optimal value for money both from the fares paid by passengers, and the different forms of subsidy.
- By avoiding over-provision of buses on busy corridors, there will be more resources available for investment into the bus system, which could be used to deliver new services and passenger facilities.

235. Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a bus franchising scheme. After its completion and the conclusion of an independent audit the GMCA decided to proceed to consultation on a proposed franchising scheme which ran from 14 October 2019 to 8 January 2020.

236. The Covid-19 pandemic has had a significant impact on Greater Manchester's bus market, including timetables, revenues, passenger numbers and the public's attitudes to public transport. Due to this, further work will be undertaken to assess the impact of coronavirus on the bus reform process. This work will involve further engagement and consultation with stakeholders.

Policy 25: We will seek to make best use of powers included in the Bus Services Act, as well as our existing powers, to give effect to our vision for bus.



Coaches and Taxis

237. Chartered coaches play a vital role in Greater Manchester's visitor economy, bringing people in to visit shopping centres, leisure and cultural attractions and to attend events. Visitor numbers are growing, and we will work with operators and local authorities to ensure that coaches can set down and pick up close to their destinations and that accessible coach parking locations, with appropriate facilities and hours of operation, are provided and well signed.

Policy 26: We will seek to ensure that accessible coach parking and set down/pick-up points are available at key locations.

238. Scheduled coaches provide a lower cost alternative for longer distance journeys and have traditionally been popular with students and retired people. We believe, however, that there is scope for this role to grow in importance as we deliver our Vision for Bus. We will therefore explore the feasibility and scope for coaches or express buses to provide some of the medium to long distance journeys, to places like the Airport or the Regional Centre, on corridors where rail or Metrolink would not be feasible or affordable. This would probably entail bus services operating on a limited-stop basis.

239. Taxis and private hire vehicles provide people with the flexibility of door-to-door transport on demand, without needing to use or own their own vehicle, and this role is likely to increase. They are therefore an essential component of the transport network: facilitating journeys where there is no suitable bus service, supporting the night-time economy by allowing people to leave their cars at home; providing the final leg of a journey by rail or air; and acting as a backup when a change is needed to travel arrangements. As described in section 126, the growth of on demand companies is revolutionising private hire by providing customers with greater flexibility. Greater Manchester needs a vibrant and high-quality taxi/private hire service and we will explore with the industry how new booking systems might be included in our Travel Choices offer.

240. In recognition of their role in supplementing the public transport network, hackney cabs are allowed to use 'with-flow' bus lanes in Greater Manchester (as they can be 'hailed' - so can pick up on the street). This freedom cannot be extended to private hire vehicles for a number of reasons. There is no limit on the number of PHVs that can be licensed (there are currently around 16,000 in Greater Manchester), and allowing a significant number of additional vehicles into bus lanes would erode the benefit to buses, which is their primary purpose, and create additional conflicts with pedestrians and cyclists. Also, if selective vehicle detection bus priority, such as at pre-signals, were to be introduced, the signal would turn green for buses, but a PHV in the bus lane would not activate the signal, leading to the danger of red light running.

241. Hackney cab licenses are issued by each of the ten licencing authorities, who also determine the location of taxi ranks. Each authority sets its own standards; eg the number of licenses issued, the age of vehicles and the area in which they can operate. Our long-term aim is to achieve more consistency across the conurbation, in order to provide a better, more integrated service to the customer and to ensure that taxis entering the Regional Centre and main town centres meet the highest environmental standards. We will work with the ten licensing authorities and the taxi/private hire industry to develop more consistent standards, building on best practice from elsewhere in terms of policy/regulation and operation. There

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will however be a need to ensure that higher standards are not undermined by vehicles registered in neighbouring authorities operating in Greater Manchester.

Policy 27: We will work with the taxi and private hire industry to develop minimum standards for policy, regulation and operation across Greater Manchester, and work with Government to strengthen national legislation.

242. Our network of canals provides traffic-free routes through the urban area and may have potential to add to the transport offer by enabling water taxi services, which can be attractive for leisure trips. Where private sector proposals of this type are developed, we will seek to ensure integration with the wider transport network.

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Our 2040 Rapid Transit strategy

Our Ambition: To extend the benefits of rapid transit to more areas of Greater Manchester and provide the capacity and reliability needed to support growth in the economy.

243. Rapid transit – which presently comprises Metrolink, suburban services on the National Rail network, and bus rapid transit – has been a critical in supporting economic growth and housing market renewal in Greater Manchester. Metrolink has proved highly popular carrying over 40 million trips per year with services that are accessible, fast, and frequent with a high degree of segregation from other traffic.

What is Rapid Transit?

We define rapid transit as a public transport service that is mainly focused- on middle-distance trips (of 6km to 40km) and which therefore needs to be significantly faster than an all-stops bus service.

Metro services are turn-up-and-go rail-based rapid transit services which provide excellent access to the network hubs that they serve. One example of this is Metrolink in Greater Manchester.

244. Building on the core Metrolink network, serving routes from Manchester City Centre to Altrincham, Bury, Eccles and MediaCityUK, further extensions have now been completed and a Second City Crossing through central Manchester opened in 2017. A further line to Trafford

Park opened in 2020, and we are investigating whether this can be extended towards Port Salford, where future development is planned.

245. The Metrolink Second City Crossing has helped to increase capacity at the heart of the Metrolink network. The Second City Crossing has also improved system flexibility and resilience in the critical core area of the Metrolink network. The potential disruption caused by future maintenance and replacement works will be mitigated by having more than one route across the city centre. System reliability and resilience will be a recurring theme for Metrolink over the period of the 2040 Transport Strategy. Further interventions will be identified and developed where they represent value for money and have clear potential to enhance the performance of the network. We will manage our Metrolink systems and assets in accordance with sustainable development principles, including their long-term financial, societal and environmental impacts. The effectiveness of TfGM's approach to delivering Metrolink services including stewardship of the assets will be measured and improvements identified. By reviewing and adjusting our approach to operations, maintenance and renewals we will ensure Metrolink network consistently delivers the required services.

246. We will aim to expand the coverage and capacity of our rapid transit network to deliver improved access to employment and other opportunities within the city-region. This will support a transformational level of growth in the conurbation, for example by connecting residents of the north of Greater Manchester with jobs in the centre and south. Further rapid transit improvements will need to both shape and respond to future development. The high cost of constructing and operating new rapid transit lines means that we must undertake detailed analysis of potential, based on future patronage and the scope for offering substantially faster journeys than could be achieved by an all-stops bus service. We will also need to significantly improve rapid transit capacity within central Manchester, to ensure that current capacity constraints do not affect Metrolink's ability to accommodate long-term growth on existing and future lines (see section 288).

Policy 28: We will seek to expand the coverage and capacity of our rapid transit network (Metrolink, Rail and Bus Rapid Transit), to deliver improved connectivity to employment and other opportunities within the city-region.

247. For rail-based rapid transit – whether Metrolink, suburban National Rail services, or other potential future types of metro - we will aim to deliver at least a 15-minute service frequency on all key corridors into the city centre throughout the day (Mondays to Saturdays, 0700-2330). We will consider the potential for converting appropriate suburban National Rail services to metro operation. That could be achieved by operating tram-train services on the National Rail network, or the introduction of other types of metro service using new infrastructure in the Regional Centre, potentially including a metro tunnel. Conventional heavy rail services on the National Rail network will remain very important, and improvements to both the capacity and connectivity of those services will be needed.

248. Over the period up to 2040, we will be taking a much broader view of rapid transit, focusing on delivering the most appropriate, integrated public transport network to meet the needs of different parts of the city-region. More detail on how rapid transit will be developed to create that network is set out in the Rapid Transit Strategy.



249. Changes in rapid transit technology and operating practices mean that the traditional boundaries between heavy and light rail and bus will become increasingly blurred. That enables us to focus on providing the right rapid transit system to meet existing and future travel markets to support significant population and economic growth.

250. In the medium term, tram-train offers the potential to deliver metro services to more areas without building new rail lines. A tram-train approach can help to improve access to the core of the city centre at peak and off-peak times, while also releasing valuable capacity on the National Rail network.

251. Where demand is not sufficiently high for rail-based rapid transit, bus rapid transit or express bus services - typically utilising a mix of segregated busways and other forms of bus priority - can offer many of the same benefits with much lower infrastructure costs. They may also serve to build up demand for rapid transit to a point where a Metrolink extension can be justified in the future.

252. The Regional Centre will continue to be the major hub for rapid transit services due to its high concentration of trip attractors, and its role as the key interchange in Greater Manchester's public transport network. As new city-to-city rail services are introduced (eg HS2 and Northern Powerhouse Rail services), the Regional Centre's role as a hub will become even more important. A key objective of the Rapid Transit Strategy is to improve connectivity with network hubs, maximising the benefits of new inter-urban rail services to Greater Manchester by fully integrating them with our existing and future public transport network.

253. In the longer-term, the growth of Manchester Airport and the Enterprise Zone means that the Airport has the potential to become a second rapid transit hub in Greater Manchester. Airport-focused rapid transit services could provide more orbital travel for Greater Manchester's

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residents and visitors. We will continue to explore opportunities for delivering more orbital rapid transit services via the Airport over the coming months and years.

254. Our priorities for extending the capacity and coverage of the rapid transit network will include:

- Providing additional cross-city capacity in the Regional Centre for existing and future rail-based rapid transit services, potentially by means of tunnelling.
- Converting those suburban rail lines serving the Regional Centre which have a relatively poor financial performance to metro-style services, where there is a good financial case and the potential to attract both peak and off-peak patronage, achieved by track-sharing between light and heavy rail services.
- Providing additional capacity to accommodate growth on remaining suburban National Rail rail services to the Regional Centre. Capacity on the National Rail network will be released by converting selected suburban rail lines to create new metro services that avoid the Northern Hub rail bottleneck, but other capacity enhancements on the National Rail network will also be needed.
- Ensuring excellent local rapid transit connections with Northern Powerhouse and HS2 Rail services via a network hub at Piccadilly.
- Building new sections of rapid transit route, but only where there are opportunities to provide substantially faster journeys to major population or employment centres than could be achieved by a stopping bus service.
- Developing new bus-based rapid transit routes to serve major population and employment centres poorly served by existing rapid transit.
- Developing Manchester Airport as a second Greater Manchester rapid transit hub in support of the Airport's growth strategy, which will create opportunities for new orbital bus- or rail-based rapid transit services from other Greater Manchester network hubs, and support growth areas in GMSF.



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National Rail services

Our Ambition: To develop a rail network with the capacity, reliability, speed, resilience and quality to support growth in the Northern economy and extend the benefits of HS2 and Northern Powerhouse Rail throughout Greater Manchester.

255. The National Rail network in Greater Manchester plays an important role in supporting economic growth, in particular providing quick access into the Regional Centre and main town centres and linking the conurbation to other major cities. Suburban services on the National Rail network form an important part of Greater Manchester's rapid transit network. Greater Manchester is also served by an extensive network of rail inter-urban services – both for regional trips to nearby cities and long-distance services to destinations such as London, Glasgow, and Edinburgh.

256. In recent years, there has been a significant growth in patronage, increasing by over 30% in the last decade. The rate of growth in the use of rail in the North, especially into major centres, has in fact outpaced that in the South East. Prior to Covid-19, this overall trend was continuing despite extended periods of poor performance and disruption.

257. Improving reliability will be key in continuing this role, but there is a need to address the resilience of the network. The dis-investment in the UK rail network from the 1960s through to the 1990s saw spare capacity beyond that required to operate a limited service pattern removed from the network. The renaissance in rail use since then has meant that significantly more trains are running through the same network, so that disruption is magnified and there is limited scope to avoid major incidents or seek alternative routes. We will continue to assess the key vulnerable locations on the network where additional capability could bring a step change in network recovery from such incidents, ensuring much greater resilience.

258. Lack of investment means that the capacity needed for both resilience and future growth is increasingly an issue. In addition, the quality of rolling stock and passenger facilities is inconsistent, often offering a poor experience to the public. While some of these issues have been addressed by the Northern and Transpennine rail franchises that began in April 2016 and as part of the Northern Hub package of work undertaken by Network Rail, there still exists significant opportunities to improve the network and services.

259. In 2019 the Greater Manchester Rail Prospectus set out the city-region's priorities for its rail network. These included improving infrastructure and rolling stock; increasing passenger numbers into the Regional Centre; working with rail and community partners to improve stations, increasing services to Manchester Airport and delivering local turn-up-and-go services that operate at least four trains an hour. The Prospectus also sets out the opportunities provided by rail reform and greater local control.

260. While Greater Manchester has benefitted from recent major Network Rail investment in the Northern Hub, which included the construction of the Ordsall Chord and the electrification of the North West Triangle to Liverpool and Preston via Bolton, there are still a significant number of delayed or postponed infrastructure projects. These include the delivery of

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enhancements to the Castlefield corridor between Manchester Piccadilly and Oxford Road and the Transpennine Route Upgrade between Manchester and York.

261. The Northern Rail franchise, which commenced in 2016, represented a significant step towards achieving many of Greater Manchester's strategic rail priorities. It included commitments for major investment in new rolling stock for local services and a step-change in service levels on many local routes, especially during the inter-peak, evening, and weekend periods. While the franchise was terminated early in 2020 and replaced by a government run Operator of Last Resort (OLR), we will continue to lobby for these commitments to be delivered as planned.

262. The long-term sustainability of the local heavy rail network is likely to depend on continuing recent progress in reducing its need for subsidy. Some of the lines that are likely to be the weakest financially may also offer some of the best prospects for attracting additional demand via light-rail metro-style operation. This can – as seen recently with the conversion of the Oldham Loop line to Metrolink where patronage has more than tripled – attract more demand and revenue outside the travel-to-work peak periods.

Policy 29: We will continue to work with DfT, Network Rail, train operators and with other local authorities across the North of England in order to secure our strategic priorities and to deliver greater local accountability for all rail-based services.

263. The Government has recognised the need for faster journeys between the major northern cities. Local authorities and TfN are working together to agree what is needed to benefit that wider area, with the aim of developing a Northern Powerhouse Rail network. Improvements would be delivered progressively, through franchise specifications and input to ongoing railway planning processes and through supporting activities of local authorities.

264. The fact that many of Greater Manchester's rail stations offer poor customer facilities deters some users. Because rail franchises are relatively short-term, train operators have little incentive to invest and improve access as there is insufficient time to recoup that investment. We therefore believe that the interests of the customer would be best served by TfGM operating stations on a long lease instead. This would enable longer-term programmes to be developed to bring stations up to a consistent standard that align with the standard provided for other modes.

Policy 30: We will continue to work with DfT, Network Rail and Transport for the North to secure greater local control of rail stations within Greater Manchester exploring the use of any opportunities which may arise from the Williams Review of the Rail industry.

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Part 3
Our 2040 Spatial Themes: Challenges and Interventions

Introduction

265. This section builds on the Greater Manchester-wide strategic principles and policies set out in Part 2. Part 3 is structured around five types of trip (called spatial themes - as introduced in our 2040 Vision) to enable an integrated set of interventions to be developed to address specific issues in different parts of the city-region and for different types of travel:

Our 2040 Spatial Themes



266. Besides local connectivity, Part 3 covers the need for better links to ports, airports and the Channel Tunnel to improve our overseas trade and tourism connectivity, alongside transformed links to other UK cities to deliver the crucial access to markets for labour and goods that our city-region needs.

267. Within Greater Manchester, the Regional Centre has a critical role as a major transport hub as well as being the largest centre for employment and a major focal point for long-term economic and residential growth, and it therefore has specific transport needs. Also important

is access to the main town centres and other employment locations as well as to facilities like hospitals and colleges. Within neighbourhoods, the short trips made from home to local centres and facilities are essential to quality of life. Access to public transport – whether to rail stations, Metrolink stops, or bus stops – also requires attractive links, especially for walking, at a neighbourhood level. The five journey-types shown in the diagram above, and the improvements we plan to make for each of them, are discussed in more detail in the following pages.

268. To reflect their specific characteristics, it is intended to add a sixth spatial theme, comprising trips between and within major town centres in Greater Manchester. That will require some further technical work. A common theme throughout Part 3 is the need to allocate roadspace efficiently on our transport networks and minimise the negative impacts of traffic on our communities, particularly as our city-region experiences economic growth over the coming decades. This will need a concerted effort to improve the attractiveness of our sustainable transport networks by providing the right infrastructure to support our growth agenda and locating new development in locations that do not depend on cars, while also carefully managing demand across our transport system.

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Global Connectivity

Our Ambition is to support growth at the Airport and the adjacent Enterprise Zone by: bringing many more people within a 1hr and 2hr rail journey time; to improve the reliability of the highway network near the Airport; and to ensure that public transport services better meet the needs of Airport customers and employees. Fewer people will drive to work at the Airport, with transformed sustainable transport connectivity from across Greater Manchester and beyond.

The Atlantic Gateway corridor will be developed to maximise the sustainable movement of goods by water and rail. We support the development of the Port Salford area as a tri-modal (rail, water and road) logistics park and development zone to improve access to global markets via the Port of Liverpool.

269. In our 2040 Vision for Transport, we highlighted the importance of Greater Manchester's connectivity to global markets to enable our city-region to compete effectively on the world stage and to rebalance the UK's economy. The Greater Manchester brand is already strong around the world and we have a huge opportunity to capitalise on this by attracting further international inward investment and tourism.

270. Greater Manchester is also an important strategic location for international freight through our excellent connectivity by air, sea, road and rail. Through further targeted investment in our transport infrastructure and services, we can build on this strategic advantage to the benefit of our residents and businesses. The rest of this section focuses on how Greater Manchester can support improved global connectivity for freight and passengers via Manchester Airport and the Manchester Ship Canal. Improving access to global gateways will, of course, also depend on improved access from across Greater Manchester and to and from other city-regions, notably to London for the Channel Tunnel (see Delivering Better City-to-City Links) and to Hull and the North East Ports.

Manchester Airport and Enterprise Zone

271. Manchester Airport plays a pivotal role in providing access to international markets from Greater Manchester and across the North of England, and is therefore central in delivering a strong economy. Before the Covid-19 pandemic, it employed more than 20,000 people on site, with an estimated further 45,000 supported jobs in the wider region and a GVA contribution to the UK economy in excess of £925m. As the third busiest airport in the UK, and with c.8.9 million people living within a one hour drive-time, and nearly 22 million within a two hour drive-time, Manchester Airport is also a major asset for the whole of the UK.

272. The Airport already provides access to a range of international destinations: before the Covid-19 pandemic, over 70 airlines operated to around 200 destinations worldwide. Direct flights are operating or planned to important growth economies around the world: North America, the Emirates, Singapore, Hong Kong and mainland China. It also offers highly flexible, affordable short-haul access to European cities and attracts passengers from across the North, North Wales and parts of the Midlands. The Airport plays an important freight role handling over 117,000 tonnes of air cargo annually, much of it high value or time sensitive.

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273. Manchester Airports Group (MAG) has ambitious plans to grow its passenger market from 24 million trips per annum in 2016 to 45 million, delivering over £2bn to the UK economy and providing up to 60,000 jobs in the wider region. Unlike major UK airports in the south-east, Manchester Airport has spare runway capacity and therefore has enormous potential to rapidly expand its role without the need for major investment in potentially contentious new runway capacity. MAG is delivering a transformational £1bn investment plan into its Airport facilities to maintain and enhance its world-class position and to secure further new airlines and routes into Manchester.

274. However, the full potential of Manchester Airport will only be realised if local and regional access to the gateway matches the quality of the transformed Airport. Although there has already been significant investment in connectivity to the Airport in recent years more will need to be done. In particular, we will need to improve connectivity by public transport to enable both passengers and employees to travel easily and seamlessly to the Airport without a car, coupled with demand management, to ensure that congestion does not undermine the Airport's long-term growth. Connectivity improvements and demand management will also support sustainable economic growth at the Greater Manchester Enterprise Zone (GMEZ), and at Davenport Green (which has potential for office and residential development), both adjacent to the Airport.

The Greater Manchester Enterprise Zone (GMEZ)

The GMEZ comprises a number of sites, including Airport City North,; the World Logistics Hub (with potential for 1,500 jobs); an advanced Medipark to the south of Wythenshawe Hospital; and a string of other developments, which cover areas such as Roundthorn Industrial Estate, Wythenshawe Town Centre and Atlas Business Park. Davenport Green, the proposed location of the Airport HS2 station, is another longstanding potential major development site to the west of the M56 which will require significant investment in sustainable transport.

A Gateway to the North of England

275. Global connectivity, particularly via Manchester Airport, is vital to supporting long-term economic growth in the North of England. Better rail connectivity to Manchester Airport is particularly important to allow quick and easy access from throughout the North of England to a wide range of international destinations served by the Airport.

276. HS2 and Northern Powerhouse Rail proposals will transform rail connectivity to the Airport from across the North of England and the UK, unlocking new jobs and productivity. More frequent and faster rail services will help to increase the effective population catchment area of the Airport, supporting the case for introducing new inter-continental trade routes, and thereby boosting the economic potential of the North of England.

277. Any new rail connections must be carefully planned to ensure that they integrate well with existing rail and road networks. Committed electrification and infrastructure schemes in the North West provide enhanced links to Huddersfield, Leeds, and York using faster and longer trains, while completion of the committed Northern Hub capacity improvements will permit better cross-Manchester rail links to the Airport. Supporting infrastructure improvements, such as platform lengthening at key rail stations in the North, will be necessary to maximize the benefits of these rail improvements.



278. TfGM, Transport for the North and other key transport agencies - such as Highways England and Network Rail - continue to work closely with MAG to identify opportunities to improve the quality of the entire door-to-door passenger travel experience, from providing excellent information on how to travel to the Airport (and on travel times and delays); through to seamless, integrated smart ticketing. We must make it as easy as possible for people to plan their whole journey in advance and to encourage the use of more sustainable travel wherever possible.

279. The strategic road network also plays a crucial role in accessing the airport. Reliability of journey times to the airport is particularly important. We will need to work closely with Highways England to maximise the benefits to connectivity and capacity from the A556 improvement and M56 Junctions 6-8 Smart Motorway; and to develop strategic priorities for improving airport access, better managing demand for travel by car, and dealing with existing and potential bottlenecks on our motorways.

Links to the Regional Centre

280. Excellent connectivity from the Regional Centre to Manchester Airport is vital in order to maximise global trade with Greater Manchester. Travel between the Regional Centre and the Airport must be as seamless and as customer oriented as possible to secure the greatest benefits. This must include fast, high-quality rail links, with journey times competitive with the car, and seamless interchange both at the Airport and within the Regional Centre. Public transport services should be tailored to integrate with flight times and with worker shift patterns as much as possible, which will require 24-hour a day operation on key services.

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281. We will consider other potential travel options, such as express bus and coach services; new models of car club operation and car sharing; and taxi provision to provide alternatives for international travelers. All travel options must be carefully designed and marketed to make them as easy to use as possible, particularly for those unfamiliar with Greater Manchester.

Access to employment at Manchester Airport

282. If Greater Manchester is to benefit fully from access to global trade and new jobs at the Airport and Enterprise Zone, the area must be accessible from across the city-region. This will require improvements to both orbital and radial public transport, supported by appropriate ticketing and fares. This will need investment sustainable transport to attract workers out of their cars. Car sharing could also have a major role to play in improving access to employment at the Airport. Use of public transport and car sharing can be further incentivised through carefully car parking management, which will be crucial as activity in the area increases and the local highways come under further pressure.

283. Local connections from surrounding areas (such as Wythenshawe, Baguley and Benchill) are also very important to ensure good access from more deprived areas to jobs at the Airport. Improvements to walking and cycling will be high priorities.

- **Key Supporting Evidence**
- Manchester Airport Sustainable Development Plan forecasts significant long-term growth in demand for travel from Manchester Airport.
- Data on time of travel for passengers arriving and departing the airport suggests a significant peak in demand before the morning peak period (eg between 6-7am) and early to mid-afternoon.
- Vehicle flow data for M56 shows that airport traffic (staff and passenger car trips) do contribute to peak hour congestion and increasingly unpredictable journey times are forecast over the coming years on the SRN in the vicinity of the airport.
- Journey to work data for the Airport and surrounding area highlights extremely high levels of car dependence for commuter trips.
- If Manchester Airport reaches its goal of 45million passengers per year and achieves its mode share targets, there would be c.60% more car trips by airport workers than at present (the increase may be somewhat lower if airport worker productivity significantly increases). This does not include additional traffic from Airport City, A556, A6MARR, Wythenshawe Hospital and HS2.
- Public transport journey times from most of Greater Manchester (except Wythenshawe area, Manchester City Centre and Stockport Town Centre) are significantly greater than by car during off-peak periods, and from many areas are longer than most people would be prepared to spend travelling to work.

Atlantic Gateway and Port Salford

284. Port Salford is located on the western edge of Greater Manchester and is part of the Atlantic Gateway Economic Growth Corridor, which connects the Port of Liverpool with Greater

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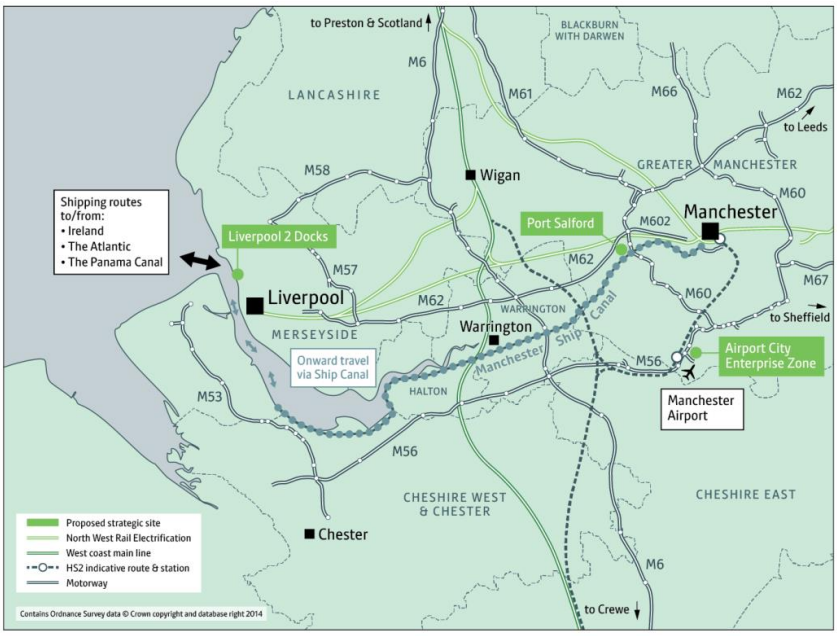
Manchester via the Manchester Ship Canal. The location has been identified as the ideal location for a tri-modal freight interchange enabling waterborne, rail and road freight access to a large-scale logistics park.

285. The development of the Liverpool 2 super container facility at the Port of Liverpool has enabled the Port to handle the much larger deeper water container vessels that operate on trans-Atlantic routes following the widening of the Panama Canal. This will enable Liverpool to establish itself as the UK's leading transatlantic port and to deliver much stronger trade connections between the North West and overseas markets. We must maximise the sustainable opportunities for onward movement of goods via the Manchester Ship Canal into Greater Manchester, to reduce the congestion and carbon impacts of freight on our highways.

286. Port Salford is served by major transport routes including the Manchester Ship Canal, the Manchester-Liverpool (Chat Moss) railway, the M62 / M602 / M60 motorways, and the A57. Port Salford will play an important role in delivering improved global connectivity due to its role as part of the infrastructure of global supply chains, with particular potential for serving European container ships.

287. Rail access improvements to the Atlantic Gateway are planned, including a link from Port Salford to the Chat Moss (Liverpool-Manchester via Newton-le-Willows) rail line. This would enable freight trains to serve regional and UK markets from Port Salford and support trans-shipment activities there.

288. The achievement of the potential of the Port Salford and the Atlantic Gateway growth area is being pursued through joint working, including developers/landowners, Salford City Council, Trafford Metropolitan Borough Council, TfGM and Highways England.



289. In addition to Port Salford, significant logistics and employment developments planned in Trafford Park, Carrington and around the M58/M6 area in Wigan will place increased pressure on already congested parts of Greater Manchester's transport network including the M62, A57 and western sections of the M60 motorway. Much more will need to be done to improve the reliability of our highways, through development of a holistic access strategy incorporating public transport, local walking and cycling and highways improvements.

290. The completion by the developer of a future Metrolink-compatible local highway crossing of the Manchester Ship Canal as part of the Western Gateway Infrastructure Scheme has helped to mitigate the impacts of the first phase of Port Salford. Further interventions to improve access to, and the performance of, our highway network in the Atlantic Gateway area, particularly around the connection between the Key Route Network and the Strategic Road Network is required. It is hoped that the M60 Northwest Quadrant Strategic Study, led by the Department for Transport and with participation from Transport for the North and Greater Manchester partners will assist in identifying the interventions that may be required to support economic growth in the Atlantic Gateway.

291. We will also need to ensure that workers can access the new jobs at Port Salford and in the Atlantic Gateway corridor without having to travel by car. We are exploring the potential to extend the completed Trafford Park Metrolink line towards the Atlantic Gateway.

292. Providing improved cycling and walking connections from surrounding areas (such as Peel Green, Patricroft and Irlam) will also be a high priority to ensure good access from more deprived areas to jobs in the Port Salford and the Atlantic Gateway area. The Port Salford Greenway provides safe traffic-free connections, and further infrastructure to complement this scheme is proposed through Greater Manchester's Bee Network.

293. Proposed interventions supporting Global Connectivity are set out in Our Five-Year Transport Delivery Plan.

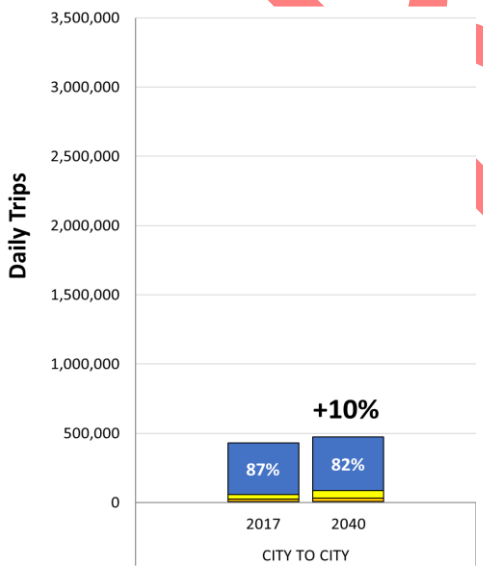
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Delivering Better City-to-City Links

Our ambition is to see an increasingly productive, inclusive and prosperous region, supported by transformed connectivity between the major cities of the North of England, and to the Midlands, London and Scotland. There will be a step-change in quality, speed and reliability of our city-to-city rail links, allowing travel to Liverpool, Leeds and Sheffield in 30 minutes or less and to London in just over an hour. The strategic highway network will offer more reliable journey times. More freight will be moved by rail and water. Transformed infrastructure, smart ticketing and customer information will encourage more trans-northern journeys to be made by public transport.

294. The Greater Manchester city-region lies at the heart of the North, with the large conurbations of Liverpool, Leeds and Sheffield all within 45 miles of our Regional Centre. Our connections to major city-regions across the North, and to other major cities, such as Birmingham, London, Glasgow and Edinburgh are also crucial to our long-term success, supporting the critical flow of goods, skills and information that will enable the UK to boost its long-term productivity. The constrained capacity, speed and reliability of our existing city-to-city road and rail connections prevent Greater Manchester fulfilling its potential. We will continue to work closely with partners to deliver the transformational improvements to our city-to-city links we need to achieve our 2040 Transport Vision and to play a key role in delivering a strong Northern economy. However, for the benefits of these improvements to be felt across Greater Manchester, we will also need to improve connections across the city-region to enable people to access motorways and National Hub interchanges.

The Right Mix for City to City Links



295. We are targeting a **5% reduction in car mode-share for City to City trips**, achieved through improvements to inter-urban public transport. Many City to City trips include journeys that neither start nor end in a city centre, and there is little potential for these to be made by public transport. However, we expect the major proposed improvements to inter-urban public

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transport to substantially reduce car use for trips that do involve travel to and from a major city centre.

Improving North-South Connectivity

High Speed 2

296. The West Coast Main Line (WCML) linking London to the North West and onwards to Scotland is the busiest mixed-use 125 mph railway in Europe. The line is under considerable stress because there is more demand for train services than there are train paths available. This limits capacity and means there are trade-offs deciding which services can run. We expect demand for rail travel to continue to grow over the coming years (both for freight and passengers) and the need for new rail infrastructure will become ever more pressing as we move towards 2040.

297. The pressure on the WCML underpins the strategic case for HS2. The current proposal is to deliver HS2 in three phases: Phase 1 from London to Birmingham, Phase 2a from the West Midlands to Crewe and Phase 2b comprising a western leg from Crewe to Manchester with an intermediate station at Manchester Airport and an eastern leg from the West Midlands to Yorkshire.

298. Alongside HS2, Northern Powerhouse Rail (NPR) - the east-west rail network across the North is also vital to boost our city-region's economy. NPR will significantly improve capacity, frequency, speed and services between the North's six main cities and Manchester Airport.

299. In 2018, we launched our growth strategy for high-speed rail, The Stops are just the Start, which details how HS2 and Northern Powerhouse Rail (NPR) can support new jobs, new homes and new opportunities for Greater Manchester. TfN has also set out its vision for the NPR network, in its Strategic Transport Plan for the North. Our 2019 Prospectus for Rail also makes the case for the full delivery of HS2 and NPR. It explains that if HS2 is not delivered, Northern Powerhouse Rail (NPR) alone will not be able to support the economic growth our city-region, the North and the country needs.

300. Without HS2 and NPR to release capacity on our current network, we won't be able to run more frequent local services. The delivery of high-speed rail and associated growth strategies at Manchester Piccadilly, Manchester Airport, Stockport and Wigan remains crucial to the successful delivery of our 2040 Transport Strategy. We are working collaboratively with Government to refine the plans for high speed rail and ensure they are funded in a way that is sustainable, equitable, and aligned with both local and national policy.

301. The Greater Manchester authorities support HS2 and NPR, and want to ensure the proposals have no detrimental impact on local services. TfN is also investigating the potential for a Manchester Airport Western link; this would serve a strategic role beyond Greater Manchester and we would look to TfN to act as the promoter for any future proposals.

302. Detailed plans for the Phase 2 route were released by HS2 Ltd in November 2016. The November 2016 plans no longer provide for a west to east link in the north west which would have allowed for trains between Manchester and Wigan and onwards to Scotland to run much faster via the HS2 route, and therefore will no longer offer the opportunity to relieve

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capacity on the congested Manchester-Wigan/Bolton/Preston lines, which will instead need to be addressed by other means. A map of the current proposals is shown below.

303. The opportunities for sustained growth offered by HS2 cannot be delivered by any other alternative. However, the case for HS2 extends well beyond simple transport economics. HS2 is a strategic economic game-changer that will uplift productivity through enhanced labour market and business-to-business connectivity; increased network capacity; and improved international connections through the HS2 station at Manchester Airport. It will stimulate regeneration in areas adjacent to HS2 stations, and also establish the basis for a renaissance in engineering skills development and act as a major stimulus for a domestic supply chain, with up to 350,000 jobs being directly related to the project at its peak.

304. In February 2020, the Government announced that HS2 would proceed in full. The Oakervee rail review concluded that for Phase 2b of HS2 (the route from Birmingham to Manchester and Leeds) a Y-shaped network was the right strategic answer for the country. The review also concluded that Phase 2b needs to be considered as part of an Integrated Rail Plan (IRP) for the north and Midlands which also includes Northern Powerhouse Rail, Midlands Rail Hub, and other major Network Rail schemes to ensure these are scoped, designed, delivered, and can be operated as an integrated network.

305. HS2 is vital in increasing the capacity and connectivity of Britain's rail network. Manchester Piccadilly and Manchester Airport are the optimal locations for new HS2 stations, supplemented by a Hub location at the existing Wigan North Western station to the north of the conurbation. From Manchester, journey times to London are anticipated to be as low as 68 minutes, with three trains per hour to London and two trains per hour to Birmingham. Journey times to Wigan would also be reduced, by almost a half. We wish to see the benefits of HS2 realised as soon as possible. In the intervening years, however, we will continue to work hard to deliver improved north-south rail connectivity in and out of Greater Manchester, including identifying improvements to services on the existing WCML through future franchise specifications; and ensuring that Greater Manchester's key stations are served by HS2 classic compatible services that can run on both HS2 lines and the WCML following delivery of Phase 1 of HS2 (from London to Birmingham).

M6 Motorway

306. North-south strategic road links are provided by the M6 motorway, which runs through the west of Wigan and just to the south of Trafford. The M6 is a critical strategic highway corridor for both people and freight, and we must maintain good access to this corridor from across Greater Manchester**.** The M6 - immediately to the south of Greater Manchester – has been converted to a Smart Motorway. The link into central Manchester and Manchester Airport, via the M56, is also being upgraded through improvements to Junction 19 and work will commence on the M56 Junction 6 to 8 Smart Motorway scheme shortly. In future, the M58 link road will provide a direct link from the M58/M6 J26 to the A571. However, J25 currently has southbound access and northbound egress, and we want to make this an all movements junction, allowing the closure of J24, which would relieve congestion in Ashton-in-Makerfield.

307. The South Manchester Highway and Transport Study will look at impacts of and mitigation for HS2/GMSF/Airport growth with a focus on the M56 from J5 to J6. This is intended to cover the Local Road Network and multi-modal solutions, as well as the Strategic Road Network. The

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South East Manchester Junction Improvements Study is also looking at possible improvements to M60 junctions.



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Key Supporting Evidence

- The combined population of Northern England is 15 million (larger than London). The current combined GVA[9] of the North is £343bn, 19% of the UK total. However, the GVA per person in the North is now 18% below the UK average.
- UK Cities account for 9% of land use, but 54% of population, 59% of jobs and 61% of output. (Centre for Cities).
- 10 million people live within 40 miles of Greater Manchester (2 million of these are graduates)
- With HS2 and Northern Powerhouse Rail network lies the potential to at least close the productivity gap between the North and South, which Treasury has estimated would equate to in excess of £40 billion additional GVA by 2030.
- The Spatial Economics Research Centre found that commuting between the Greater Manchester and Leeds city-regions is about 40% lower than expected given the characteristics of the two cities and the physical distance between them.
- By road, it takes 44 minutes to travel 34 miles to Liverpool from Manchester, but 1 hour 12 minutes to travel 38 miles to Sheffield.

[10] Transport for the North's Strategic Transport Plan: https://transportforthenorth.com/wp-content/uploads/TfN-final-strategic-transport-plan-2019.pdf

Transforming Connectivity Across the North

308. Through Transport for the North, Greater Manchester has worked in close partnership with other northern local authorities and with Department for Transport, Highways England and Network Rail, to develop the Strategic Transport Plan (STP) for the North, focused on the critical investments needed to transform city-to-city connectivity with a view to delivering a Northern Powerhouse economy which is equal to or exceeds the UK's average growth rate.

Transport for the North

Transport for the North (TfN) brings together Local Authorities across the North of England to enable the North to speak with a single voice on the important transport projects needed to fully realise the region's economic potential.

In February 2019, TfN published its statutory Strategic Transport Plan (STP)[10] for the North. The Plan makes a robust case for transformational transport investment across the entire North of England, to help rebalance the UK economy.

The long-term strategic programme detailed in the Plan sets out proposals for rail, highways, freight, inter-city connectivity, and integrated transport services, designed to deliver significant benefits for commuters, businesses and the wider economy of the North.

Within the Plan, TfN identifies seven Strategic Development Corridors for the North of England. Each represents an economic area where evidence suggests the most progress towards growth could be made by bringing forward major road and rail investment.

The corridors are designed to encompass the needs of people, business, freight and logistics.

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Northern Powerhouse Rail (NPR) Network

309. Excellent rail provision is essential to enable people to move quickly and easily to jobs and business destinations in our Northern city-regions, as well as supporting the efficient movement of goods by rail. Transformational rail service improvements are a key part of vision, linking Greater Manchester with the major cities in the North of England through development of a Northern Powerhouse Rail (NPR).

Transpennine Route Upgrade and Manchester Rail Task Force

The upgrade of the Trans-Pennine route to Leeds is a national priority, with up to £3bn of investment earmarked by the Secretary of State for medium-term delivery in advance of Northern Powerhouse Rail. Electrification from Manchester to Huddersfield and beyond,

[10] Transport for the North's Strategic Transport Plan: https://transportforthenorth.com/wp-content/uploads/TfN-final-strategic-transport-plan-2019.pdf

coupled with improved local train service frequency, is a priority for Greater Manchester on this route. In 2020, the scheme was allocated additional funding by Government to ease congestion and improve reliability, with an ambition for full electrification, digital signalling and additional freight capacity.

The rail network is extremely congested around central Manchester, leading to conflicts between services and unreliability both in Greater Manchester and the North of England. Previously, the solution to this problem was the full implementation of the Northern Hub proposals. Certain parts of these proposals have been constructed - such as the Ordsall Chord - but not the most critical element: the reconfiguration of Manchester Oxford Road station and new platforms 15 and 16 at Piccadilly station. The impact of this partial provision of Northern Hub planned infrastructure was evident with the implementation of the May 2018 timetable which saw an increase in trains along the Castleford Corridor (the line between Manchester Piccadilly, Oxford Road and Deansgate), but without the supporting infrastructure, and resulted in a major deterioration in train performance.

In recognition of this poor performance, the cross industry Manchester Recovery Task Force (MRTF) was set up in 2019 with a remit to examine both short and long term solutions. TfGM is a stakeholder in the task force, and continues to provide technical direction and support to the process in order to achieve a much improved level of performance in the short term, and to press for the necessary investment in additional infrastructure in the longer term.

310. Building on the Northern Hub schemes, the rolling stock and service improvements in the Northern and Trans-Pennine rail franchises, and HS2 proposals; the TfN Strategic Transport Plan envisages transformational improvements to the frequency of trains, passenger capacity and to journey times across the North.

311. To deliver these ambitious journey times and aspirations for improved frequency, options are also being explored to deliver new lines or major rail bypasses as well as making use of proposed HS2 infrastructure. It is anticipated that significant sections of new line would be needed on routes between Manchester and Leeds and Manchester and Sheffield, for example. Existing rail infrastructure would then be freed up on our current rail networks to provide express, semi-fast, local and freight services.

Rail North

Rail North is a partnership of 29 Local Transport Authorities who will, alongside DfT, manage the new Northern and TransPennine Express franchises from April 2016. The Rail North partnership agreement includes important mechanisms to enable the local authorities to make decisions on changes to their local rail services and to make investments in these franchises to drive improvements. Responsibilities for Rail North will also relate to concessionary travel, multi-modal ticketing schemes and smart transactions and to important performance management issues.

312. Delivery of a seamless public transport network across the North of England is also to be supported by a smart Northern ticketing system that makes it simple and easy to travel across the North by any mode of public transport. This will be enhanced by real-time travel

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information and a simplified fare structure. We will ensure that this emerging Northern smart ticketing system is compatible with our future Greater Manchester smart ticketing and fares.

Future development of our national rail hubs

313. In Part 2, we set out our approach to improving interchange on our public transport system, highlighting different categories of interchange which are needed to support a seamless Greater Manchester transport network. Our Global Gateway at Manchester Airport, and Greater Manchester National Hubs, are critical in supporting excellent city-to-city links and we will develop proposals to improve interchanges at these locations to ensure that national rail services are well integrated into our city-region transport network.

314. With the introduction of HS2 and Northern Powerhouse Rail services, Manchester Piccadilly will become the most intensive strategic transport interchange in the North. An integrated approach is needed, as set out in the HS2 and NPR growth strategy The Stops are just the Start[11] - to ensure that these connectivity benefits are spread across the city-region and, critically, that the immediate area around the station delivers on its potential. We want to see the stations and the surrounding area transformed in time for the start of HS2 Phase 1 operations in 2026, so as to maximise early city-to-city connectivity benefits and accelerate regeneration. The adjacent Piccadilly and Mayfield areas have the potential for commercial development that could secure up to 30,000 additional jobs, alongside scope for more housing and regeneration.

315. There are other interchanges in Greater Manchester that are vital for the successful implementation of improved city-to-city rail links, including Manchester Airport, Wigan and Stockport. Investment in high quality access and interchange at these hubs will be critical to ensure that travellers from across Greater Manchester have excellent access to city-to-city rail services, that are well integrated into our city-region transport system.

City-to-city highways connectivity

316. City-to-city links by road are provided primarily by the Strategic Road Network of motorways, supported by the nationally designated Major Roads Network and Greater Manchester's Key Route Network of locally important roads. The Strategic Road Network is operated by Highways England and in Greater Manchester comprises some 180km of motorways and all-purpose trunk roads.

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[11] The Stops are Just the Start: https://tfgm.com/press-release/hs2-npr-growth-strategy

Partnership with Highways England

Highways England and TfGM have signed a Memorandum of Understanding (MOU) which provides a unique opportunity to establish complementary network management and development arrangements. The MOU aligns the management of the Greater Manchester Key Route Network with that of the Strategic Road Network to deliver the most efficient management of the highway network; and provides a partnership approach to investment to ensure it supports local and national economic growth priorities. We are working closely with Highways England to develop strategic priorities, better manage demand for travel by car, more closely integrate the operation of the Strategic Road and Key Route Networks, and deal with existing and potential bottlenecks on key highway links.

317. The Strategic Road Network that links Greater Manchester to other northern cities contains some of the busiest and least reliable roads in the country. The M60, for example, which plays a vital part in the life of Greater Manchester, is ranked second only to the M25 in England with respect to congestion. The strategic highway network around Greater Manchester is particularly critical to the delivery of a more reliable northern highways network that can support the future movement of people and goods across the North of England.

318. There has been significant investment in Greater Manchester's strategic road network in recent years, primarily through the Government's first Road Investment Strategy (RIS1). RIS1 covered the period 2015 to 2020, and contained a number of improvements to the strategic road network to improve its performance and reliability. This included rolling out Smart Motorways on key sections of the M60 and M62. The second Road Investment Strategy (RIS2, 2020-2025) will continue this roll-out, with Smart Motorway schemes on the M6 and M56 and on the trans-Pennine section of the M62. RIS2 will also see delivery of improvements at Junction 18 of the M60 (Simister Island); and delivery of the Mottram Moor Link Road and the adjacent A57(T) to A57 Link.

319. We will work with our partners to help develop the Government's investment plans over the longer-term and define the content of future Road Investment Strategies, through continuing work on major strategic studies of the Northwest Quadrant of the M60 and the Trans-Pennine Tunnel and the South Manchester Highways and Transport Study and M60 South-East Junction studies (announced in RIS2), and through Route Strategies to inform RIS3. In doing so we will seek to ensure that SRN schemes do not impact adversely on the local road network. We will also work with partners to identify the potential of travel demand management , including park and ride, to reduce congestion on the motorway network and KRN.

320. The Major Road Network (MRN) was designated by the Government following a consultation in 2018. It incorporates the country's busiest and most economically important local authority A-Roads and forms a middle tier sitting between the SRN and the rest of the local road network. The MRN has five central objectives which build on the commitments made by Government in the Transport Investment Strategy. Those objectives are to reduce congestion; to support economic growth and rebalancing; to support housing delivery; to support all road users, including cyclists, pedestrians and disabled people; and to support the Strategic Road Network. For Greater Manchester, the MRN includes important A-roads connecting key

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centres to the SRN and providing cross boundary links, including, for example, the A6, A34, A58, A580 and A666. Substantial sections of the Inner Relief Route also form part of the MRN.

321. A specific new funding stream was dedicated to improvements on MRN roads. As with the RIS for the SRN, this is allocated in five year blocks and draws on the National Roads Fund. The schemes to be funded in the first five-years of the MRN (subject to completion of business cases) were announced in 2019, drawing on Regional Evidence Bases (REB) created by the sub-regional transport bodies such as Transport for the North. In Greater Manchester, two schemes were included in this first tranche – the A34 Cheadle-Handforth Improvement Plan Phase 1 in Stockport and the Wigan East-West Strategic Route, the latter being designated a Large Local Major (LLM). We will work with our key partners to help bring these schemes to fruition and to shape and develop both the structure of the MRN and further schemes and investment plans over the longer-term.

What are Smart Motorways?

Smart Motorways use increasingly sophisticated technology-driven techniques to increase capacity and reduce delays on our motorway network by using variable speed limits, 'all lane running', and variable message signing to smooth traffic flows, provide more reliable journey times, provide better information to drivers, reduce collisions , and reduce noise and vehicle emissions. These techniques enable us to get much more capacity out of our existing highways infrastructure and improve journeys for drivers.

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City to City Freight Movement



322. Freight and logistics have a significant role to play in the economic growth of the region and present an emerging Northern golden triangle of warehousing and logistics activity. Greater Manchester lies at the heart of this golden triangle, with the Manchester Ship Canal providing a strategic western gateway to Greater Manchester and the Northern Powerhouse. Port Salford and other logistics developments in areas such as Trafford Park, Carrington and Heywood, will be a major asset in achieving the freight and logistics objectives of Transport for the North's Strategic Transport Plan.

323. The strategic resilience of the motorway network, with a major focus on delivering transformational improvements the M60, will be critical to supporting the reliable movement of goods. Improvements to our city to city rail connectivity are also becoming increasingly urgent, not just to support movement of people, but to help transport more freight by rail rather than road.

324. Furthermore, Airport City and the World Logistics Hub will create significant opportunities for freight and distribution linked to the Airport, and there is potential for other new and enlarged sites across Greater Manchester, as identified in the GMSF.

325. Transport for Greater Manchester, alongside partners, will continue to cooperate on development and delivery of inter-urban freight strategies which look at all aspects of this complex sector and seek to deliver any interventions identified to improve connections between our city-regions for the sustainable movement of goods.

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326. Proposed interventions supporting improved City-to-City links are set out in Our Five Year Transport Delivery Plan (2020-2025).

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Travel To and Within Our Regional Centre

Our ambition is for a well-connected, zero-carbon Regional Centre at the heart of the North (served by HS2 and Northern Powerhouse Rail Services), offering residents, employees and visitors a great place to live, work and visit. To support our Right Mix vision, we are aiming for 90% of morning peak trips into the city centre to be made on foot, by bicycle or public transport before 2040. This means fewer cars in the Regional Centre so we can give more space for people to walk and cycle and to create more liveable, cleaner and greener places. Freight and servicing will also be better managed to minimise the negative impacts of commercial vehicles on the Regional Centre.

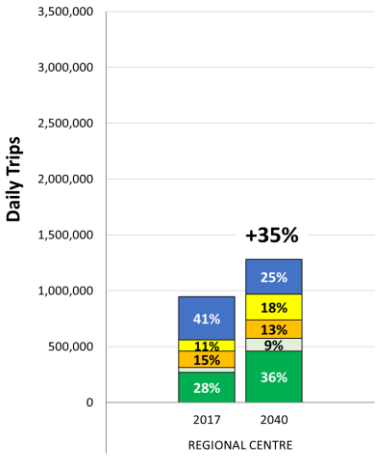
327. The Regional Centre (which comprises Manchester City Centre and the adjacent areas of The Quays to the west, the Oxford Road Corridor to the south, and the Etihad Campus/Manchester Life to the east) is, and will continue to be, a major driver of economic growth in Greater Manchester. Over recent decades this area has been transformed from a prosperous core, surrounded by an area of poor urban quality and neglected former industrial areas, to a much larger and thriving focal point for knowledge-based and creative industries; retail and leisure; and education and healthcare. The number of people living here has grown exponentially over the past two decades, transforming it into an important residential, as well as employment and leisure, location. Further planned growth will mean that this area will increasingly function as a single major economic driver at the core of the conurbation, and our transport strategy needs to help support this.

328. The City Centre is also the major hub for our Greater Manchester transport network, and many of our public transport networks converge there, providing excellent connectivity from across the city-region and beyond.

329. The rapid growth in housing and employment experienced in recent years is set to continue over the period to 2040. From a transport perspective, concentrating high levels of compact development in such an accessible and well-connected part of Greater Manchester is welcomed, but there are significant challenges ahead in terms of managing traffic congestion, ensuring excellent connectivity across our Regional Centre, and ensuring a high quality of life for residents, visitors and workers.

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The Right Mix for travel to and within our Regional Centre



330. We are targeting a 35% increase in the number of Regional Centre trips, with an increase in the mode share of walk, cycle, and rail transport, including Metrolink. **Bus travel to the Regional Centre is also targeted to increase**, despite a reduction in its mode share. We expect to achieve that in part through more people living in the Regional Centre, many of whom will also work there, leading to more active travel, encouraged by a better environment for walking and cycling. Also needed will be a step-change in the capacity and connectivity of rail-based rapid transit, potentially achieved by a Regional Centre metro tunnel. Increased priority will be needed for buses, including new terminus facilities. An increase in the number of cross-city bus services will improve bus access to the Regional Centre.

Key Supporting Evidence

- c.70,000 people live in Manchester City Centre.
- There could be 50,000 more homes there by 2040
- Over 200,000 people work in Manchester City Centre, with a total of 290,000 in the Regional Centre as a whole.
- By 2040, more than 400,000 people are expected to be working in the Regional Centre
- In 2019, 79% of morning peak inbound trips into the City Centre were by public transport, cycling or walking. This equated to nearly 100,000 inbound trips by these modes over a two hour period.
- By 2040 Salford Quays could have 15,000 additional jobs and 15,000 more homes
- The Right Mix target for the Regional Centre anticipates an increase in walk, cycle, and public transport trips from 560,000 per day in 2017 to 970,000 per day in 2040, with car trips reduced from 390,000 per day to 310,000 per day.

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Regional Centre themes

331. Our transport strategy for the Regional Centre is focused around three key themes (sustainable long-term economic growth, transformed connectivity and improved liveability), to ensure improvements are targeted towards meeting wider aspirations for the area, as set out below.

Transport for a 2040 Regional Centre Economy

Supporting a Northern Powerhouse Economy

332. For Greater Manchester to play its full part in the levelling up agenda, and the delivery of a Northern Powerhouse economy over the period to 2040, improved connectivity between our northern city centres is critical. The arrival of High Speed 2 (HS2) and Northern Powerhouse Rail services into the Piccadilly Hub will support transformational growth of our Greater Manchester economy and further boost the attractiveness of our Regional Centre as a focus for investment. Improved city-to-city connectivity, particularly by rail, will support growth of the Regional Centre's knowledge-based economy, enabling more rapid exchange of knowledge and ideas, improving access to skills and labour, and supporting greater levels of productivity and innovation in our great Northern towns and city-regions.

333. We are already planning how we can fully integrate these transformational infrastructure improvements with our wider local and regional transport networks to maximise the benefits for Greater Manchester. While Manchester City Centre is well connected, regionally, nationally and internationally (via its rail link to the Airport), there will be a need to ensure The Quays, home to the BBC and ITV, has the connections its businesses need.

Transformation of Piccadilly Hub

Piccadilly Station will be transformed into a world-class interchange, and gateway into the city centre. There is more work to do to assess the role that rail is likely to play in the future shape of the city centre, and work with the rail industry to improve the rail offering where it

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does not currently meet the needs of the area. A major new transport hub at Piccadilly Station will encompass:

- a new HS2 station and access arrangements for Northern Powerhouse Rail and other heavy rail services;
- rapid transit access strategy, encompassing Metrolink, tram-train and potential rail tunnel proposals;
- transformed public realm and walking and cycling connectivity;
- improved bus and coach access; and
- highways and vehicular access arrangements for servicing, taxis and cars.

334. Our Regional Centre transport hubs will need to expand their role as key gateways to Greater Manchester, creating a crucial first impression of our city-region. They must be designed to meet rapidly evolving customer service and experience expectations. Our transport hubs must also allow seamless interchange between transport services and be well integrated with surrounding areas, particularly through local pedestrian and cycling connections. In addition to Piccadilly Hub; Victoria, Oxford Road Salford Central and Salford Crescent stations will all be important Regional Centre gateways, providing access to national, regional and local transport services, and will be major focal points for growth and regeneration in their own right over the period to 2040. The sheer growth in passenger numbers flowing into, through and out of these interchanges will require a step-change improvement in capacity, quality and legibility of provision, for pedestrians in particular.

Accommodating growth in commuter travel

335. By 2040, the City Centre is expected to have an additional 50,000 homes over and above what exists today. There could also be 100,000 more jobs in the City Centre by this date. At The Quays, MediaCityUK will be double its current size. Our transport systems will therefore need to accommodate a dramatic increase in commuter trips into and across the Regional Centre. We must plan now for this growth to avoid the Regional Centre becoming more congested with traffic.

336. In a constrained urban environment, there is only limited opportunity to provide significant additional transport capacity on our road and rail networks. Hence, much of the additional capacity will need to be provided by making more efficient use of the transport networks we already have, to maximise the movement of people into and across the area.

337. In the City Centre, our aim is to deliver the desired economic growth without any further growth in peak period car traffic. We recognise that this is a major challenge, particularly as we estimate that we will need to accommodate around 68,000 additional commuter trips in the morning peak period by 2040. Car commuting to The Quays is currently much higher than in the City Centre, reflecting the sparser public transport network. Here, our aim is to reduce significantly the proportion of trips made by car. Our focus is on improving the quality and capacity of our public transport and walking and cycling networks to encourage as many people as possible to travel to the Regional Centre by these modes. We must also ensure that

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our streets can cope with the huge increase in public transport passengers who will be walking or cycling from interchanges to their final destination.

338. We have undertaken a detailed review of the role of our Regional Centre highways network - with a particular focus on the relationship between our key orbital highways systems - Manchester and Salford Inner Relief Route (MSIRR), the intermediate ring road, and the M60 - to understand how we can make best use of the capacity that we already have and how we can minimise the negative impacts of roads and traffic on the quality of life within the Regional Centre. The highway network around The Quays is congested at peak times, with Trafford Road the only north-south route across the Manchester Ship Canal and Regent Road the main link between the City Centre, The Quays and the M602. Tackling congestion on corridors into and across our Regional Centre will be a major priority through a range of demand management measures, and measures to encourage modal shift, including park and ride provision, better walking and cycling infrastructure, and bus priority.

339. We have also undertaken detailed analysis of the role of our rapid transit networks (including heavy rail, Metrolink and bus rapid transit) in delivering the additional capacity we need, and to complement proposed improvements to HS2 and Northern Powerhouse Rail services. The work we have done to-date has concluded that, by 2040, we will need significant additional cross-city capacity. This capacity may best be delivered through the construction of new rail tunnels beneath the city centre to enable us to deliver the excellent connectivity and faster journey times we need without taking up valuable land or creating further severance by building new lines at street level.

340. We have identified a phased approach to enhancing our Regional Centre rapid transit networks to meet the long-term needs of our rapidly growing economy as follows:

i. **Short-term (to mid-2020s):** Completion of Northern Hub works and introduction of enhanced, higher-capacity heavy rail services; and increased capacity on the busiest Metrolink lines by running more double-unit vehicles;

ii. **Medium-term (to 2030):** Develop and deliver tram-train to improve rapid transit connectivity into and across the Regional Centre and develop potential cross-city metro proposals; develop proposals for our suburban rail network to complement Northern Powerhouse Rail network; and

iii. **Long-term (from mid-2030s):** Implement cross-city rapid transit capacity enhancements, potentially through tunnelled metro services, and deliver suburban rail enhancements to complement Northern Powerhouse Rail.

341. Buses will also need to play a much bigger role in accommodating the growth in trips into and across the Regional Centre. While bus is ideally suited to shorter journeys, it needs to play an increased role on corridors where there is no rapid transit, especially for journeys of up to 10 km. We need to transform buses into a mode of transport that all travellers are happy to use (as is the case in London), through provision of high quality, reliable services and clean, comfortable vehicles, supported by simple, integrated, affordable and smart ticketing. At the same time, we need to ensure buses are providing the links between deprived communities close to, but currently poorly connected with, the new jobs.

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342. Walking and cycling are both critical to the success of our Regional Centre. Investment in quality provision for pedestrians and cyclists is relatively low-cost, enables the movement of high volumes of people in a constrained urban environment, and will help to create a healthier and cleaner city-region. We will continue to invest in high-capacity and high-quality walking and cycle routes into and across the City Centre to enable higher proportions of trips to be made. Easy movement around the City Centre on foot is also important for those arriving by public transport or by car and this will bring economic benefits by improving access to key attractions and improving the image of the city. In the Quays, the Manchester Ship Canal acts as a barrier to pedestrian and cycle movement and better links across it will be needed, both to provide links with adjacent communities and to maximise the benefits of the Trafford Park Metrolink extension, which provides additional commuter capacity.

343. We will also need to carefully manage demand for travel, to encourage people to think about how and when they travel into the Regional Centre. Smart, tailored customer information will be a crucial part of this, as will managing the availability and cost of car parking. We will also have to make difficult decisions on how we make best use of the limited highways capacity we have within the Regional Centre to maximise the efficiency of our transport networks. Without carefully targeted demand management (see section 133), we will simply not achieve the levels of growth that we aspire to, and the Regional Centre will become choked by congestion and pollution. We are also developing detailed plans to determine when and how freight and servicing vehicles access the Regional Centre, to minimise negative impacts on congestion and quality of life.

Supporting the night-time and weekend economy

344. Our Regional Centre already has a vibrant 24/7 economy; and leisure, retail and tourism activities are critical to the future economic success of Greater Manchester. Different parts of the Regional Centre have their own unique characteristics from a leisure and tourism perspective. The Etihad Campus area of East Manchester has established itself as a major sporting complex of international reputation. The Quays is one of the main tourism destinations in Greater Manchester, with The Lowry theatre, galleries and shopping centre, Imperial War Museum North, MediaCityUK , and the adjacent Old Trafford stadium and museum attracting significant numbers of visitors. The City Centre itself has a variety of major retail, entertainment and leisure attractions.



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345. The transport network must be carefully designed to support this economy, focusing on the needs of different markets at different times of the day and the week, and ensuring that the transport offer is as integrated and easy to understand as possible, particularly for visitors who are less familiar with the Regional Centre. As well as providing public transport services that operate for all or much of the night, travel by all modes of transport must be safe and secure, and we must make the right provision, available, for example the allocation of pick up/drop off zones and parking/waiting areas, for supporting transport services, such as chartered coaches, hackney cabs and private hire vehicles. A carefully designed car parking management strategy will also be critical to the success of our night-time and weekend economy.

Embracing innovation

346. In delivering our aspirations for the Regional Centre, there is a significant opportunity to embrace the latest thinking in transport innovation and technology to improve customer experience and to maximise the performance, resilience and safety of our transport networks. We want Greater Manchester to be recognised as a world leader in transport innovation, and the size of the Regional Centre provides the scope to use new technology to maximise the capacity, efficiency, resilience and safety of our transport networks and to deliver transformational change to customers through improvements to travel information, ticketing and payment and wayfinding. We will also explore technologies that support more efficient use of kerbside space and improve the management of deliveries and servicing within the Regional Centre.

347. In 2020, changes were made to the Road Traffic Act and other regulations to enable e-scooter hire trials. As Greater Manchester recovered from the Covid-19 pandemic, e-scooters were of particular interest because they provided a flexible means of travel while maintaining social-distancing. E-scooters can also improve first/last mile and intermodal connectivity, and act as a catalyst to encourage active travel. We will continue to explore the role of e-scooters in improving connectivity into and within the Regional Centre, through the implementation of trials and by carefully monitoring and evaluating their use over time.

348. We also want to ensure that the use of digital communication is widely adopted and that we utilise live information and data to monitor and respond to periods of peak demand and feedback on network performance and reliability. People will be able to access real-time information about their journeys so they can make informed choices on their travel options into and within the city centre.

Connectivity within a rapidly growing Regional Centre

349. High levels of well-designed new development will be accommodated in this highly accessible and sustainable location, prioritising the use of previously developed land. Raising the quality of these places will depend on tackling issues such as congestion and air quality, which are typically more severe than in many other parts of the city-region.

350. We will continue to support the transformation of brownfield sites on the periphery of the City Centre, many of which are currently used for low-cost, informal car parks, into high-quality and high-density development. The loss of informal parking provision will be a major catalyst in

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reducing the attractiveness of car travel to the Regional Centre, but will need to be supported by provision of alternative travel options.

351. There are regeneration frameworks already in place for many of these sites, containing ambitious plans for a variety of mixed-use developments, including significant volumes of new housing. As more peripheral Regional Centre sites are developed, we must ensure that they are carefully stitched into the fabric of the surrounding urban area and ensure excellent connectivity to our major city centre transport interchanges. We will fully embed sustainable travel into new developments by ensuring that excellent walking and cycling facilities are provided; developing tailored parking and servicing management strategies; engaging with occupiers to encourage sustainable travel behaviour from the outset; and providing other supporting interventions, such as car clubs.

352. We will also continue to focus on improving connectivity between the City Centre and both The Quays and the Etihad Campus area. The relatively short distances involved provide an excellent opportunity to promote higher levels of walking and cycling, through ongoing investment in pedestrian and cycle networks, including exploiting the potential of our waterways by providing better facilities along the River Irwell and our extensive canal network. This investment will be supported by comprehensive and consistent on-street and digital wayfinding infrastructure.

353. We are considering a range of potential improvements to rapid transit connections from our major city centre interchanges to key destinations across the Regional Centre, including Salford Quays, MediaCityUK and Old Trafford; and the Etihad Campus and Manchester Life areas of East Manchester. These will be further bolstered by increased bus coverage within the Regional Centre, which we will target towards areas with increasing residential populations such as the areas around Salford Central and Greengate.

354. Streets leading to the city centre require significant improvement for people using public transport and cycling in particular. Greater Manchester's emerging City Centre Transport Strategy, and Our Five Year Transport Delivery Plan, set out plans to improve these radial routes.

355. The rapidly expanding City Centre will quickly extend beyond the confines of our existing major transport infrastructure, and particularly the MSIRR, which comprises the Mancunian Way, Miller Street, Great Ancoats Street and Trinity Way and which in some areas creates a significant barrier to movement between the City Centre and the wider Regional Centre. As this expansion occurs, we will continue to review the role and function of major highways, such as the MSIRR, and will seek to minimise the severance effects of such barriers for people moving into and out of the city centre on foot or by bike.

A Liveable Regional Centre

356. The economic success of our Regional Centre is closely linked to the quality of the urban environment. If we want it to be an attractive place to live and invest in, we must ensure that the urban realm is attractive and clean; that the city is not choked with traffic; and that we offer a safe and secure environment at all times. A Regional Centre which offers a high quality of life will enable us to attract and retain the skills and talent that our city-region needs to fulfil

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its long-term potential. It will also help to build on Greater Manchester's existing role as a major visitor attraction, by creating a strong, positive first impression to those visiting the city for business or leisure.

357. As well as an attractive built environment, we must provide the right supporting green and blue infrastructure and open spaces, which enable the city to breathe and provide a welcome escape from the hustle and bustle of urban living. Such infrastructure will also provide active travel opportunities, enabling people to move easily and directly through the city on direct and traffic free corridors. This urban environment must be as inclusive as possible, to enable those of all ages and with a range of mobility impairments to enjoy the opportunities and facilities offered within our Regional Centre. All transport improvements must therefore be designed with inclusivity and accessibility in mind.

358. Creating a more liveable Regional Centre will also require concerted action to tackle our existing Air Quality problems and, over time, we want all vehicles entering the city centre core to be ultra-low emission vehicles (ULEVs).

359. Proposed interventions supporting travel to and within our Regional Centre are set out, in detail, in Our Five Year Transport Delivery Plan.

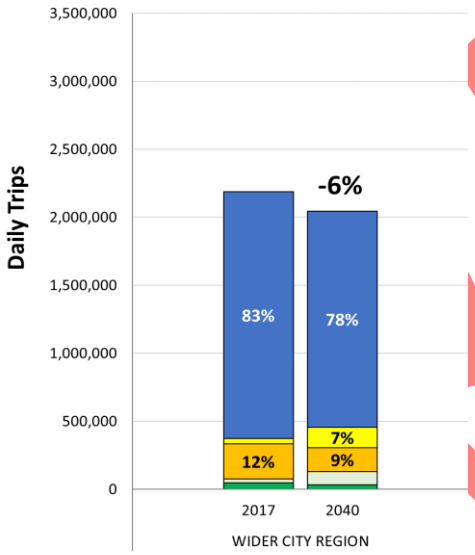
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Travel Across the Wider City-region

Our ambition is that our regenerated town centres are easy to get to, particularly by sustainable modes, and pleasant to walk around and spend time in. Journeys across the area, between centres or to other major destinations will be made easier through improved orbital public transport and cycle connections and less congested roads. Road collisions will fall, year on year, moving towards our goal of reducing deaths and serious injuries as close as possible to zero. The significant new development expected in Greater Manchester will be accessible by sustainable modes of transport, so that the impact of the extra trips on the road network is minimised.

360. Beyond the Regional Centre, Greater Manchester is polycentric, with a diverse mix of town centres, employment areas, major hospitals, educational establishments and visitor attractions, which generate highly complex commuting, business, logistics and leisure travel patterns across the city-region and to and from neighbouring areas.

The Right Mix for travel across the Wider City-region



361. We are targeting **an overall reduction in the number of trips across the Wider City-region, with rapid transit taking an 8% mode-share and cycling taking a 5% mode share.** An important driver of the overall reduction in wider city-region trips will be an increase in the number of neighbourhood trips, in part due to more people living in high-density locations such as town centres. At present, car is the dominant mode of travel for wider city-region trips, with car and taxi accounting for an estimated 83% of them in 2017. We expect to achieve the targeted changes in mode of travel through transformational cycling policies and a step-change in the capacity and connectivity of rapid transit, so that rapid transit modes are used for longer wider city-region trips that are at present made by car via the M60.

362. In future, we expect to adopt different targets for wider city-region trips to and from town centres, to support the Mayor's vision in Town Centre Challenge, that "*We need to build a new future for those towns through higher density mixed and affordable housing, with local retail*

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and leisure facilities and supported by transport and digital connectivity." Defining Right Mix targets for town centre trips will require further work.

The patterns of movement across the Wider city-region

363. There are specific and dense commuting flows to the centre of the conurbation, with 38% of employment located inside the M60. However, there are increasingly important local flows between adjacent local authority areas, with all parts of the conurbation becoming less self-contained than in the past and more reliant on flows of people and goods to and from other parts of Greater Manchester. Specialisation in the provision of healthcare and education/training across the conurbation has further emphasised the importance of mobility across traditional municipal boundaries. The diagram below shows commuting flows between Greater Manchester local authority areas, and from neighbouring authorities into Greater Manchester, in 2011.

364. The range of work and business opportunities in Greater Manchester means that there are significant further flows to and from neighbouring areas to the south, west and north in particular; flows into the east are more limited, with the Pennines reducing connectivity. Increasingly, business and commuter travel patterns will also be influenced by strategic developments: the growth potential of the Atlantic Gateway in the west; the growth of Manchester Airport and the arrival of HS2 in the south; the potential of the West Coast Main Line to boost the economy of the north west, via its link to HS2; and the potential for the east to develop in relation to Leeds and Sheffield as a result of Northern Powerhouse connectivity. Improving travel across the city-region is therefore an integral part of improving city-to-city links and links to global gateways.

365. In addition, the leisure economy of Greater Manchester has continued to grow, establishing parts of the conurbation as major sporting, entertainment, heritage, retail and other event destinations with new patterns of leisure traffic both within and into the conurbation. This growth has started to blur distinctions between traditional peak and off-peak periods of demand for travel in some of the city-region's most important corridors.

366. Our 2040 Vision identified the need for effective connections to make it easier to reach key destinations by public transport, to improve journey times on the busiest local roads and to make walking and cycling more attractive for short trips. It also highlighted the importance of supporting the economies of town centres through high quality public transport links and attractive walk and cycle routes, since these centres play a vital role in providing local services as well as well as acting as transport hubs.

Supporting Vital and Vibrant Town Centres

367. The eight main town centres (Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan) provide a critical mass of facilities and services and are the hubs of local public transport networks, making them highly sustainable locations. Significant investment has been made, or is planned, in improved public transport infrastructure and services in the form of new interchanges and Metrolink extensions. They are now facing a fundamental challenge due to changes in the retail sector (particularly the growth of online shopping).

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368. All the centres have regeneration strategies aimed at widening their appeal through a better quality offer, broadening the range of uses by including housing, recreational and community facilities and so increasing footfall to the retail areas. Transport has an important role to play in supporting this regeneration through provision of good quality public transport infrastructure and services, safe cycle and pedestrian routes, secure and convenient car parking, and access for servicing and deliveries. In addition, a more pleasant environment can be created for visitors by reducing the dominance of the car in and improving pedestrian routes.

369. Each centre faces different challenges, and each is responding by creating a more distinct role. Oldham is investing in a comprehensive regeneration initiative, the 'Creating a Better Place' vision, to improve and diversify the town centre through investment in the leisure, retail and cultural offer, with housing as the catalyst. Major investment in the eastern gateway will bring new retail and residential development, and will need to be supported by an improved transport interchange.

370. Rochdale has developed a riverside, heritage-based offer with tourism potential, along with major re-development, while Ashton-under-Lyne is delivering its 'Vision Tameside' strategy, focussing on serving its primary catchment area and providing a focus for shopping, access to transport, education and skills through the re-location of the college into the central area. There is a need to improve the public realm and unite different parts of the centres, making it easier for pedestrians to move between retail areas, car parks, public transport interchanges, cultural and educational facilities.



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371. Bury has become a very successful retail centre, attracting visitors from across Greater Manchester but with a catchment extending into East Lancashire. Parts of the expanded retail area are not well linked to the Interchange, and there is an opportunity to regenerate the surrounding area as well as redeveloping the Interchange to provide the higher standard facilities now available in other centres, and to improve access to the Metrolink platforms. Improvements to connectivity across the centre are also needed to help maintain its competitive position. In addition, pinch points at Bury Bridge and Rochdale Road/Heap Bridge lead to congestion on the approaches to the centre.

372. Bolton and Stockport both have potential to be the focus for office and commercial growth in the north and south of the conurbation respectively and this will need to be supported by an improved transport offer. Both require improved public transport interchange, and links from the interchanges into the town centre. Stockport also needs improved connectivity across the centre, principally by taking traffic off the A6 and giving more priority to pedestrians, cyclists and public transport. In Altrincham, the emphasis is on developing a role as a modern market town, and capitalising on the strong demand for town centre housing. For this there is a need to continue to improve access and movement around the town centre, linking new development to the existing retail core.

373. Wigan has suffered less from competition, due to its more isolated position, and is considered to be less at risk from retail trends than other key centres. However, to maintain its position it needs to attract customers from adjacent parts of Lancashire and Merseyside. As well as better road links there is a need to improve integration between its two rail stations and to improve links across the centre to support regeneration.

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Key Supporting Evidence

- The eight main town centres provide over 10% of jobs in Greater Manchester
- Over 155,000 people travel into Greater Manchester each day to work, with around 130,000 travelling outwards. Greater Manchester is a net importer in terms of commuting
- The largest cross boundary flows are with Cheshire East, with over 23,000 people commuting in, are around 16,000 travelling in the opposite direction.
- The second largest cross boundary flows are with Warrington which sees 16,000 Greater Manchester residents travelling outbound, and 13,000 commuting in.

Access to Employment, Services and Leisure

375. Although Greater Manchester has an extensive public transport network, there are many locations where access to employment, services and leisure facilities is difficult without a car. Major out-of-town employment areas are often difficult to serve by bus, especially where shift working or 24/7 operation are prevalent, which makes the demand too dispersed for viable services. Affordability is also an issue for many people, as referenced in section 70.



376. While major employment sites have good access from a local town centre, or from the Regional entre, they can be difficult to reach from many communities, particularly where orbital public transport links are unattractive**.** Jobs in the major employment concentrations of Trafford Park/Trafford Centre, Salford Quays, the Airport/Enterprise Zone and the future Port Salford are difficult to reach by non- car modes, particularly from the north and east of

the conurbation, but also more locally where public transport may not easily connect disadvantaged communities to these locations. Other significant employment areas such as Logistics North in Bolton, Heywood Distribution Park and Kingsway Business Park in Rochdale, Ashton Moss in Tameside and Hollinwood in Oldham, as well as smaller sites across the conurbation, have similar problems. There is a need to improve access to existing and any future additional large scale out-of-centre employment areas by public transport, active travel links and measures such as car club /cycle hire as well as using behaviour change interventions to make people aware of their travel options.

377. The re-organisation and centralisation of public services also presents people with access problems, leading to longer and more complex journeys to reach hospitals and colleges. Colleges too are consolidating and becoming more specialised, leading to more travel. There is significant cross- border travel by students, eg from Lancashire to Salford and Manchester Universities, or from the Wigan area to colleges such as Myerscough.

378. The Peak District National Park, which extends into Oldham, is a natural and recreational resource of both local and national importance and a significant trip attractor. Chew Brook Vale (Robert Fletchers) in Greenfield has been identified as a location in the GMSF for mixed use development that will support tourism and leisure facilities connected to its gateway location to the Peak District National Park. Leisure trips add to localised congestion in communities on the eastern fringe of the conurbation, where the roads also form part of vital trans-Pennine routes. Pressure on the road network in this area is increasing as incidents on the motorway cause motorists to seek alternatives. There is also a need to improve access for leisure without causing damage to the environment, and improved evening and weekend public transport services would be beneficial.

Providing Attractive Alternatives to Car Travel

379. Greater Manchester's public transport network is effective in linking people with the main town and city centres, and has been enhanced by recent investment in Metrolink. However this is not the case for many of the more orbital movements: between centres, or to out-of-town locations. Bus services may not exist, due to low demand, or may be unattractive: because congestion results in long or unreliable journeys; or because the lack of integration between public transport services and modes makes people unwilling to interchange. Cross-border journeys can also be a problem because of differing ticketing and fares. This is a significant issue for communities living close to the Greater Manchester boundary, such as in the Pennine areas of Oldham, where people wish to access towns such as Huddersfield. Part 2 has set out our vision for integrated ticketing and a bus network that supports our economy and communities, as well as our approach to improving facilities at five classes of interchange.

380. As a result of these issues, travel to work at locations such as Trafford Park, the Airport and many smaller business parks and industrial estates, is dominated by the car and people who do not have access to one are often unable to consider working there. This contributes to high levels of car use and congestion as well as creating a barrier to opportunity. There is no single solution to the problem, and we will need to identify the best way to improve orbital journeys on a case-by-case basis. Where there is a high demand and a fast route can be identified linking to a very major trip attractor (ie Manchester city centre or, in the future, Manchester Airport) it may be possible to develop new rapid transit routes, using either Metrolink, tram-train (see section 196) or bus rapid transit.

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381. However, given the very high cost, rapid transit is most likely to be justified where it serves existing concentrations of middle-distance trips: in such cases, rapid transit may be able to support significant new development. A number of routes have been identified as having potential for tram-train or other metro-type services, for example: Manchester to Marple; Manchester to Glossop; Manchester to Wigan via Atherton; and Stockport to Altrincham. Work has recently been carried out to identify the potential to provide rapid transit between Oldham/Ashton and Stockport, which is a national/regional transport hub.

382. On corridors where there are high volumes of mostly short-distance trips, Quality Bus Transit can provide a step-change in the public transport offer, especially for travel between adjacent town centres and intermediate locations. As described earlier in this document, Quality Bus Transit comprises whole-route upgrades of busy bus corridors, with the emphasis on quality, reliability, and integration into the urban realm. It will offer similar quality of design to that of best-practice street-running light rail, with bus priority to achieve reliable services, attractive stops and interchanges, and high-quality vehicles.

383. We therefore need to make sure that bus priority and other bus infrastructure is in place throughout Greater Manchester to support existing and future jobs in the town centres and key employment areas and to give easier access to interchanges for onward travel. Bus Corridor Upgrades – focused on achieving faster and more reliable bus services - are proposed on several sections of busy highway where Quality Bus Transit is not feasible due to the need to accommodate high volumes of general traffic. In some places it may be possible to introduce short sections of segregated route to bypass congestion. Bus priority will also benefit middle- distance trips by bus to/from areas outside Greater Manchester such as East Lancashire, for which there is no viable rail alternative.

384. We will also need to work with the rail industry to improve rail services for local journeys, bearing in mind the fact that limited capacity often means that a choice has to be made between improving local stopping services and long distance ones. In the future, additional capacity may be released following the arrival of HS2. Improvements to rail services have the potential to relieve the road network for middle- and long-distance journeys both within Greater Manchester and to neighbouring areas. Increased capacity and speed on the line to Warrington central would make rail more attractive for journeys to the Birchwood and Omega employment areas, while improvements to the Clitheroe-Manchester rail line would benefit both commuters and students. The Preston-Bolton-Manchester line will become increasingly important for commuters with the growth of the Buckshaw Village major mixed use development near Chorley, while the proposed Skelmersdale rail link and station will reduce car traffic in the west of Wigan. Our Prospectus for Rail contains proposed interventions for improving the offer for rail-based transport, both on the National Rail network and the Metrolink network.

385. Interchanges in the major town centres function as Greater Manchester Hubs, facilitating travel across the conurbation, and we will continue to make sure that these provide high quality facilities. We will also identify locations such as local towns and large employment or service sites (eg major hospitals) that can increase their role as Local Hubs, making interchange easier for a range of day-to-day journeys. Improvements to the rail stations and Metrolink stops that act as Neighbourhood Gateways are also vital in encouraging public transport use (see section 167).

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386. Cycling can provide a healthy, low-cost alternative to car travel. However, cycle routes are often fragmented and while strategic routes have been developed inside the M60, investment elsewhere has been more piecemeal. This is now being remedied through the Bee Network, which will deliver a Greater Manchester-wide network of dedicated, high quality, newly built or enhanced cycle routes. The Bee Network is the longest planned walking and cycling network in the UK and when complete, it will connect every neighbourhood of Greater Manchester.

387. Improvements to infrastructure and services alone will not be enough to achieve a significant modal shift. Travel choices interventions will be needed, particularly to persuade people that journeys involving interchange have become easier. Our programmes will include: working with businesses and their employees to encourage them to use sustainable modes; informing jobseekers about how they could travel to jobs, and providing support; promoting the use of new transport infrastructure and services; working with key healthcare and education sites and tourism venues to promote sustainable travel; and promoting sustainable transport to major new developments.

Delivering a More Reliable Highway Network

388. The Strategic Road Network around Greater Manchester performs a vital role in supporting movement across the city-region as well as providing regional and national links. It is at capacity in peak periods in key areas and its use for many local journeys reduces its availability for longer distance trips. Problems are particularly acute in Salford, which is at the confluence of motorways approaching the Regional Centre. An increase in traffic volumes has had a disproportionate impact on journey times in Salford West, and this will be exacerbated by planned developments in the area. Congestion is also a serious problem on the M60 through Stockport town centre and around Denton Interchange, around Sharston on the M56, and on the M66 past Bury town centre and Heywood Distribution Park to its intersection with the M60 and M62 at Simister Island. The limited number of crossings over the Manchester Ship Canal also has the effect of increasing traffic flows and congestion on the M60 around Barton High Level Bridge. The resulting congestion in these areas reduces connectivity across the conurbation and with neighbouring areas including Warrington, Cheshire East and East Lancashire, and leads to overflow onto local roads, with adverse effects on local communities.

389. There are also congestion hotspots and slow peak journey times on the local road network throughout the conurbation, particularly on the approaches to town centres, Manchester city centre and the Trafford Centre, and on routes leading to the motorway network. Traffic accessing motorway junctions results in congestion in adjacent communities eg Milnrow in relation to M62 junction 21. Commuter and through traffic is a major problem in some areas, particularly in the Longdendale area of Tameside where traffic from Glossop is added to longer distance traffic from the A57 Snake Pass route from Sheffield and A628 Woodhead Pass route from Barnsley, and on major routes through Stockport and Trafford, particularly the A34, which carry commuter traffic from Cheshire East and High Peak. The capacity issues across our road network give rise to issues of congestion, safety for vulnerable road users, poor air quality, high carbon emissions and unreliable bus journey times.

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390. In addition, the nature of the road network is an issue in some areas. In Wigan the major roads wind through many small centres, resulting in slow journey times, while in the Pennine foothills the roads become rural in nature and many are unsuited to the volume of traffic they are now carrying. The lack of good quality alternative routes puts additional pressure on the M62, adding to congestion on that road. However major improvements, or new infrastructure, could have a damaging impact on the environment of the National Park through which these routes run. A further issue is that of resilience, with adverse weather conditions leading to the closure of Pennine routes in the winter. Roads in the Pennine fringe areas have particular maintenance problems due to the topography and the weather, with structures such as dry stone walls and gullies essential to keeping key arteries open. As climate change continues, adverse weather is likely to become a more frequent and widespread issue.

391. The pressure to move increasing volumes of road traffic efficiently across the city-region as the population and economy grows must be balanced with protecting local communities and maintaining the viability and accessibility of local centres along key routes, ensuring that they are places for people and not just for traffic. Our priority is to make the best use of the existing road network through a combination of using technology to better manage traffic flows and travel demand management to encourage people to travel at different times, on different routes or to switch to public transport or cycling or walking. However, in some cases highway improvements will be needed to relieve congestion hotspots, improve safety on key freight routes, to facilitate new development or to mitigate the impact of traffic on local communities. We will need to ensure that environmental issues arising from new or improved highways are mitigated, particularly in terms of air quality and carbon emissions.

392. As our economy expands, the growth in the logistics sector, through major new distribution sites across Greater Manchester and through growth in areas such as internet shopping, will potentially add to congestion on the network. We will work with businesses to develop re-timing strategies to support freight deliveries outside of peak hours and also consider pilots for

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different types of Urban Distribution Centre. Both measures will reduce congestion and improve air quality in town centres.

Supporting New Development

393. Greater Manchester's Plan for Homes, Jobs and the Environment (2020) – The Greater Manchester Spatial Framework (GMSF) – has set out a blueprint for the scale and distribution of housing and employment development through to 2037. The GMSF Spatial Strategy sets out policies across the following areas:

- Core Growth Area: central Manchester, south-east Salford, and north Trafford
- Inner Area Regeneration: surrounding inner parts of Manchester, Salford and Trafford
- Boost Northern Competitiveness: Bolton, Bury, Oldham, Rochdale, Tameside, Wigan, and west Salford
- Sustain Southern Competitiveness: Stockport, most of Trafford, and south Manchester

394. A significant proportion of housing and employment growth is proposed within the Regional Centre combined with housing and employment development to boost competitiveness in northern areas of Greater Manchester and to sustain the competitiveness of the south.

395. The provision of attractive public transport and active travel alternatives, supported by behaviour change measures, to reduce the need to travel by car, will be crucial if we are to fulfill Greater Manchester's growth potential in a way that makes the conurbation a highly desirable place to live. In the case of employment development, it will also be vital to provide non-car access for workers, in order to spread the benefits of economic growth throughout the conurbation.

396. Some major development areas could potentially be served by new rapid transit links (including bus rapid transit), subject to the development of a good business case. In most cases, the key to improved public transport connectivity will be to improve access via interchange points, not only in the Regional Centre but increasingly through a network of Greater Manchester Hubs, served by better integrated services, including orbital services. Manchester Airport will have an increasingly important role in enabling improved public transport links across the south of the conurbation. Public transport, walking and cycling links to local stations close to development areas will also be important in extending the reach of the rail network.

397. The provision of attractive cycle routes linking into existing networks will also have an important role to play in providing an alternative to car travel. As well as reducing car trips, cycling can offer a low-cost and flexible alternative for access to work, particularly where a low level of demand means that there is no public transport.

398. While some additional road infrastructure, such as access roads or bypasses, will inevitably be required to serve very large-scale developments, improvements to the performance and resilience of our highways will not be achieved simply through road building. Appropriate

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demand management will also be needed to manage traffic flows, particularly during peak periods.

399. The levels of development anticipated across Greater Manchester over the period to 2040 will inevitably generate significant amounts of construction traffic and could potentially impact on the operation of our transport networks. For example, the levels and nature of road traffic generated could add to congestion and impact on the safety of vulnerable road users. We will work with partners to minimise impacts and safeguard the operation of our networks during construction works through, for example, the creation of Construction Management Plans for new developments.

400. The draft Greater Manchester Spatial Framework (GMSF) has identified development locations and corridors that are strategically significant in terms of their economic importance and role in meeting future development needs. Four of these: Manchester City Centre, The Quays, Port Salford, and Airport Gateway, have been discussed in previous chapters, however other areas have also been identified as strategic locations for development, as detailed below:

The Main Town Centres

401. The draft Greater Manchester Spatial Framework (GMSF) states that the role of the main town centres as local economic drivers will continue to be developed, providing the primary focus for office, retail, leisure and cultural activity in their surrounding areas and providing complementary residential development. Future transport investment to support the role of town centres will therefore focus not only on improving access to the centre, in terms of public transport, car parking, loading/unloading facilities, cycle routes and signage, but creating a high quality environment for visitors, workers and residents to enjoy. This may include urban realm enhancements to improve the quality of pedestrian links and public spaces, or traffic management measures to reduce the impact of motorised vehicles in key areas.

North-East Growth Corridor

402. The North-East Growth Corridor which extends eastwards from junction 18 of the M62 will deliver a nationally-significant area of economic activity and growth which will be supported by a significant increase in the residential offer in this location, including in terms of type, quality and mix, thereby delivering truly inclusive growth over the lifetime of the GMSF. Its location on strategic transport corridors, east-west to Liverpool, Leeds and Hull and north to Lancashire, will make it an attractive location for new and growing employment sectors such as advanced manufacturing and logistics. Significant investment in the transport network will be needed to support the scale of development proposed: to improve the reliability of the M60/M62, improve the operation of Simister Island, improve access to/from motorway junctions (particularly at J3 of the M66, and J19 of the M60), and create new sustainable transport links to connect the area in to adjacent residential areas and town centres as well as to the wider public transport network.

403. There is also considered to be a potential opportunity for further expansion of the economic offer in the eastern most part of this key gateway location where the GMSF Key Diagram identifies the High Crompton Broad Location which has the potential to diversify further the

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employment and housing offer in Oldham by ensuring truly inclusive growth could be achieved which would help to reduce further the levels of deprivation and poverty.

Wigan-Bolton Growth Corridor

404. The Wigan – Bolton Growth Corridor will deliver a regionally-significant area of economic and residential development. The majority of new development in the corridor will be on previously-developed land, within the urban area. However, in order to meet the overall spatial strategy, the GMSF also allocates five sites within the area, and supports development at Royal Bolton Hospital.

405. Proposed new highway infrastructure will connect junction 26 of the M6 and junction 5 and will improve public transport connections. Measures to improve the provision of bus services along the corridor and to increase the use of rail lines will be implemented, potentially including a Wigan to Bolton Quality Bus Transit corridor, conversion of the Atherton line to allow for metro/tram-train services, and the electrification of the Bolton to Wigan line.

New Carrington

406. New Carrington provides a significant opportunity to deliver a transformational mixed-use development. This location in the western part of Trafford enables the redevelopment of the extensive former Shell Carrington industrial estate, support the regeneration of neighbouring Partington and Sale West. The creation of a significant mixed-use development fully integrated with the existing communities of Carrington, Partington and Sale West will require major investment in active travel, public transport and highways infrastructure.

407. The former railway line that runs through the site has considerable potential; offering the opportunity to deliver a sustainable transport corridor through the site to Timperley / Altrincham in the east and also extending through to Irlam / Cadishead in Salford to enable better movement across the Manchester Ship Canal. Major improvements in highway access will also be required, including the proposed Carrington Relief Road as well as upgrades to the Carrington Spur and Junction 8 of the M60 which connect into the development area.

Other Locations

408. In addition, there are other locations across Greater Manchester where new transport infrastructure will be required, either to open up the site or to provide sustainable transport alternatives to reduce the number of car trips generated. In some cases new infrastructure may also provide a benefit to the wider area. We will identify suitable measures and seek developer contributions as appropriate.

Neighbouring Areas

409. The Greater Manchester transport network will also be affected by planned growth in neighbouring areas. There are also major and growing employment centres just across the Greater Manchester boundary: in Cheshire East, where an additional 6,000 jobs are expected by 2030 (including in the North East Cheshire Science Corridor, encompassing Alderley Park and Daresbury), at Birchwood and Omega/Lingley Mere in Warrington; and around the M65 in East Lancashire.

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410. Existing commuter movements will be increased by major residential development in Cheshire East, in the Buxton and Chapel-en-le-Frith areas of High Peak, at Buckshaw Village in Lancashire and in Warrington. We are working with neighbouring authorities to provide high quality, high capacity sustainable transport alternatives in order to relieve pressure on the highway network.

411. Proposed interventions supporting travel across the Wider City-region are set out, in detail, in Our Five Year Transport Delivery Plan.

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Connected Neighbourhoods

Our ambition is for local neighbourhoods to be safer and more pleasant to walk and cycle around, with the impact of traffic on local roads reduced and a year-on-year reduction in collisions. To achieve our Right Mix vision, we want to make walking and cycling the natural choice for short journeys.

Ensuring that our town centres are attractive and well connected - and that interchanges are easier to access - will increase the proportion of journeys made by public transport and encourage people to use local shops and other facilities.

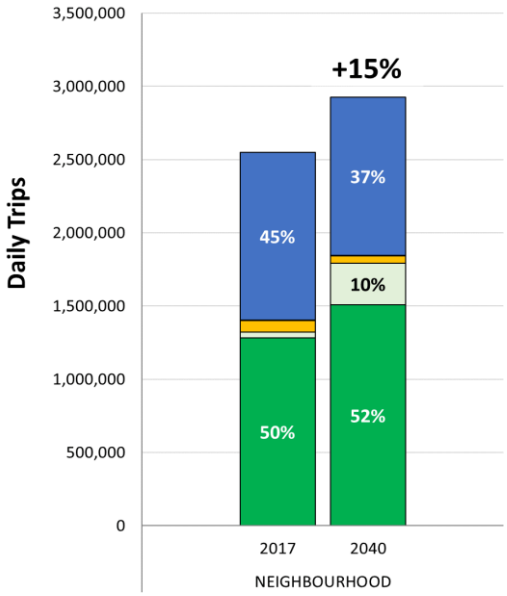


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412. The places we live have a major influence on our overall quality of life. Neighbourhoods need to be places where people can be safe, healthy, interact with their neighbours and have easy access to facilities like shops, schools, healthcare, recreation and a range of jobs. Perhaps most importantly they need to be inclusive, so that all residents can participate in community life and access the facilities they need. Attractive living environments also play a role in the economy, by attracting and retaining the diverse labour market that is needed to support economic growth.

413. Neighbourhoods are also the starting point for many of our journeys, whether long or short, and local connectivity can have a major influence on our choice of mode. If local public transport is poor, or pedestrian/cycle routes are unattractive, longer journeys may well need to be made by car.

The Right Mix for Connected Neighbourhoods



414. We are targeting a 15% increase in the number of Neighbourhood trips, with walk and cycle taking a higher share of that larger total. In 2040, we are targeting a 10% cycle mode-share of Neighbourhood trips, with a mode-share of more than 50% for walk. We plan to achieve the increase in the number of Neighbourhood trips through more people living in high-density housing with excellent access to local facilities, such as in town centres. Neighbourhood-focused policies, including Streets for All and the Bee Network, will both increase the attractiveness of living in connected neighbourhoods, and increase the mode-share of active travel.

415. While motorised transport will play a role in our future transport network, supporting people to make journeys that cannot be made by foot, bike or public transport, its impact on our local neighbourhoods needs to be carefully managed to improve safety and reduce noise, air pollution, CO_2 emissions and severance. We know that that more active lifestyles lead to better health outcomes and day-to-day activities like walking or cycling to school or the station can be as effective as going to the gym. As well as improving physical health, moderate activity can help to combat depression, particularly if it takes place in a pleasant environment. Active travel can also provide a low-cost option for people on low incomes.

416. The way transport is managed in our local neighbourhoods is therefore central to our quality of life. The challenges and opportunities described above have informed the development of Greater Manchester's Streets for All approach, which aims to make our streets easier to get around and more pleasant to be in, while achieving our ambition for 50% of all journeys in Greater Manchester to be made by walking, cycling and public transport by 2040. One of the areas with the biggest potential for change is people's travel in local neighbourhoods.

Active Neighbourhoods

417. Areas that are easy for people to walk and cycle around also tend to be good places to live, with low traffic speeds, safe links to places like shopping centres, schools, parks, countryside and with interesting public spaces. Neighbourhoods that are designed to enable more active

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travel provide more opportunities for social interaction and can improve a sense of security through the presence of other people.

418. While bus or car are the best option for some people and some trips, if more journeys can be made on foot or by bike, the number of car journeys can be reduced, leading to fewer collisions, lower emissions and improved health. Most journeys are short, at five miles or less, a distance that can easily be walked or cycled by many people. Even the longer commuting journeys can start with a short walk, cycle or bus ride to a station or stop. However, for more journeys to be made in this way, we need to create the right environment for people to do this safely, conveniently and enjoyably through a combination of good urban planning, behaviour change campaigns and measures to make streets safer and more welcoming.

419. First and foremost, people need to feel that it is safe to walk or cycle. This is particularly important for parents deciding whether to allow a child to walk or cycle to school. Barriers to walking and cycling were clearly articulated by Greater Manchester's first Cycling and Walking Commissioner in his Made to Move report and include road safety concerns, poor maintenance and unpleasant walking environments. People can also underestimate the time that a car journey will take, walking or cycling can often be quicker in urban areas.

420. The Bee Network proposal for a joined-up cycling and walking network that connects all of the communities in Greater Manchester, and the long-term Cycling and Walking Infrastructure Plan have key roles to play in encouraging cycling and walking, especially for short, daily trips. They aim to enable healthy lifestyles, by making walking and cycling attractive, convenient and safe for everyone.

421. The Bee Network proposes a Greater Manchester-wide network of local cycle networks that will use a combination of quiet streets, on-highway cycle lanes (segregated from traffic where required) and off-road routes, along with the provision of secure parking, will help to make cycling a natural choice. As well as parking at key destinations, space is needed in or close to homes for secure cycle storage.

422. For pedestrians, an extensive network of footways and Rights of Way already exists, but safe crossings and improvement of footway space are essential, particularly in local centres and where residential areas are separated from local shops, schools and other facilities by busy roads. Our Streets for All approach, that focuses on how we design streets for people, rather than just vehicles, is important. More attractive streets, public spaces and parks, with good natural surveillance, will encourage more people to walk. For both pedestrians and cyclists, maintenance is important in ensuring that facilities are safe and remain useable in all weathers.

423. Combining benefits for people who walk, cycle and live on our local streets, we will work to deliver a network of active neighbourhoods across Greater Manchester, that will create low traffic streets, that support and encourage people to spend more time in their streets and make journeys by foot and bike. This will be delivered through techniques such as closure of residential streets that have high flows of traffic, speed reduction interventions, and measures to make our neighbourhoods more attractive and enjoyable places to spend time in, such as introducing planting, artwork and seating.

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424. Traffic speed is a major factor in whether people feel safe to walk or cycle and lower speeds reduce the severity of casualties. There is evidence that where 20 mph zones have been introduced there can be an increase in walking and cycling. On many roads in Greater Manchester 20mph speed limits have been implemented, and are legally enforceable by Greater Manchester Police. We will continue to implement speed reduction measures where these are supported by local residents, prioritising: residential areas; areas around schools; areas adjacent to the local or strategic cycle network, where this will help to create a wider network of safer routes; and areas identified as having a high collision risk for vulnerable road users.

425. Where major roads border or pass through residential areas, the needs of through traffic clearly need to be accommodated but we will seek to mitigate the impact of that through traffic and ensure the safety of vulnerable road users, for example by providing safe crossings and segregated cycle lanes as well as trixi mirrors at key junctions to give HGV drivers greater visibility of cyclists, where appropriate and feasible.

Environmental Quality

426. In addition to safety concerns, the pollution and noise from motorised traffic can impact on the quality of life in residential areas and deter people from walking and cycling.

427. The city-region is one of a several areas across the UK where mean nitrogen dioxide (NO_2) concentrations exceed statutory limits. Road transport is responsible for 80% of NO_2 pollution at the roadside, where it is most damaging to health. The youngest, the oldest, those living in areas of deprivation, and those living with existing respiratory or cardiovascular disease are most likely to be affected by exposure to air pollution. Government has set out a strictly defined process with extremely challenging deadlines for such areas to reduce NO_2 levels to safe limits, and the Greater Manchester local authorities, alongside GMCA and TfGM are now developing a Clean Air Plan that can meet nationally specified standards in the shortest time possible.

428. The Department of Environment, Food and Rural Affairs (Defra) has identified areas in all the major cities where noise is a problem, and although electric vehicles will reduce this problem in the medium term, we need to take opportunities to reduce noise through design (including the use of noise-reducing surfacing) or traffic management (smoothing traffic flow) where possible.

429. 'Green infrastructure' such as parks and roadside trees not only help to create much more pleasant places to live, but bring important environmental benefits through reducing temperatures, noise and pollution as well as absorbing run-off. Blue infrastructure also contributes to our quality of life, and our canals and rivers can provide attractive, traffic-free routes for walking and cycling.

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430. Most of our urban environments are already in existence, and improvements will need to be made over time as opportunities arise and as funding allows. However, new developments offer an opportunity to create environments where walking and cycling can become second nature for many people because the streets and public spaces have been designed with active travel in mind. Section 65 has described the principles that we believe should be followed for new development, and how we will work with developers to achieve this.

Improving Access

Access to local facilities

431. While for many people the daily commute is the journey they are most concerned about, the majority of journeys in Greater Manchester are not to work but for shopping, education, leisure, or to local services like healthcare. Everyone needs easy access to these facilities to meet their day-to-day needs.

432. Many of these needs are met within local town centres, which are also hubs of the public transport network. Travel across the wider city-region highlighted how transport can help the main centres to remain competitive by improving access to and around them, including for deliveries, while at the same time reducing the dominance of the car to provide a pleasant environment for visitors. The same principles apply to our smaller local centres and making them more attractive and easier for shoppers and visitors to get around on foot is vital. Our aim is to achieve centres that are walkable, with pedestrian-friendly spaces, which accommodate access by bike and by public transport but are still accessible by car and are viable for business.

433. Reduced traffic volumes and speeds can greatly add to the vitality of centres, enabling people to walk in a leisurely way, or stop at pavement cafes. Despite the fears often expressed by retailers, studies in London show that the spending power of pedestrians, cyclists and public

transport users is at least as great as for car users and improvements in the quality of street design, including the reduction of clutter can also increase both retail rents and residential prices. The benefits of traffic-free streets must be balanced with the need to maintain access for cars, buses and servicing. Many local centres are bisected by major roads, which create noise, pollution and severance as well as presenting a danger for cyclists and pedestrians, particularly children, disabled and older people. While the movement of traffic needs to be accommodated, greater emphasis must be given to the needs of 'the place', prioritising pedestrians, cyclists and bus passengers through crossing facilities, improved links and signage from interchanges and car parks, and improved parking for cycles and motorcycles. Access is also needed for the servicing of shops and other businesses. This can add to congestion at peak times or in locations where there are no off-highway loading bays (as is often the case in older centres). We will promote the adoption of Delivery and Servicing Plans to mitigate these issues.

434. The school journey can have a significant impact on local traffic and transporting children to school by car also contributes to reduced levels of fitness and increasing obesity. For journeys to primary school, a switch to more walking or cycling would both reduce traffic in residential areas and improve the health of our young people. Journeys to secondary school are generally longer, but many could still be made on foot or by bike if safer routes and cycle parking were provided. To encourage more school pupils to walk or cycle to school we need to: work with the health sector to promote active travel to schools, including the development of school travel plans; continue to provide Bikeability training to primary school pupils, as funding allows; and work with secondary schools that are located close to local cycle networks to encourage cycling, including the provision of secure cycle parking.

435. Many secondary school journeys are made by public transport, particularly bus. Local authorities have a statutory obligation to provide free school transport for journeys over a certain length but in addition, fare-paying, dedicated school bus services are also provided to some schools by TfGM. In view of the rising cost of this provision, these journeys should be integrated as much as possible into the local bus network, with shorter journeys made by cycling or walking where possible.

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436. The location of services can affect people's ability to reach them without a car. The reorganisation of healthcare has led to more services being provided at the local level – including at 'super surgeries' rather than traditional GP surgeries. Good access is vital, as missed appointments can lead to poorer health, and for the rising proportion of people in their eighties, regular check-ups may prevent the need for a hospital stay.

437. For education, the recent growth in the under-fives population is feeding through into an increased demand for school places in some areas. In the past, falling school rolls resulted in school sites being re-developed, and there will now be a need to identify suitable replacements within easy reach of residential areas, either on foot/by bike, or with good public transport access.

Access to public transport

438. Access to public transport is vital to the quality of life for those who do not have access to a car. Various studies have shown that lack of transport can be a barrier to taking up work, while transport problems can lead to missed health appointments. At the same time, good access to public transport is also essential if we are to reduce traffic in neighbourhoods.

439. Most people in Greater Manchester are within walking distance of public transport. However, in an ageing society, an increasing number of people may have difficulty in walking to a station or stop. This also applies to people of all ages with disabilities. The quality and safety of the route and the waiting environment also affect people's willingness to use the services on offer. Many local stations are therefore not used to their full potential. We need to make them more appealing as waiting environments, with a consistent standard of facilities and information provision, including signing from the highway and locations such as town centres. In addition,

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making them more effective as interchanges, through provision of cycle parking, bus links and, where appropriate, car parking will increase usage. However, our stations are so much more than a gateway to the transport network and offer significant potential to improve local areas. We will continue to explore how stations, as community assets, can generate wealth and wellbeing, learning from best practice internationally where many stations have been developed to support local economic and social development.

440. The development of station travel plans can maximise access by sustainable modes and raise awareness of the station locally. The work of Community Rail Partnerships and Friends of Stations groups is also important in this respect and greatly valued.

441. Park and ride facilities need to be carefully located, as they can lead to people driving further before they start their public transport journey. Small station car parks can, however, be important locally if on-street parking would cause a problem and can improve access for disabled people.

442. Our policies for the bus network are described in Part 2. Given financial constraints, we must recognise that it will never be possible to provide all the services that people would like and will need to maximise the potential of local self-help and innovative solutions. In Greater Manchester, Local Link shared minibuses and Ring and Ride accessible transport services are available for people who find it difficult to use public transport. Some parts of Greater Manchester have more local community transport schemes offering group transport in communities where deprivation can limit access to transport. There are two broad types of operation: group mini-bus hire schemes aimed at charities, elderly or disabled groups, sports clubs etc. or; voluntary car schemes which use volunteers' cars to transport people to hospital etc. These schemes are usually part funded locally although are reliant on volunteer drivers and office staff and charitable contributions. In the future, the growth of smart technology will make it easier for groups of people to come together to provide their own transport through crowdsourcing.

Inclusive Neighbourhoods

443. Truly connected neighbourhoods enable everyone to access work, local facilities and recreation and to interact with other people in a pleasant environment. Designing new infrastructure and services to improve accessibility for people with mobility problems will have the additional benefit of future-proofing the transport network to meet the needs of an ageing society. Our specific policies on improving accessibility are set out in Part 2, however we also need to make sure that other schemes do not disadvantage people with mobility problems and that they make the most of opportunities to improve accessibility. TfGM already works with the Disability Design Reference Group to do this in relation to public transport infrastructure. Measures that need to be considered as part of transport schemes include the provision of tactile paving and raised bus stop kerbs, extended crossing times at signals, provision of seating (including informal seating opportunities such as low walls), toilets and dementia-friendly design such as clear signage and provision of distinctive landmarks to aid navigation. If 'shared space' schemes are introduced to give greater pedestrian priority in centres, these must be made safe for visually impaired people to navigate safely, by including or retaining tactile features.

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444. People living in rural areas also experience specific transport problems. They generally must travel further to reach key services and therefore may have less potential to walk or cycle. Public transport provision is limited due to the low demand, which means that these areas are more car dependent. At the same time, their importance as locations for recreation or their position on strategic routes can lead to high traffic volumes on unsuitable roads. To improve access in rural areas we need to: improve interchange between rail and bus at rural stations; maintain Rights of Way and Bridleways as funding allows; support proposals for speed reduction, including 'quiet lanes' where this will provide safer walking and cycling links to local facilities such as schools and stations; and infill gaps in long distance walking and cycling routes that improve access to the countryside.

445. Our policies for achieving better connected neighbourhoods will make it easier for people to travel by sustainable modes, particularly walking and cycling. However, improvements in infrastructure and services need to be complemented by behaviour change measures that encourage people to choose active travel for short journeys, including journeys to school, encouraging the use of local stations, promoting sustainable travel in new developments and promoting the use of new transport infrastructure.

446. Proposed interventions supporting better travel at local neighborhood level are set out, in detail, in Our Five-Year Transport Delivery Plan and in the ten Local Implementation Plans (LIPs) covering the period 2020 to 2025. Each of the ten councils that make up Greater Manchester has its own LIP. The LIPs are designed to complement the GM Transport Strategy 2040 and Our Five Year Transport Delivery Plan, providing details of how their outcomes will be achieved locally in each council area, focusing particularly on supporting local trips within neighbourhoods and to local centres. TfGM is also committed to supporting the development of Neighbourhood Plans when it comes to addressing transport challenges faced by communities.

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Part 4
Strategy Delivery

Introduction

447. Realising our ambitions for 2040 will involve a range of partners. TfGM, the ten Greater Manchester local authorities and the GMLEP will continue to work together with the Department for Transport, Highways England, Network Rail, train and bus operators, as well as private developers, to deliver the interventions needed. This will be particularly important in ensuring that the transport network can support the growth identified through the Greater Manchester's Plan for Homes, Jobs, and the Environment (the spatial framework).

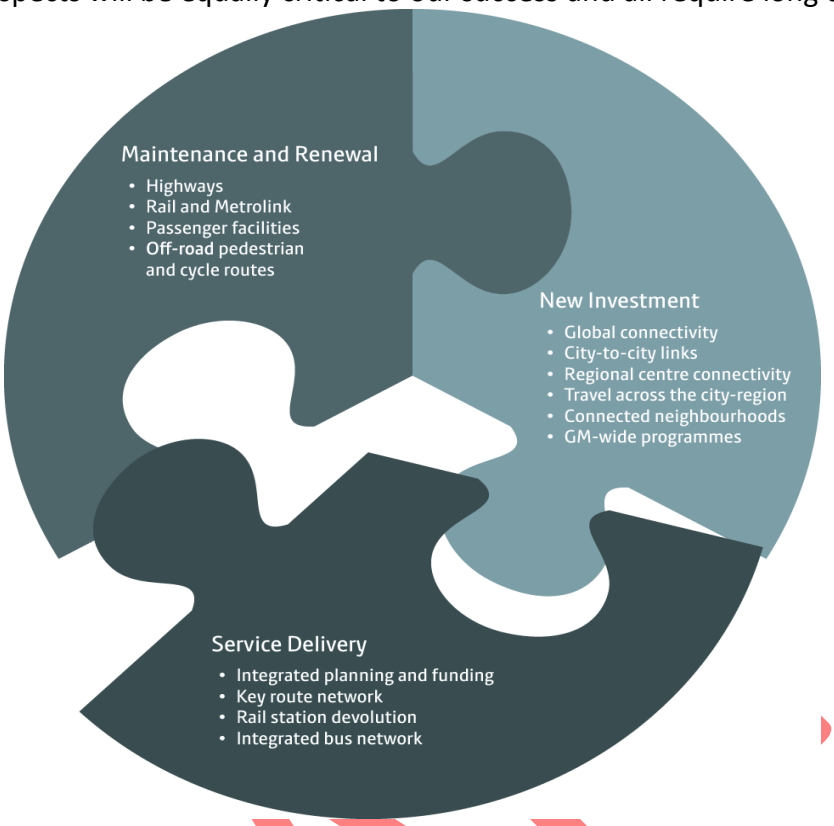
448. We recognise that the information and policies contained in this document are at a high level. In some cases, more detailed sub-strategies will be published to provide more detailed guidance. Ongoing strategy development of this kind will be reflected in the Delivery Plans that underpin this Strategy.

449. An effective transport system for Greater Manchester will require:

- the delivery of a strong pipeline of transport schemes, rigorously prioritised to support our local strategic objectives and delivered to the highest standard, building on our excellent capital programme track record;
- the establishment of best-in-class maintenance and renewal standards that ensure maintenance failings- from potholes to public transport breakdowns- are managed down and eradicated in the interests of a reliable network and productive economy; and
- world-class customer service standards across our entire transport system, offering effective and attractive travel choices that support modern lifestyles and businesses throughout the week.

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450. These three aspects will be equally critical to our success and all require long term funding:



Prioritisation

451. Greater Manchester has a strong track record in prioritising investment in those transport initiatives that can most directly support the city-region's wider strategic objectives. Through our experience in co-designing transport and economic strategies, we have a clear understanding of the role of effective and reliable transport networks in connecting businesses with their supply chains, their customers, and their labour markets; and in controlling costs, promoting competition and spreading opportunity.

452. This well-developed approach ensures that investment is prioritised in a manner that supports the economic performance of the city-region first and foremost, while also ensuring that at a programme level, we are able to address the city-region's wider environmental and well-being issues.

453. As the discussion of policy drivers, set out earlier in this document, demonstrates it will be critical for this clear and consistent approach to prioritisation to be maintained. This will enable Greater Manchester to achieve its objectives of raising prosperity for all, while establishing a sustainable growth path for the city-region.

454. The Greater Manchester Infrastructure Programme (GMIP) enables infrastructure to be developed in a comprehensive, placed-based manner, looking both at local schemes and the strategic programmes that support them at a city-region level. The aim is for full integration of the process that links planning, prioritisation and then funding and delivery. GMIP is based on the following key themes:

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- A place-based approach: integration of transport, housing and regeneration to give place-based investment packages/interventions;
- GM-wide strategic investment packages: delivering at scale, supported by integrated procurement, and strong integration with national agencies, infrastructure providers and utilities; and
- Strong governance: over ten years' experience of robust governance and delivery, and an ability to manage and deliver investment with flexibility and hence more quickly.

455. GMIP is accountable to an official-led Delivery Executive chaired by the GMCA Chief Executive and attended by external partners such as United Utilities and the Infrastructure and Projects Authority. This regularly reports to the Combined Authority, chaired by the Mayor.

New Investment

456. Significant new investment is either underway or planned. Current programmes include: the expansion of the Metrolink network; a bus priority programme; new transport interchanges; extensive walking and cycling programmes and several highway schemes to tackle critical bottlenecks and relieve communities and town centres from through traffic. The widespread use of mobile technology and broadband are transforming the way travellers search for and receive information as well as the management of our networks. At the same time, comprehensive travel choices programmes are encouraging higher levels of active and sustainable travel across Greater Manchester.



457. Notwithstanding the levels of committed investment, this strategy document has demonstrated that further interventions will be needed over the period to 2040 if we are to achieve our vision of 'world class connections that support long-term, sustainable economic growth and access to opportunity for all'. We will work with partners to maximise the funding available to Greater Manchester and bring forward specific schemes in our five-year Delivery Plans accordingly.

Maintenance and Renewal

458. Maintenance and renewal are vital to the safe and efficient functioning of our highways and we recognise that the significant ongoing investment in new infrastructure also increases the requirement for spending on maintenance. We need to:

- address a substantial maintenance backlog on the highway network;
- renew key structures such as bridges, retaining walls and culverts; and
- make all our networks more resilient to the effects of climate change.

To achieve this, it is even more essential that we both increase the level of funding for maintenance and increase the efficiency of maintenance operations.

459. This will require new funding arrangements, combining local and national funding sources to establish a consistent, long-term spending platform. In addition, it will require Greater Manchester to ensure that we manage the costs of maintenance and achieve economies of scale through collaborative working between the ten local authorities, TfGM and Highways England, at a city-region level. The highways reform measures in the Greater Manchester Devolution Agreement support this approach. We will also continue to develop our delivery systems to ensure that Greater Manchester is established as a national centre of best practice for highways network maintenance and resilience.

460. Equally critical is a robust and resilient public transport network. We will establish a whole lifecycle planning and delivery process for the tram, train and bus networks that:

- ensures that timely and funded track/infrastructure renewal plans are built into our investment plans; and
- establishes a robust funding and delivery plan for vehicle renewal and fleet expansion across public transport to ensure that life-expired vehicles are replaced before they become a threat to the performance or attractiveness of our transport system.

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Service Delivery

461. We are committed to transforming customer quality across the transport system. The transport governance and delivery reforms within this strategy and the Greater Manchester Devolution Agreement, alongside our investment programmes, will better enable us to target that investment towards our policy priorities and achieve greater efficiency in the use of resources. GMCA is continuing to increase the integration of planning and funding across economic development, public health, health provision, land use planning and transport.

462. The Greater Manchester Agreement in 2014 announced the first phase of significant devolution to Greater Manchester, including in-principle agreement on three areas of transport: highways, rail and bus. Collectively, supported by the long-term funding settlements, these reforms will allow GMCA to oversee the delivery of the integrated transport network at the heart of this strategy.

463. On the highway network, the creation of GMCA meant that TfGM was granted initial co-ordination functions to enable an efficient and co-ordinated approach in several areas, such as urban traffic control, cycling and road safety. Agreement has also been reached for TfGM to co-ordinate management of a Key Route Network of the strategically important local roads, which carry the critical mass of daily commuting and logistics movements. The aim of this is to: develop and promote one consistent highways investment pipeline; increase the reliability and consistency of service delivery and improve communication with, and information for, all road users. Building on this co-ordinated approach, a Memorandum of Understanding between TfGM and Highways England aims to ensure co-operation in terms of operational and tactical planning across the two networks as well as the development of future strategy. This reflects

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not only the importance of the SRN to our economy, but the need to integrate the planning and management of the whole road network, given that conditions on the SRN affect the local network and vice versa. We will need to work closely with both Highways England and Transport for the North to identify future investment needs across the SRN and ensure that the opportunities for shared investment in infrastructure, to improve access to the SRN and between and across the northern city-regions, are fully realised.

464. On the rail network, we believe that the existing stations in Greater Manchester represent a significant opportunity for customers, communities and the taxpayer. The lack of a guiding mind for stations and absence of evidence-based decision making has led to poor investment choices and stalled the potential to create meaningful step change in the quality of the experience at stations. The relatively short-term nature of rail franchises means that operators tend to focus on investments which provide a commercial return within these timescales rather than taking a longer-term view of the needs of customers and community served by that station. Work is now underway - with rail partners - to test working in partnership with operators and other industry stakeholders at many Greater Manchester rail stations. We are also exerting greater influence over the rail network by working with neighbouring regions through Transport for the North and Rail North.



Policies and Interventions

Policies

465. Our policies are set out in Part 2 and summarised below.

Policy 1: We will work with partners to ensure that modes of transport such as taxis, private hire vehicles and other demand responsive services - as well as shared mobility solutions, including car clubs, cycle hire and other forms of shared transport - are available and fully integrated into the Greater Manchester transport network.
Policy 2: Working with partners, we will seek to deliver integrated pricing and payment systems across the transport network, including smart ticketing for public transport, to encourage use of public transport in line with the GM Transport Strategy 2040.
Policy 3: We will maintain a conurbation-wide programme of interventions designed to encourage people to make sustainable journeys, supported by journey planning tools and information; to encourage travel behaviour change and mode shift, in order to make the most efficient use of available capacity, particularly during peak periods.
Policy 4: We will work with developers to ensure that new developments are accessible by sustainable modes, and to reduce transport emissions and impacts on the highway network.
Policy 5: We will work with public transport operators and Network Rail to ensure that all transport infrastructure, vehicles and information are as accessible as possible for all our customers, regardless of their age and mobility.
Policy 6: We will work with partners to better integrate accessible travel services across Greater Manchester, to increase availability and convenience for customers.
Policy 7: As we plan our transport network, we will support the creation of a more inclusive economy for GM by considering how best to improve the prospects of people living in deprived communities - including by ensuring that more people can access jobs, education, skills training and childcare.
Policy 8: We will work with partners to deliver transport interventions that improve the health of Greater Manchester residents, including: mitigating against pollution from motor vehicles; increasing levels of physical activity; improving access to healthcare; and reducing social isolation
Policy 9: We will work with partners and key stakeholders to bring nitrogen dioxide (NO_2) levels on local roads within legal limits, and to reduce levels of particulate matter - both of which are emitted from internal combustion engines.
Policy 10: We will play our part in delivering carbon neutrality, including by: implementing measures that will mitigate against climate change, improving air quality, encouraging responsible consumerism, ensuring net environmental gain wherever possible and making sure our future built environment is resilient to the impacts of climate change.
Policy 11: We will work with partners, including the Canals and Rivers Trust, to enhance green and blue infrastructure to provide a safe and attractive environment for walking and cycling.
Policy 12: We will aim to minimise the impact of transport on the built and natural environment - including townscape, the historic environment, cultural heritage,

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landscape, habitats and biodiversity, geodiversity, water quality, pollution, flood risk and use of resource - and will seek to deliver environmental enhancements and biodiversity net gain where possible.
Policy 13: We will continue to deliver measures, and put in place appropriate management systems, to improve the reliability of the transport network.
Policy 14: Working with partners; including through the Safer Roads Partnership, we will deliver initiatives aimed at improving safety on the highway network, with a particular focus on the most vulnerable road users.
Policy 15: Working through Safer Roads Greater Manchester (SRGM), we will facilitate the delivery of interventions to address road safety issues, with a particular focus on supporting those who are walking and cycling.
Policy 16: We will set out a clear strategy for the EV charging infrastructure network required to provide greater confidence to residents and businesses to invest in electric vehicles.
Policy 17: We will provide a unified, Greater Manchester approach to managing the Key Route Network (KRN) of roads, in line with our Streets for All Strategy principles, and work with Highways England to co-ordinate this with the management of the Strategic Route Network (SRN).
Policy 18: We will work, including through the GM logistics forums, to improve journey times and reliability for deliveries, and to reduce the environmental impact of logistics, including the promotion of mode shift.
Policy 19: We will ensure our streets will be welcoming and safe spaces for all people, enabling more travel on foot, bike and public transport while creating better places that support local communities and business.
Policy 20: Where feasible we will introduce appropriate bus priority measures on the highway network to improve bus reliability and will keep existing measures under review to ensure effectiveness. This will include developing proposals for "Quality Bus Transit" corridors on key routes.
Policy 21: We will work to improve and maintain the condition and resilience of our road network, drawing on best practice.
Policy 22: We will work with partners to improve walking and cycling facilities across Greater Manchester, including development of a strategic walking and cycling network (the "Bee Network"), wayfinding and cycle parking, and supporting "Streets for All" design guidance to ensure consistently high quality standards across the network.
Policy 23: Working with partners, we will seek to establish and promote one integrated Greater Manchester public transport network ("Our Network"), making it easy for customers to plan, make and pay for their journeys using different modes and services
Policy 24: We will seek to ensure a consistent standard of facilities at transport hubs, appropriate for their size and function, and will work with partners to improve access to them by all modes.
Policy 25: We will seek to make best use of powers included in the Bus Services Act, as well as our existing powers, to give effect to our Vision for Bus.
Policy 26: We will seek to ensure that accessible coach parking and set down/pick-up points are available at key locations.
Policy 27: We will work with the taxi and private hire industry to develop minimum standards for policy/regulation and operation across Greater Manchester, and work with Government to strengthen national legislation.

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Policy 28: We will seek to expand the coverage and capacity of our rapid transit network (Metrolink, Rail and Bus Rapid Transit), to deliver improved connectivity to employment and other opportunities within the city-region.
Policy 29: We will continue to work with DfT, Network Rail, train operators and with other local authorities across the North of England in order to secure our strategic priorities and to deliver greater local accountability for all rail-based services.
Policy 30: We will continue to work with DfT, Network Rail and Transport for the North to secure greater local control of rail stations within Greater Manchester exploring the use of any opportunities arising from the Williams Review of the Rail industry.

Funding Mechanisms and New Ways of Working

Funding Mechanisms

466. The main source of funding for transport is from central government and in 2014 Greater Manchester was awarded funding from the Local Growth Fund (LGF) of £314 million for major schemes (costing more than £5 million) and £15.2 million for small schemes (costing less than £5 million) for the period 2015/16 to 2020/21. With this funding assured, an initial investment programme was developed, covering several major schemes and a programme of minor works for 2015/16 and 2016/17. This is set out in the Greater Manchester Capital Programme 2015/16-2020/21 (http://www.tfgm.com/ltp3/Pages/Capital-Programme.aspx). As part of the Greater Manchester Devolution Deal we have secured Government commitment to establishing a multi-year transport settlement for the medium-term that reflects the growth potential of the conurbation. This will enable us to plan ahead and use resources more effectively than is possible with short-term funding streams.

401. A further source of Government funding is via funding competitions targeted at specific policy objectives. In the past we have been successful in obtaining funding from a number of these, eg Local Sustainable Transport Fund, Cycle City Ambition Grant, Pinch Points, the Green Bus Fund and the Pothole Fund. We will continue to put forward strong investment cases for this type of funding, alongside additional future Local Growth Fund resources. The Referendum decision for the UK to leave the European Union will clearly impact on funding, given that Greater Manchester has previously benefitted from several European programmes. We will work with the Government to identify alternative means of funding for strategically significant projects.

    In recognition of the contribution of transport to the wider Greater Manchester Strategy, particularly in terms of economic growth, urban regeneration and improved health, we have developed mechanisms to use local resources to lever in additional funding. The Greater Manchester Transport Fund (GMTF), which was established in 2009, demonstrated this by committing almost £800 million of local borrowing as part of a £1.5 billion fund targeted at schemes that will contribute to economic growth. This is continuing to fund a bus priority programme, new town centre transport interchanges, additional park and ride facilities and targeted highway network enhancements.

402. As part of the 2012 City Deal, GMCA agreed the principle of an Earn Back model with Government, which builds on the GMTF approach of increasing our self-sufficiency in

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delivering infrastructure investment. The Earn Back model uses a formula to provide a long-term revenue stream to support further long-term investment, subject to additional GVA being created as a result of our primary GMTF commitments. This has funded the A6 to Manchester Airport Relief Road and Trafford Park Metrolink line.

403. Funding for specific projects may also be sought from partners where they meet a shared objective – for example the health sector has contributed to the introduction of 20mph zones. Developer contributions will also be sought for access improvements or measures to mitigate the impact of traffic associated with new developments.

404. The scale of growth envisaged for Greater Manchester means that major new development sites will be brought forward and we will work with Government to develop funding packages to bring forward the key infrastructure required. Private sector contributions will also be required, e.g. through the pooling of contributions from Community Infrastructure Levy or other planning obligations.

New Ways of Working

405. The Greater Manchester authorities have a long history of joint working, but the creation of GMCA in 2011 has provided a framework within which all ten local authorities can work together at the strategic level to achieve shared objectives, as set out in the Greater Manchester Strategy. This is leading to changes in the way we work. Increasingly authorities are working together to provide shared services, where this brings efficiency savings, and some functions are being delivered at the Greater Manchester level to ensure both efficiency and consistent standards. This approach also ensures that major investment is targeted where it will bring the greatest benefit, and new scheme proposals are rigorously assessed to ensure that they are helping to achieve shared objectives and providing good value for money.

406. The first Greater Manchester mayoral election was held on 4 May 2017. Andy Burnham was elected as the inaugural Mayor of Greater Manchester and chairs the GMCA. This governance model will oversee the further development of this Transport Strategy, alongside the statutory spatial plan for the city-region, and the wider public sector reform programme.

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Measuring Performance

407. We need to know whether our policies and measures are having the desired effect and are helping to deliver our strategy.

408. In Part 1 we identified several 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 a number of key performance indicators. These challenges, outcomes and indicators are summarised in the table overleaf. More detail about these indicators, including the current values against which we will measure performance, can be found in the Delivery Plan.

409. The information from these indicators will allow adjustments to be made to the strategy if it is not working as well as we hoped. Our progress in relation to each of these indicators will be reported in each annual update of our Delivery Plan.

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Performance Indicators

Vision	Challenge (from Part 1)	Desired Outcome	KPI
Supporting sustainable economic growth	Growth could result in increased congestion	Reduced congestion	Journey speed by mode
	Growing economy requires access to wide pool of labour	Better access to skills & markets	Sustainable transport catchment population of the Regional Centre *& other major employment locations*
	Businesses require reliable journey times for deliveries and workers	More reliable journey times	Journey reliability by mode
	Networks need to cope with adverse weather, ageing infrastructure and increased demand	Resilient and well maintained network	Satisfaction with road maintenance
	Developing a transport system that compares well to that of leading European cities	People see GM as a good place to visit & invest	Perceptions of GM as a place to live, visit, do business
Improving quality of life	Good access is needed to jobs and training so that transport is not a barrier to opportunity.	Better access to jobs/training	*Sustainable transport catchment population for key locations - employment / colleges*]
	Centralisation of services and changes in retailing can make it harder for some people to access education, healthcare, shopping etc	Better access to services	*Sustainable transport catchment population for key locations -town centres/hospitals]*

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Vision	Challenge (from Part 1)	Desired Outcome	KPI
	Encouraging people to improve their health through greater levels of activity	More people travelling actively	No. of walking & cycling trips
	Reducing the number of serious casualties on the roads and the amount of crime and anti-social behaviour on the transport network.	Improved safety and personal security	KSIs split by vulnerable groups, Perception of personal security by mode
Protecting the environment	Increasing the use of sustainable transport to reduce the negative impacts of car use.	More people travelling by non- car modes	Mode split
	Economic and population growth will increase the demand for travel, and increase harmful emissions	Reduced emissions of CO_2, NO_2	CO_2 emissions, NO_2 emissions
	Making the best use of existing infrastructure to help reduce environmental impacts.	Accessible locations prioritised for new development	% of new homes having >level 4 accessibility to the public transport network[12]
	Protecting the natural and built environment from the impacts of transport.	Infrastructure designed and maintained to minimise environmental impact	N/A – assurance is via approved Project Management Procedures

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

Final Conclusions and Next Steps

410. This strategy document sets out how investment in new transport infrastructure, delivery of services and maintenance of existing assets will be focussed to support growth in the widest sense, recognising that improving access to jobs and training and improving the health of the population are essential aspects of improving productivity, while improving the quality of many of our urban areas will be a pre-requisite for attracting investment. The innovative focus of the strategy on the requirements of different types of journey, rather than the needs of different modes, means that we have been able to take an holistic view of the investment needed: to improve connectivity to global markets; transform journey times to other major cities; capitalise on the potential of a rapidly growing Regional Centre, create better linkage between jobs and homes across the wider city-region and provide 'first and last mile' connections within neighbourhoods that will make sustainable travel an attractive option.

411. Our Five-Year Transport Delivery Plan, which sits alongside this document, provides the detail of the schemes to be delivered in the period 2020-2025. As additional funding is secured in the future, subsequent updates of the Delivery Plan will identify the schemes that provide the detail for the interventions identified in this Strategy document.

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Appendix - GMSF Transport Study Technical Note

GM Transport Strategy 2040 Right Mix

GMSF Publication Version 1: October 2020

Transport Strategy

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Version	Author	Description	Issued	Reviewer
0	JL	Base report in the 2019 Draft Transport Strategy Evidence.		
1	JL	GMSF evidence version	05/10/20	JP/NK

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Greater Manchester Transport Strategy 2040 – 'Right Mix' Technical Note

Introduction

1. The GMSF is a joint plan of all ten local authorities in Greater Manchester, providing a spatial interpretation of the Greater Manchester Strategy which will set out how Greater Manchester should develop over the next two decades up to the year 2037. It will:

    - identify the amount of new development that will come forward across the ten Local Authorities, in terms of housing, offices, and industry and warehousing, and the main areas in which this will be focused;
    - ensure we have an appropriate supply of land to meet this need;
    - protect the important environmental assets across the conurbation;
    - allocate sites for employment and housing outside of the urban area;
    - support the delivery of key infrastructure, such as transport and utilities;
    - define a new Green Belt boundary for Greater Manchester.

2. The Plan focuses on making the most of Greater Manchester's brownfield sites, prioritising redevelopment of town centres and other sustainable locations. The Plan is required to demonstrate that Greater Manchester has enough land to deliver the homes and jobs people require up until 2037, and whilst there is an expectation that the focus of development will be on brownfield sites in the early years, it is recognised that some land will need to be released from the green belt to fully meet Greater Manchester's housing and employment requirement.

3. The comments from the Draft GMSF 2019, highlighted respondents' concerns about the ability of the transport network to accommodate growth in Greater Manchester. This note explains Greater Manchester's current pathway to achieving the 'Right Mix' transport vision to reduce car's share of trips to no more than 50%, with the remaining 50% made by public transport, walking and cycling. This will mean approximately one million more trips each day using sustainable transport modes in Greater Manchester by 2040.

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Background

4. We recognise that the world around us is likely to change significantly over the next twenty years, in ways that we cannot always predict. For example, the spread of COVID-19 throughout 2020 has had a profound impact on people's lives and wellbeing in a way that would have been difficult to imagine previously. While it is rare for an external event to have such a huge impact on people's everyday lives - and travel behaviours (people stopped travelling or changed the way they get around) - there is always the potential for our plans to be knocked off course by external events.

5. That is one of the reasons why Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our 'Right Mix' transport vision will be continually monitored, and adjusted if needed, to achieve our goals. The 'Right Mix' transport vision involves creating a better transport system for Greater Manchester, so that we can reduce car's share of trips to no more than 50%, with the remaining 50% made by public transport, walking and cycling.

6. Although it is intended that this overall Right Mix vision will remain the same, changes in the way we achieve the Right Mix - necessitated by external events such as COVID-19, but also factors such as population growth – will lead to changes to the type of interventions set out in Greater Manchester's transport plans. This is one of the reasons we update our Greater Manchester Transport Strategy 2040 suite of documents on a regular basis.

7. This Right Mix Technical Note sets out adjustable steps – a 'pathway' – to achieving the Right Mix transport vision, in a way that supports existing worldwide trends that are being seen in Greater Manchester, including: the increased preference for high-density urban living, the growth of major city centres and the increased popularity of travelling by bike, rapid transit and inter-urban rail.

Relationship to Other GMSF Evidence

8. This document is a supporting document for both the Greater Manchester Transport Strategy 2040 and the GMSF. For the GMSF it is part of a suite of documents that examine the implications of the GMSF on transport in GM. The other documents include:

   - GM Transport Strategy 2040 and supporting 5 Year Delivery Plan. These documents together set out our strategic aspirations for transport in GM and articulate our plan for delivery.

   - An Existing Land Supply and Transport Technical Note: This note examines the spatial distribution of the Existing Land Supply and the transport interventions highlighted in the 5-Year Delivery Plan that will support key clusters of growth.

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- A series of Allocation Locality Assessments. These assessments examine the likely local impact of Allocations development on the transport network and identifies where mitigation may be needed.
- GMSF Allocations Strategic Modelling Technical Note. This provides analysis of the potential strategic impact of growth on our transport network in a "policy-off" scenario.

9. Together these documents examine the local and strategic implications of growth. This Right Mix technical note underpins the GM Transport Strategy 2040 by outlining our adaptive vision-led approach to transport planning.

10. The Locality Assessments focus on identifying the local and strategic interventions necessary to deliver each of the individual allocations, while the Existing Land Supply note highlights the transport interventions needed to support the delivery of the Existing Land Supply.

11. Finally, we test a worse-case "policy-off" forecast in the Strategic Modelling Technical Note so that we can understand the degree to which the GMSF allocations affect the network if we were to take no further steps to achieving the 'Right Mix'. The strategic modelling forecast assumes that only committed / funded schemes and those schemes directly associated with the allocations proceed – but policy changes such as bus reform, integrated ticketing or behavioural change initiatives, and longer-term interventions such as Quality Bus Transit, Tram-train, or Metrolink extensions are omitted.

12. For the avoidance of doubt, the Right Mix vision is not in any sense a 'rival' to that forecast. The Right Mix is a transport vision for achieving policy objectives, not a forecast. Unlike the "policy-off" forecast for the Greater Manchester Spatial Framework, there is no prediction that a specific set of interventions will lead to a specific set of outcomes in the future. Instead, there is a pathway comprising a set of targets for changes in travel behaviour that will be modified in the light of monitoring of progress to achieving the vision for 2040.

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Our transport vision for 2040

13. Our 'Right Mix' vision for 2040 was first set out in January 2019 in the draft Greater Manchester Transport Strategy 2040: Delivery Plan (2020-2025). The proposed pathway to the Right Mix was published at the same time in the Evidence-Base Update of the 2040 Transport Strategy.

14. It was noted at the time that the steps in the pathway will be reviewed in the light of monitoring progress towards achieving the Right Mix. It is too soon to get any results from monitoring, but some changes to the pathway have already been made. These result from:

    - Changes to population projections for Greater Manchester
    - Improvements and adjustments to baseline data which forms our understanding of the present situation
    - Changes and additions to some of the steps to better reflect the potential for achieving changes in mode share.

15. The Right Mix vision itself is unchanged - to improve our transport system so that we can reduce car use to no more than 50% of daily trips, with the remaining 50% made by public transport, walking and cycling. This will mean approximately one million more trips each day using sustainable transport modes in Greater Manchester by 2040 – see Figure V1, which contains some changes to the numbers that underlie the vision compared with the 2019 version.

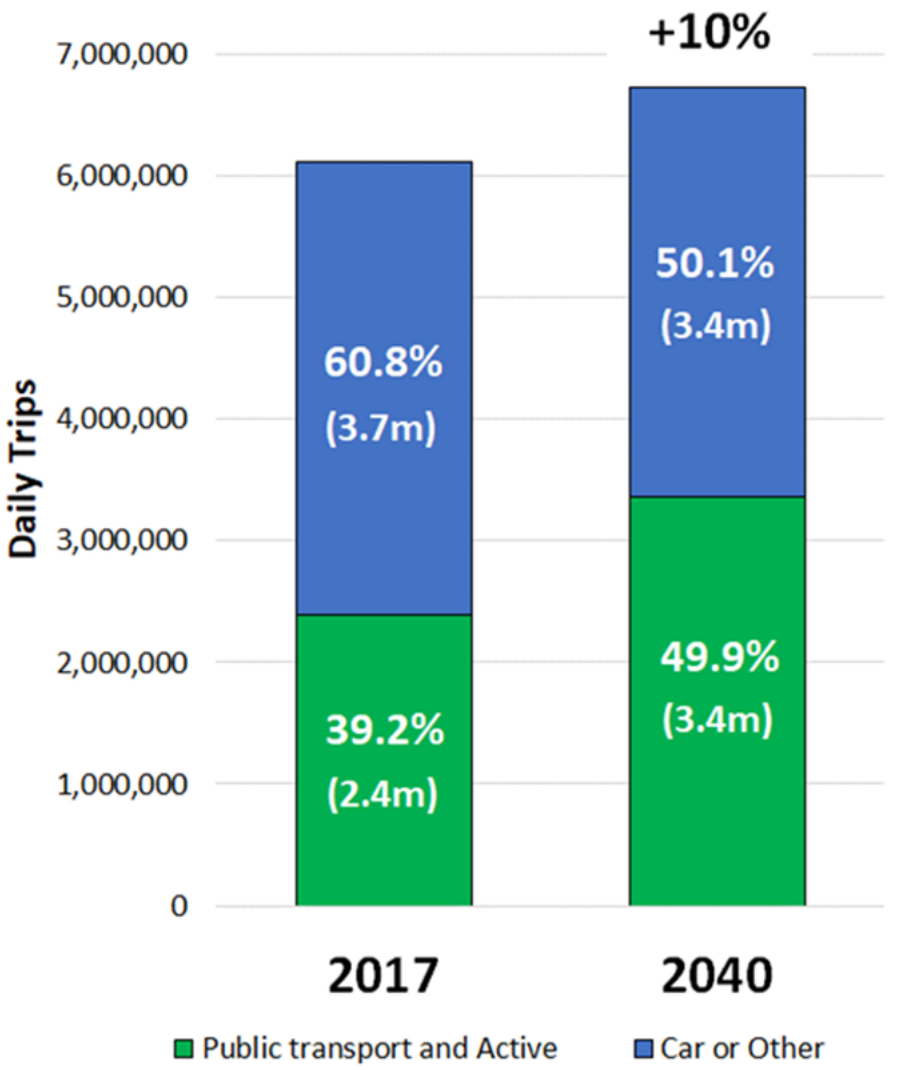
16. Our analysis suggests that achieving this vision will enable us to deliver our economic growth ambitions reflected in GMSF without increasing overall motor-vehicle traffic in Greater Manchester.

17. The vision of no net increase in motor-vehicle traffic includes trips by Greater Manchester residents, as well as trips by non-residents and goods vehicle movements, which will also be influenced by our transport and land-use interventions - but less so. We expect no net increase in motor-vehicle traffic to be achieved by a net reduction in residents' traffic (the great majority of motor vehicle-km in Greater Manchester); an increase in light goods vehicle movements; and – potentially, but not necessarily – some net increase in car-travel by non-residents.

18. The analysis is based on "TRADS" data which is Greater Manchester's household travel diary survey, in which a representative sample of Greater Manchester residents are interviewed about their recent trips. It is the Greater Manchester equivalent to the DfT's National Travel Survey, although there are some differences in survey methodology.

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Figure V1: The Right Mix vision for 2040:



A pathway for achieving the "Right Mix"

19. In this section of the report, a proposed pathway is set out for achieving the Right Mix. The pathway is set out as a series of steps, which would in reality be made at the same time, but which are described as separate steps to assist explanation. It incorporates the changes referred to above.

20. The steps in the pathway will be reviewed in the light of monitoring progress towards achieving the Right Mix. It is expected that the pathway will change in response to the results of monitoring. The changes could comprise changes in the interventions needed to achieve particular steps within the pathway, or changes to the steps themselves. To take one example of how this "adaptive planning" approach will work, there is presently little understanding of how "Future Mobility" – which can be broadly defined as disruptive technological and social change facilitating new and improved transport services – will affect travel behaviour. There is also much uncertainty about any longer-term effects on travel behaviour of the Covid-19 pandemic of 2020. As those effects become apparent, changes will be made to the proposed pathway to the Right Mix.

Spatial themes

21. The steps in the pathway to the Right Mix are defined using the framework of the spatial themes in the Greater Manchester Transport Strategy 2040. Trips by Greater Manchester residents have been categorised into the spatial themes.

22. The spatial themes have been represented within the Greater Manchester TRADS Years 3-5 (2014-2016) person-trip dataset through the application of the following criteria (Table V1).

23. Note: The spatial theme, 'A Globally Connected City' (i.e. non-work trips to Manchester Airport) has been excluded from the analysis. TRADS surveys cannot accurately pick up these trips since residents making trips to Manchester Airport will likely be outside Greater Manchester (e.g. on holiday abroad) at the time at which surveys would be carried out. The number of 'A Globally Connected City' trips is likely to be very small compared to the other spatial themes, so this is not considered to have a material impact on the results.

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24. **Figure V2** and V3 show the change in volume of trips by mode for ‘Now’ and ‘2040’ within each spatial theme in the Right Mix vision.

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Table V1: Allocation of trips to the spatial themes defined in the 2040 Transport Strategy

Spatial Theme	Includes	Except
Neighbourhood	Trips less than 2km (straight line) with at least one end within Greater Manchester	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre
Wider City Region	Trips with at least one end in Greater Manchester, and both ends no more than 10km outside the Greater Manchester boundary	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre • Trips under 2km
Regional Centre	Trips with an end in the Regional Centre	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end more than 10km outside the Greater Manchester boundary
City to City	Trips with one end in Greater Manchester, and the other more than 10km outside the Greater Manchester boundary	• Trips with a non-work attraction end at Manchester Airport and surrounding developments

25. Note: The spatial theme, 'A Globally Connected City' (i.e. non-work trips to Manchester Airport) has been excluded from the analysis. TRADS surveys cannot accurately pick up these trips since residents making trips to Manchester Airport will likely be outside Greater Manchester (e.g. on holiday abroad) at the time at which surveys would be carried out. The number of 'A Globally Connected City' trips is likely to be very small compared to the other spatial themes, so this is not considered to have a material impact on the results.

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Figure V2: "Right Mix Vision" change in volume of trips by mode for 'Now' and '2040', by spatial theme

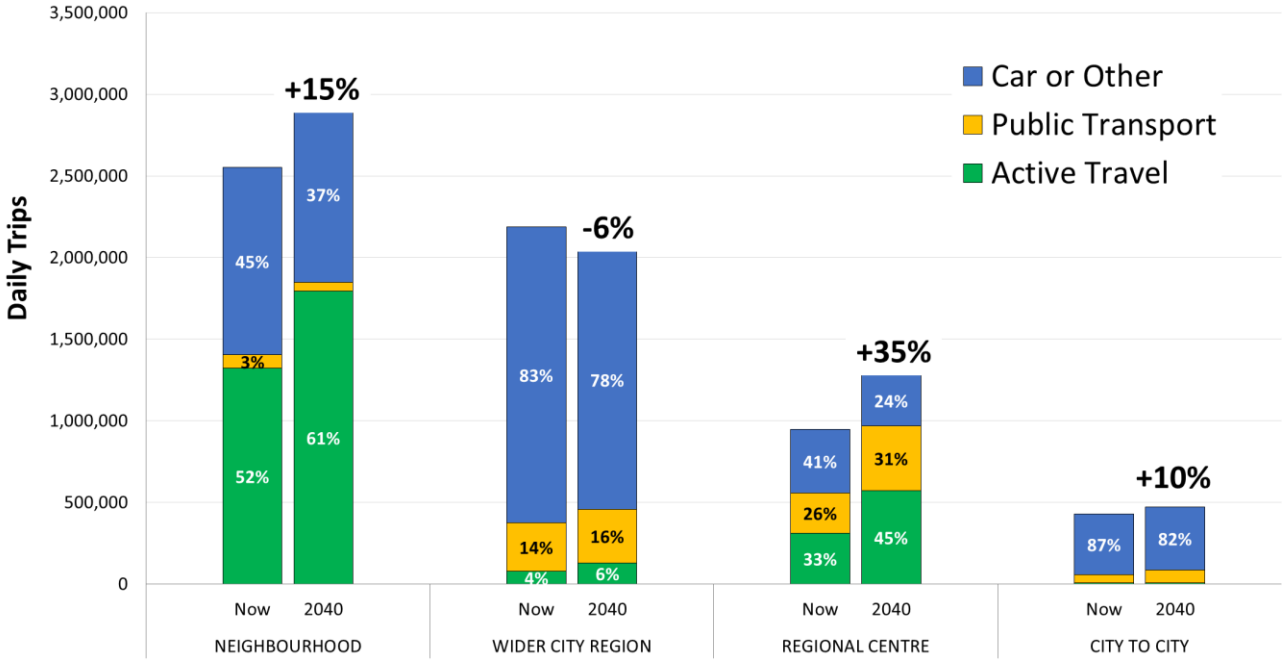
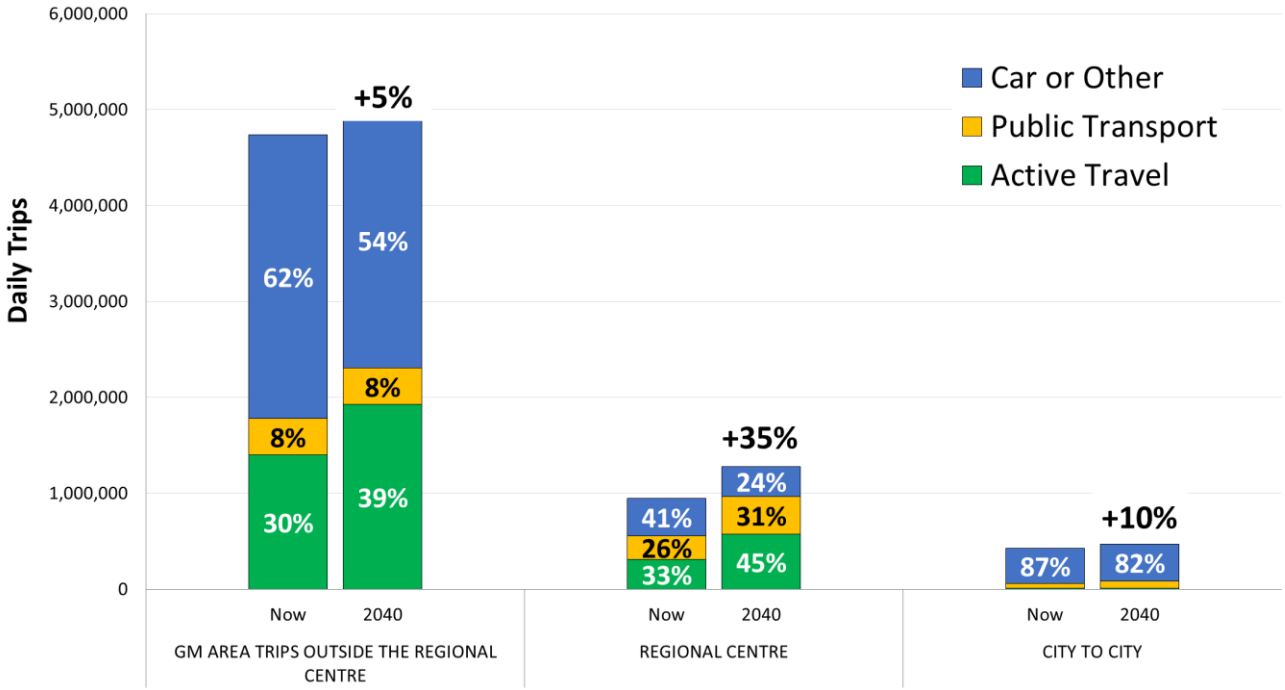


Figure V3: "Right Mix Vision" change in volume of trips by mode for 'Now' and '2040', by spatial theme, with Neighbourhood and Wider city-region trips combined



Comparing Table V2 with Table V3, it can be seen that, outside the Regional Centre, a reduction in Wider city-region trips is expected to be outweighed by an increase in Neighbourhood trips.

The steps to achieve the "Right Mix"

26. The steps in the pathway to achieve the Right Mix are as follows. Steps that have changed – or been added - since January 2019 are preceded by a '*'.

- *Step 1: 10% population growth leads to 10% growth in trips (and trip-kilometrage) by all modes.
- Step 2: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 5% of trips from Wider City Region to Neighbourhood.
- Step 3: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 10% of Wider City Region trips to Regional Centre.
- Step 4: Land use change and transport interventions lead to a higher mode share for walking for Regional Centre and Neighbourhood trips.
- Step 5: Transformational cycling policies lead to a switch to cycle from other modes – reaching a 10% mode share for Regional Centre and Neighbourhood trips and a 5% mode share for Wider City Region trips by 2040.
- *Step 6: Improved metro, suburban rail, and bus rapid transit services, plus complementary policies, cause these rapid transit modes to increase their mode-share, taking 8% of Wider City Region trips.
- Step 7: Transport policies (including travel demand management) lead to a 5% reduction in trip-length of Wider City Region car-trips.
- *Step 8: Improved inter-urban public transport leads to a 5% reduction in car mode-share for city-to-city trips.

27. Each of the steps in the pathway to the Right Mix is described below, together with the evidence behind them. The changes in travel behaviour that they represent comprise a set of adjustable targets which will be reviewed and modified within the adaptive planning approach outlined in paragraph 6 above.

Step 1: 10% population growth leads to 10% growth in trips (and trip-kilometrage) by all modes

28. Step 1 assumes that the expected 10% growth in Greater Manchester population between 2017 and 2040 leads to a 10% increase in the number of trips – i.e. that trip-rate per person remains constant. In the early years of this century, trip-rates per person – both across England (see Figure V3) and in Greater Manchester (see Figure V4) - declined sharply, possibly as a result of the growth of the digital economy. There are some signs that the decline has levelled-off in recent years.

29. It is not expected that Greater Manchester's transport and land-use interventions will have much effect on trip-rates per person, and that factors outside Greater Manchester's influence will be the main driver of any changes in trip-rates.

30. Note that in the January 2019 version of the Right Mix, population growth to 2040 was expected to be 15%: the change reflects revised population projections.

Figure V3: Trend in trip rates, miles travelled per person and hours per person spent travelling: England 1972/73-2017, National Travel Survey (NTS0101)

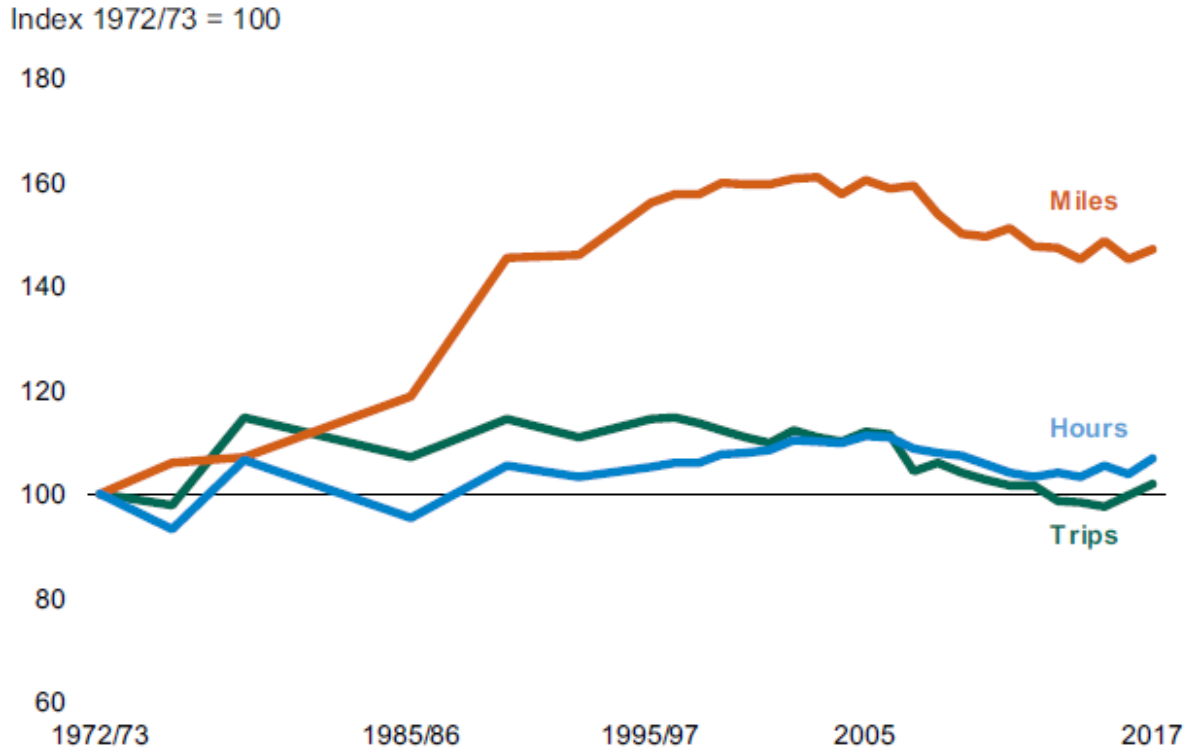
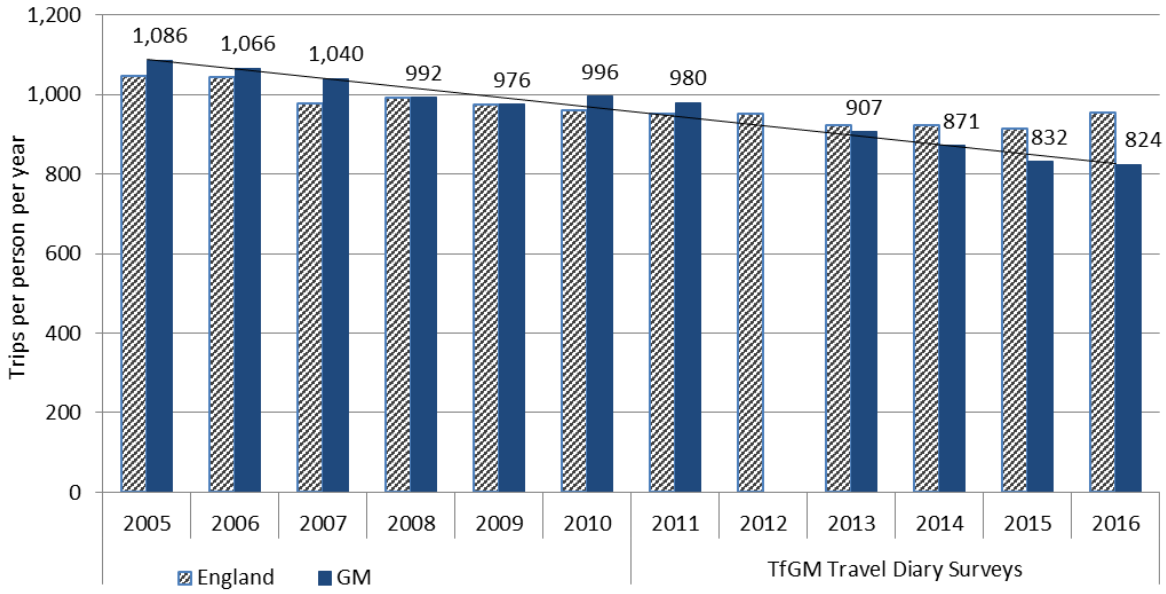


Figure V4: Trips per person per year 2005 – 2016 Greater Manchester



31. The table above is based on TfGM analysis of the Department for Transport National Travel Survey (2005 – 2016) and TfGM Travel Diary Surveys (2011 – 2016). N.B. DfT have recently changed the method for recording short walks – amended values for the trend for trips in England excluding short walks are reported in the Greater Manchester Transport Strategy 2040 Evidence Base - Travel in Greater Manchester section.

32. In recent years, the effect of falling trip-rates on motor-vehicle traffic has been at least partly offset by an increase in light-van movements, with an important cause being the growth of the digital economy leading to replacement of shopping-trips by movements of delivery vehicles. The growth of light-van movements has not been explicitly allowed for in this analysis, and the assumption that trip-rates will not continue their recent decline provides a balancing element of caution in estimating how externally-driven factors will affect volumes of motor-vehicle traffic in 2040.

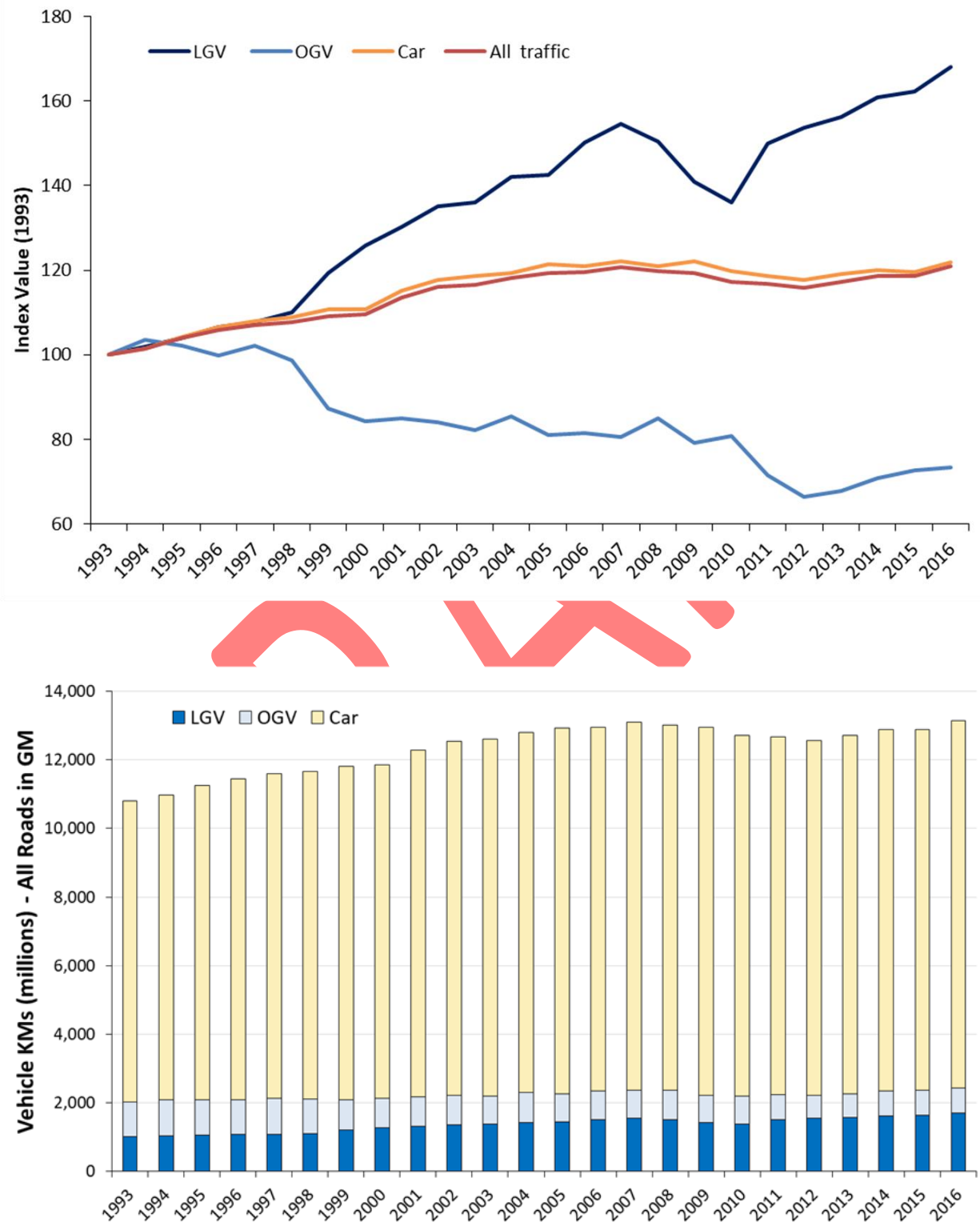
33. Figure V5 shows that between 1993 and 2016 traffic in Greater Manchester increased by around 21% whereas LGV kilometrage on Greater Manchester roads increased by around 68% in the same period. LGVs now account for c. 1.7 billion kilometres on Greater Manchester roads, representing 13% of all traffic (up from 9% in 1993).

34. It is important to note that the majority of this growth in LGV traffic has taken place on motorways, where the total distance travelled by LGVs has more than doubled between 1993 and 2016. In comparison, A roads have seen a 27% increase, and B roads a 21% increase over the same period. In 2016, motorways accounted for 56% of total Greater Manchester LGV kilometres travelled, up from 41% in 1993.

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Figure V5: Growth in Light Goods Vehicle traffic on Greater Manchester roads

Source: TfGM Highways Forecasting and Analytical Services: Report 1912 Transport Statistics 2016 Road Traffic Section.



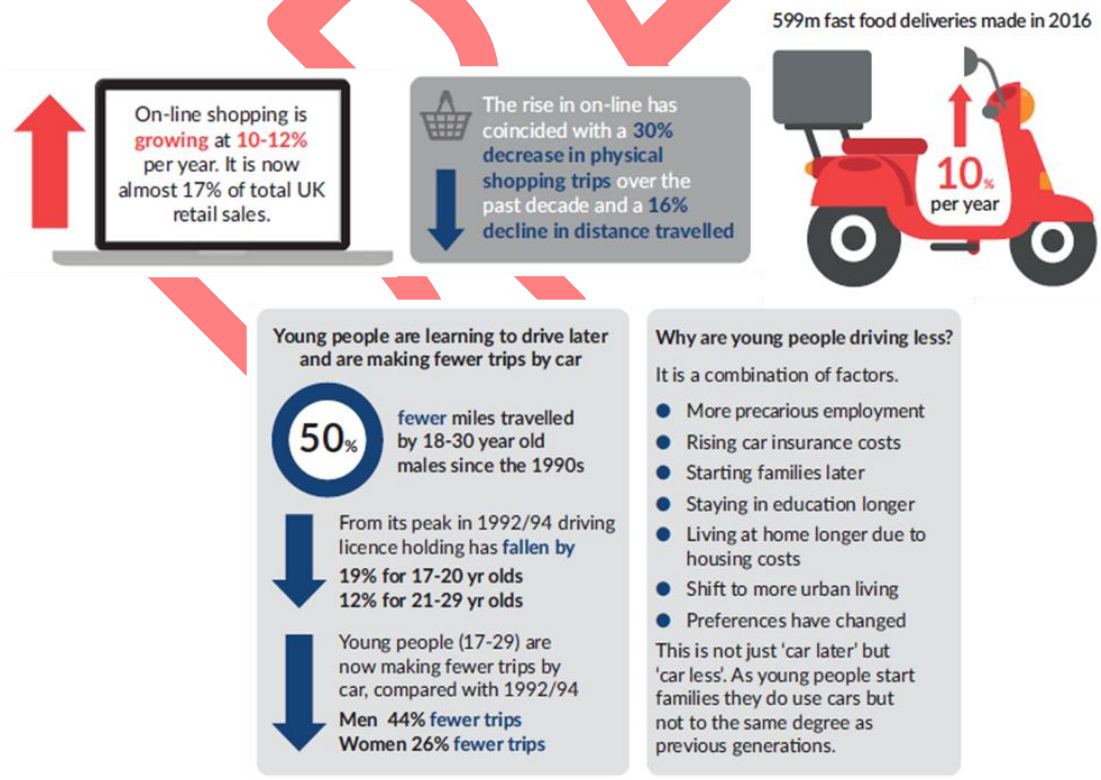
Step 2: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 5% of trips from Wider City Region to Neighbourhood

35. There is a growing body of evidence that highly skilled young professionals want to live in attractive walkable urban environments. For example, in a recent survey of millennials aged 18-34 in ten major US cities, three in four said it is likely they will live in a place where they do not need a car to get around (Source: Transportation for America (2014), Survey: To recruit and keep millennials, give them walkable places with good transit and other options. Available from: http://t4america.org/2014/04/22/survey-to-recruit-and-keep-millennials-give-them-walkable-places-with-good-transit-and-other-options/

36. We anticipate that these preferences will translate into more Neighbourhood trips. Processes by which that might occur include (as reflected further by Figure V6):

- Trips to the supermarket being replaced by online delivery plus trips to the local convenience stores for top-up shopping.
- More walk-friendly neighbourhoods causing travel to local restaurants to replace travel to more distant eating venues.
- Reduced car-ownership among younger age-cohorts leading to a switch to neighbourhood trips that are more suitable for other modes of transport.

Figure V6: Evidence from 'All Change?' (Commission on Travel Demand)



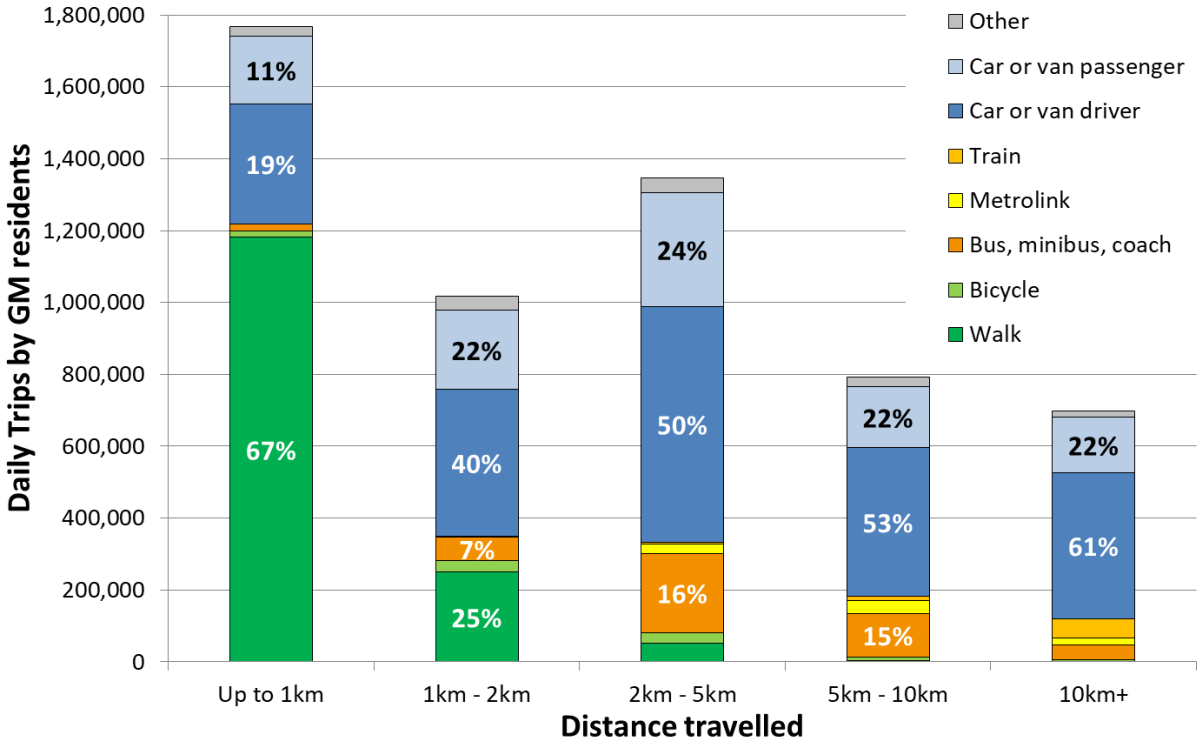
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Source: Commission on Travel Demand (2018), All Change? The future of travel demand and the implications for policy and planning. Available from: http://www.demand.ac.uk/commission-on-travel-demand/

37. The targeted regeneration of town centres (including - but not confined to - the eight largest town centres in Greater Manchester – Altrincham, Stockport, Ashton-under-Lyne, Oldham, Rochdale, Bury, Bolton and Wigan.) will reinforce this preference and increase the potential for Neighbourhood trips. More residents in town centres will lead to more demand for local services, which will result in more people being employed to provide those services.

38. Many of these local trips will be made by walking. Figure V7 shows that the vast majority of walking trips made by Greater Manchester residents are under 2km in length.

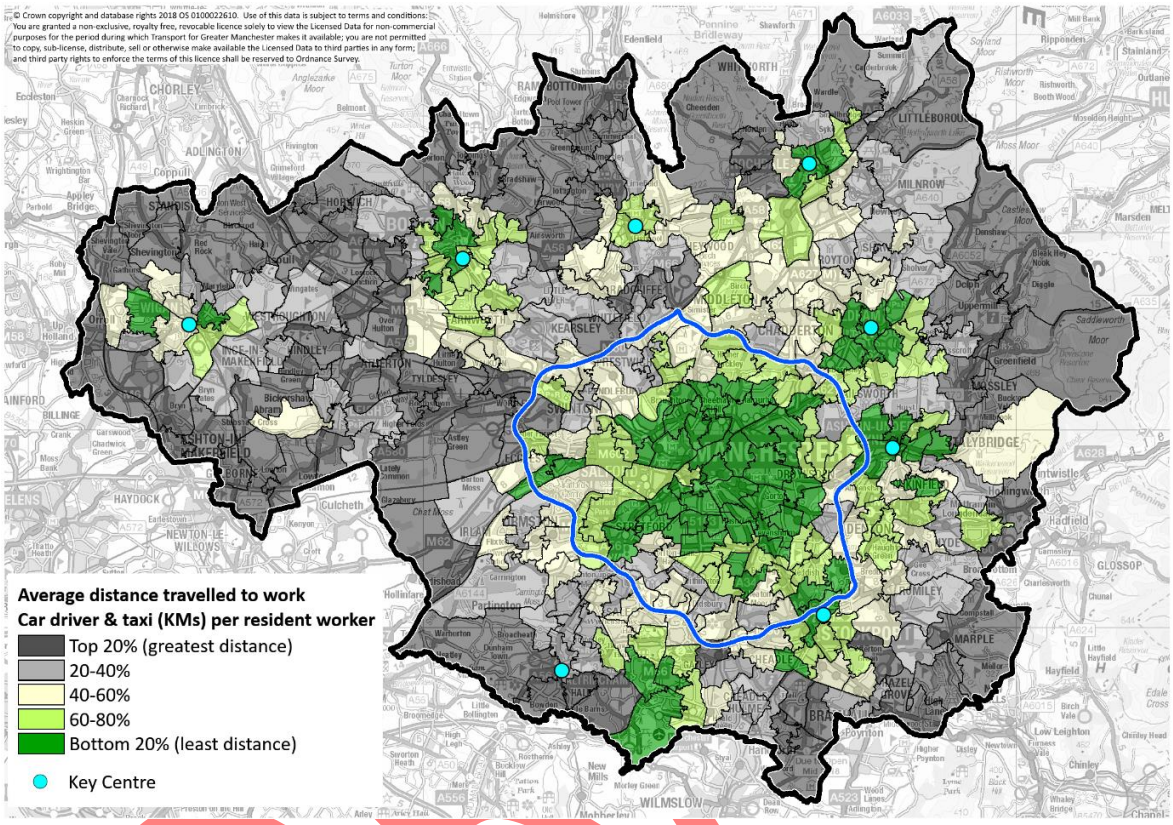
Figure V7: Main mode and distance travelled, Greater Manchester TRADS Years 3-5 (2014-2016)



39. The Mayor's Town Centre Challenge will provide a new and concerted effort to support Greater Manchester's local authorities to realise the potential in town centres, with a particular emphasis on achieving sustainable communities featuring thriving housing markets. These sustainable communities will provide their residents with greater scope to adopt non-car lifestyles by increasing the likelihood of being able to access the majority of what they need (across the full spectrum of journey purposes) without needing to travel further than 2km.

40. Figure V8 highlights the existing potential of the eight largest town centres and the urban area within the M60 for delivering beneficial travel outcomes by showing that residents within these areas tend to travel less distance (measured by car-driver-km per head) to travel to work (when compared to areas on the periphery of Greater Manchester).

Figure V8: Average distance travelled to work (km) as car-driver per resident worker, Census 2011



41. Note that this map shows average car-driver-km to work across all workers in each zone, including those who don't travel by car

42. To support the 2040 Transport Strategy, Greater Manchester is planning to implement "Streets for All". Streets for All is Greater Manchester's new way of thinking about the role of streets in creating sustainable, healthy and resilient places. It focuses on balancing the movement of people and goods alongside the creation of more people-friendly and less polluted streets and places. Specific Streets for All investments will depend on the specific needs of each locality, but they are likely to reflect a greater emphasis on "place" in densely populated residential areas, thereby encouraging the development of walkable communities which generate Neighbourhood trips.

43. Figure V9 shows the tendency within Greater Manchester for densely-populated areas to hold above-average (in comparison to Greater Manchester as a whole) concentrations of no-car households. This is complemented by Figure V10 which shows how these densely-populated areas are also generally characterised as having above-average (in comparison to Greater Manchester as a whole) levels of public transport accessibility.

44. In Figure V10, public transport accessibility is measured by GMAL (Greater Manchester Accessibility Levels), which is a detailed and accurate measure of the accessibility of a point to both the conventional public transport network (i.e. bus, Metrolink and rail) and Greater Manchester's Local Link (flexible transport service), taking into account walk access time and service availability. GMAL gives particular emphasis to bus accessibility and are not affected by the higher speeds offered by National Rail or Metrolink services.

Figure V9: Total Cars & Vans per head and Resident Population Density, Census 2011

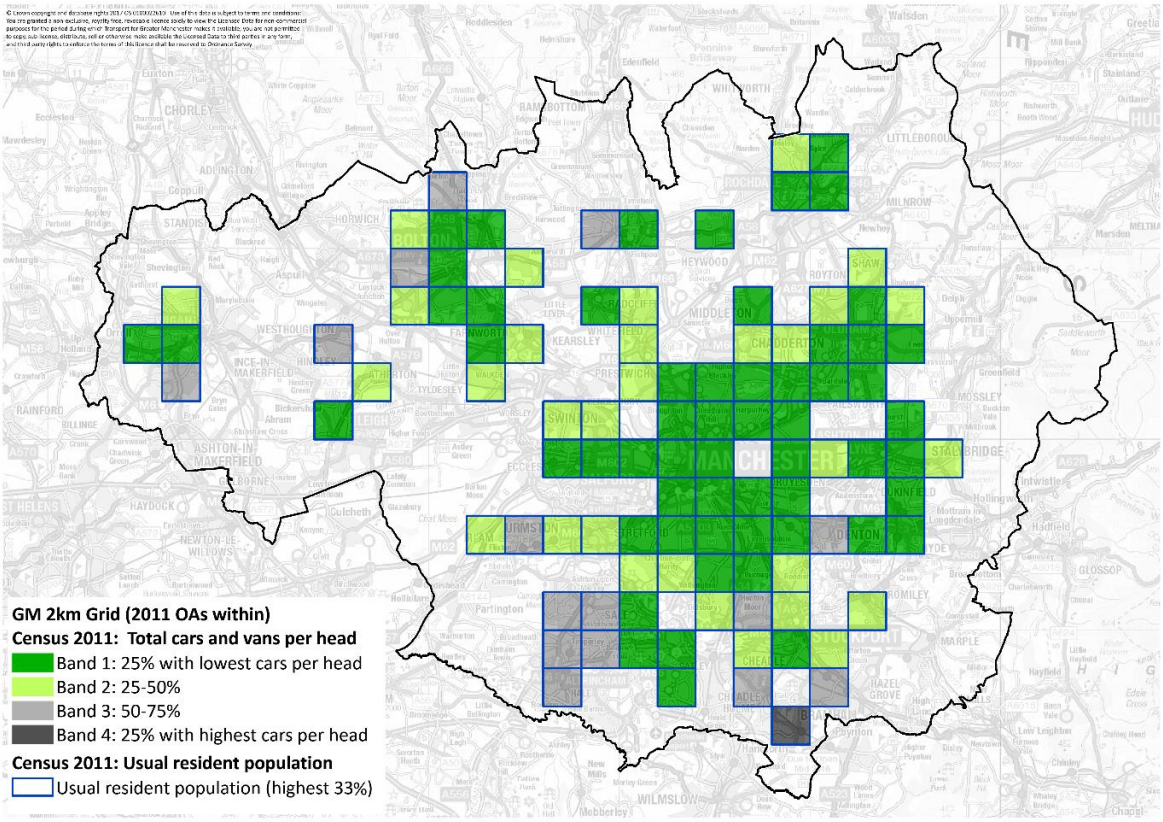
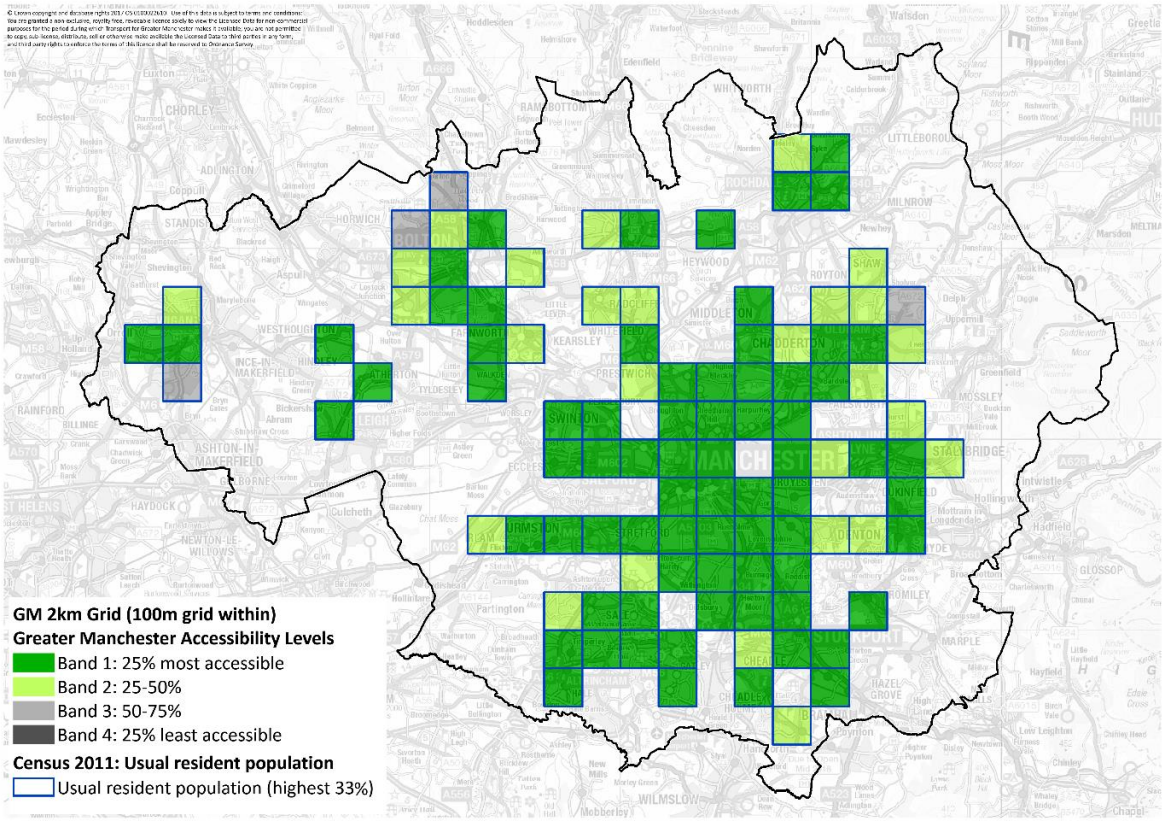


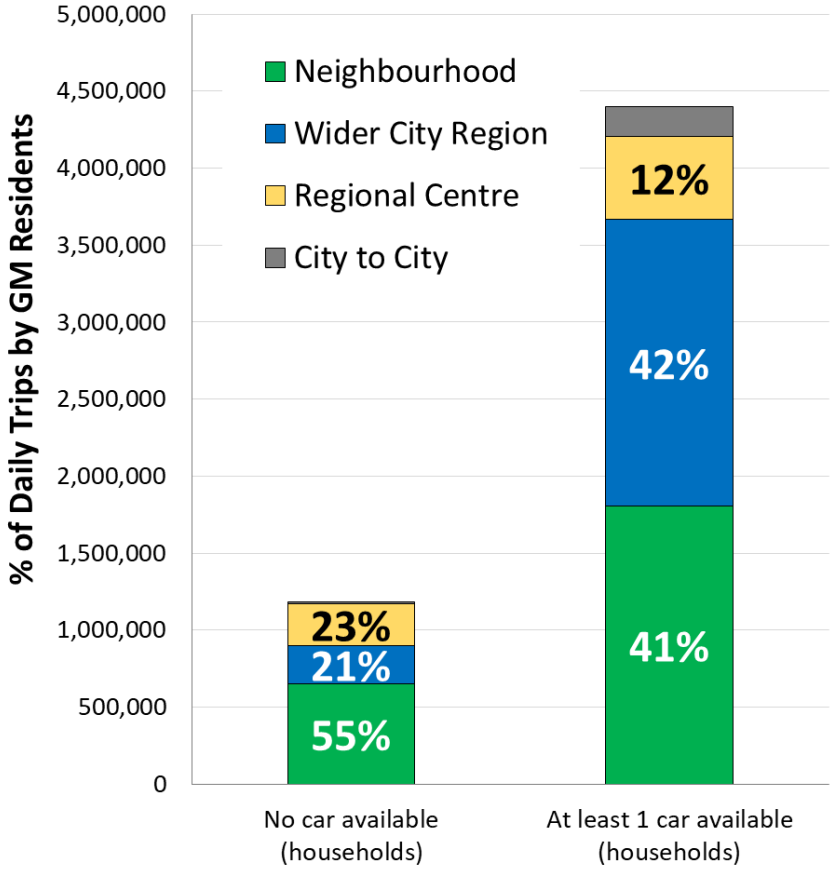
Figure V10: GMAL (October 2017) and Resident Population Density, Census 2011



45. Together, Figure V9 and Figure V10 highlight the importance of attractive and frequent bus services in facilitating non-car-dependent lifestyles. Investment in bus priority will be important in facilitating those attractive and frequent bus services. Figure V11 shows that people who don't own cars are likely to make more Neighbourhood trips.

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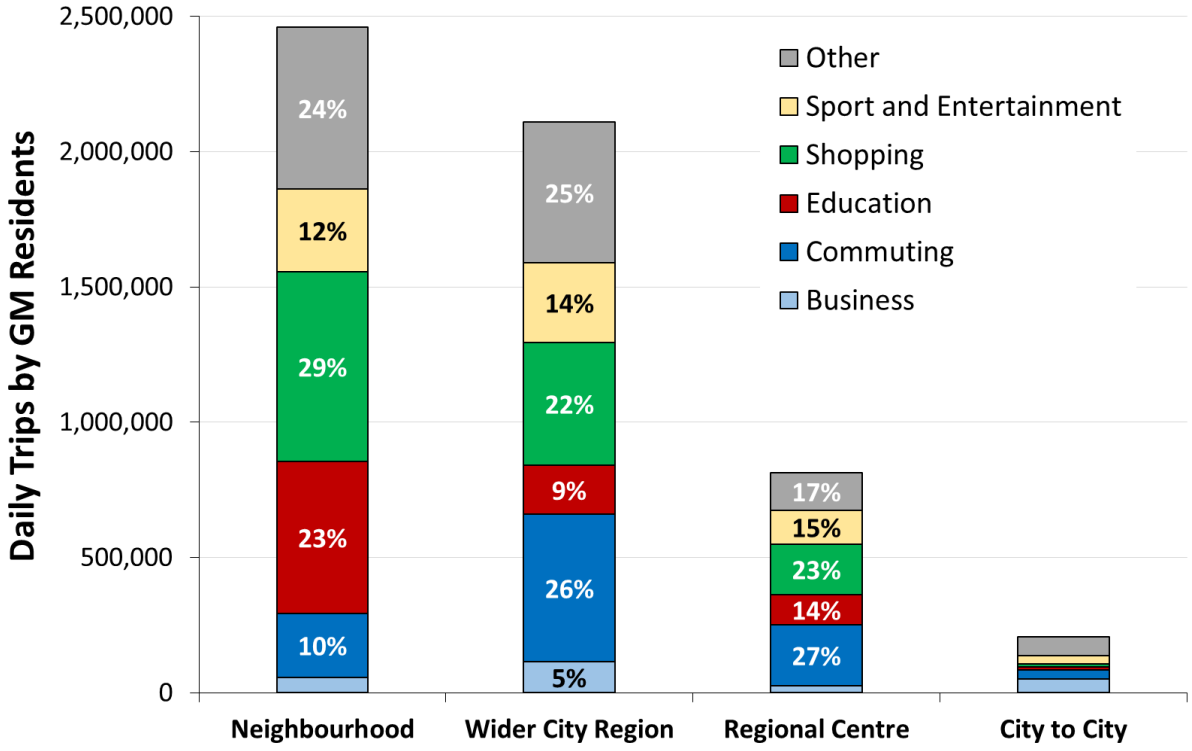
Figure V11: Daily Trips by Spatial Theme: No car households vs. Car available households, Greater Manchester TRADS Years 3-5 (2014-2016)



46. Figure V12 shows journey purpose by spatial theme. This analysis highlights the dominant role of education and shopping within the Neighbourhood spatial theme, when compared to the Wider City Region and Regional Centre spatial themes where there is a much greater emphasis on commuting.

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Figure V12: Journey Purpose by Spatial Theme (Daily Trips by GM residents, GM TRADS 2014-16)



47. There are some counteracting forces against a move to more Neighbourhood trips: for example, increased choice for both primary and secondary education and increased centralisation of healthcare facilities. There are also major employment growth areas in locations such as Manchester Airport and M62 North-East Corridor, which will attract most of their workers from outside the immediate neighbourhood. Interventions to minimise any growth in motor-vehicle traffic resulting from developments such as these are detailed in Our Five Year Transport Delivery Plan

48. In sum, with land-use and transport policies which reinforce strong changes in individual preferences, we consider a net redistribution of 5% of Wider City-Region trips to Neighbourhood trips by 2040 to be a realistic target.

Step 3: Land-use and transport policies (plus changes in individual preferences) lead to a redistribution of 10% of Wider City Region trips to Regional Centre

49. Step 2 represented how land-use and transport policies will combine to promote sustainable travel outcomes that will be focused upon the regeneration of existing urban areas outside of the Regional Centre. Step 3 accounts for the opportunities provided by the intensification of both the residential and employment markets within the Regional Centre.

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50. The draft Greater Manchester Spatial Framework anticipates a major growth in jobs in the Regional Centre. For example, the GMSF, 'Greater Manchester's Plan for Homes, Jobs, and the Environment', notes that baseline economic trends suggest the majority of employment growth would be in Salford, Manchester, and Trafford.

51. It is expected that more jobs in the Regional Centre will lead to more Regional Centre trips, not just for work, but for other purposes, for reasons that include:

- Regional Centre workers will take trip-chaining opportunities to visit Regional Centre shopping and leisure attractions (i.e. combining several activities through linked trips – e.g. city-centre shopping on the way home from work).
- More jobs in the Regional Centre will cause an increase in population density in locations well-located for travel to the Regional Centre, which will have a relatively high propensity to travel to the Regional Centre for other purposes. This will be an additional effect to the increase in Regional Centre walk-trips resulting from more residents within the Regional Centre considered in Section 4 below.
- The developments that create the additional jobs in the Regional Centre will themselves attract trips for other purposes.

52. As will be seen from Figure V3, the net result of the Right Mix trip targets is that Greater Manchester area trips wholly outside the Regional Centre are expected to increase, but by less than Regional Centre trips.

53. The growth of Regional Centre trips is expected to take place without any net growth in car trips, reflecting the constraints on the highway network and an increased focus on "place" in allocating highway space. Annual counts of movements crossing the MSIRR inbound show that car volumes crossing the MSIRR cordon inbound have fallen substantially over the past fifteen years, both in the AM peak (see Figure V14) and inter-peak periods.

54. The growth of Regional Centre trips will place substantial demands on the public transport network. More details of public transport capacity requirements are given under Step 6 below.

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Step 4: Land use change and transport interventions lead to a higher mode share for walking for Regional Centre and Neighbourhood trips

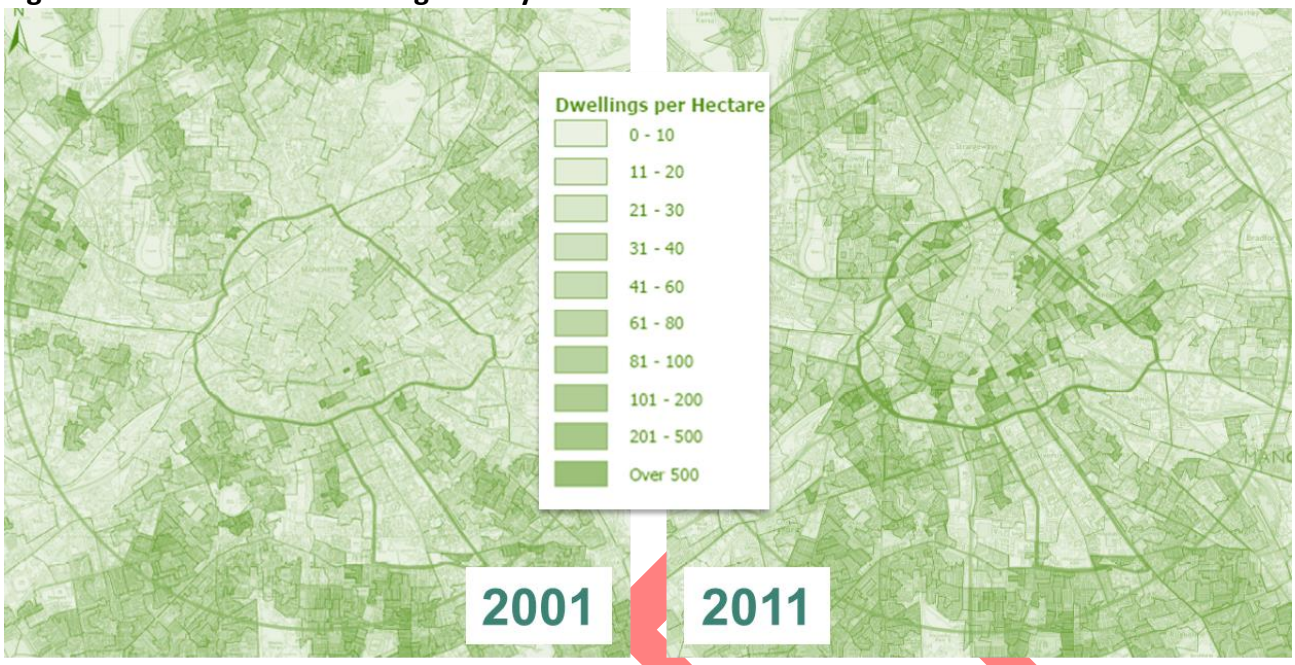
55. The population of the Regional Centre is expected to roughly double by 2040, which is expected to lead to an increase in the proportion of Regional Centre trips made by walking. A cautious allowance has been made for this by increasing the walk mode share of Regional Centre trips from 30% in 2017 to 38% in 2040 (an increase of approximately 25%) and reducing the mode share of other Regional Centre trips by the same proportion. Note that in the January 2019 pathway to the Right Mix, the share of walking for Regional Centre trips in 2017 was only 24%. That has now been revised upwards after adjusting for under-recording of trips by residents of Regional Centre apartments.

56. Greater Manchester's Streets for All approach will reflect a greater emphasis on "place" at the local street level, thereby encouraging the development of walkable communities. This is estimated, at a high level, to support an increase in walk mode-share for Neighbourhood trips from 50% to 55% (the effect of interventions to improve cycling is allowed for under Step 5, "Transformational Cycling Policies" below). As noted under Step 2, attractive bus services – and hence investment in bus priority – will be important in increasing walk-trips.

57. Figure V13 and Figure V14 indicate how the increase in dwelling density in the vicinity of the MSIRR (located in close proximity to the extensive range of facilities offered within the city centre) between 2001 and 2011, coincided with a rapid increase in the volume of inbound walk movements across the City Centre cordon during the AM Peak. In interpreting Figure V14, it is important to note that the walk movements across the MSIRR include walk-egress legs of car trips, by which motorists park outside the MSIRR and walk across it to their city-centre destinations. It is believed that the number of such walk-egress legs of car trips has reduced over time, and so the increase in walk trips across the MSIRR by local residents is probably greater than the overall observed increase in walk movements.

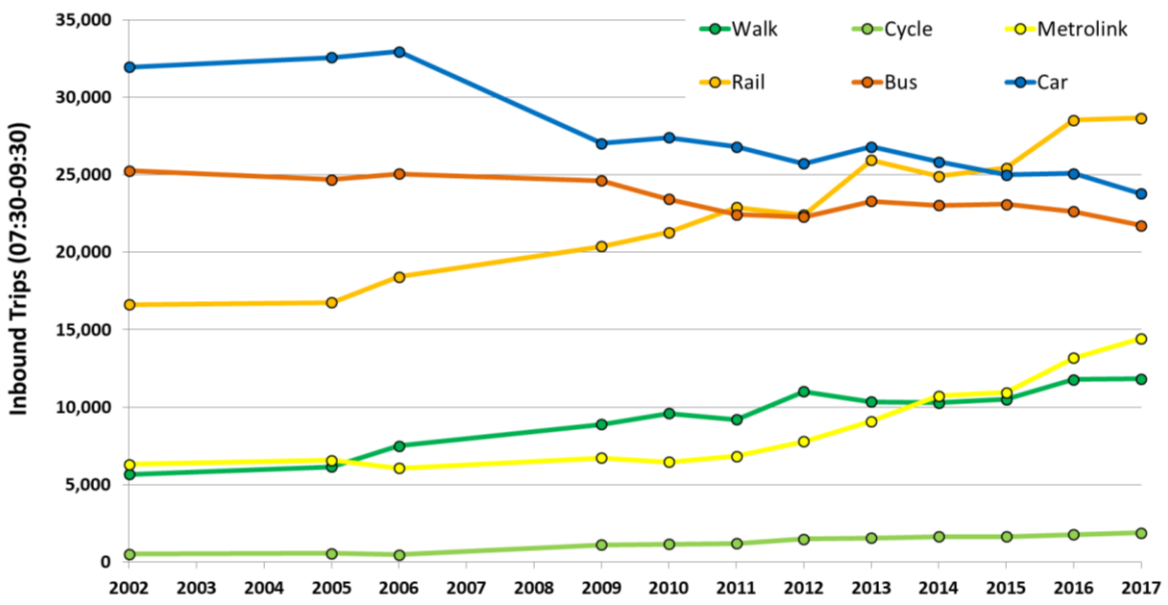
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Figure V13: Residential dwelling density around the MSIRR



Source: TfGM analysis of Census 2001 and 2011 data

Figure V14: Inbound Trips by Mode across the City Centre cordon (AM Peak)



Source: TfGM Highways Forecasting and Analytical Services

Step 5: Transformational cycling policies lead to a switch to cycle from other modes – reaching a 10% mode share for Regional Centre and Neighbourhood trips and a 5% mode share for Wider City Region trips by 2040

58. The adjustable targets for cycle mode shares for Greater Manchester in 2040 are set out below.

- Neighbourhood: 10%
- Wider City Region: 5%
- Regional Centre: 10%.

59. These cycle mode shares targeted in Step 5 represent Greater Manchester's ambitious aims for growing levels of cycling, in line with current policies.

Greater Manchester's current ambitions for cycling

60. Greater Manchester's ambitious vision for cycling is set out in the 'Made to Move' report, by Greater Manchester Cycling and Walking Commissioner Chris Boardman. Among other actions, it calls for a ring-fenced, 10 year, £1.5 billion infrastructure fund, starting with a short-term Mayor's Challenge Fund to kick-start delivery for walking and cycling (now committed through the Transforming Cities Fund, totalling £160m). The goal of the Made to Move report is described as follows:

> "To double and then double again cycling in Greater Manchester and make walking the natural choice for as many short trips as possible."

61. If this goal is aligned with the suggested 10-year fund, that would mean a 300% increase in cycling levels by 2028. Based on the current Greater Manchester cycling mode share (from TRADS) of 1.7%, a 300% increase (equivalent to doubling and then doubling again) would equal a 6.8% mode share across all spatial themes. This suggests that the adjustable targets for mode shares above should be achievable by 2040, if current policies are fully delivered.

62. Interventions needed to achieve these adjustable targets for cycle mode share in Greater Manchester will include:

- Reallocation of road space towards cycling in appropriate locations as part of Greater Manchester's Streets for All approach.
- Implementation of the Cycling and Walking Commissioner's proposed Bee Network.
- Increases in capacity of the cycle network, especially in and around the Regional Centre and areas of high cycle demand elsewhere in Greater Manchester.
- Provision of cycle parking.

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Evidence from other city regions

63. Benchmark evidence from other city regions also suggests that rapid growth in cycling levels is possible. For example:

- The central aim of the Mayor of London's Transport Strategy is to achieve an 80% mode share for sustainable (non-car) modes by 2041. Cycle mode share in London was approximately 3% in 2018. Current projections prepared by TfL to support the Strategy range from a 6% mode share for cycling in the 2041 'Core reference case', through to a 15% mode share by 2041 in the most aspirational scenario. The Greater London Authority (2018), Mayor's Transport Strategy 2018 is available from: https://www.london.gov.uk/what-we-do/transport/our-vision-transport/mayors-transport-strategy-2018

- In Seville, cycle mode shares were negligible in 2006 but rose to 5.6% by 2011 following the implementation of a cycle investment programme. Research by Marques, R., Hernandez-Herrador, V. and Calvo-Salazar, M. (2014) entitled "Seville: a successful experience of bicycle promotion in a Mediterranean context" within The Sustainable City, Volume 1, pages 769-781. Available at: https://www.witpress.com/Secure/elibrary/papers/SC14/SC14065FU1.pdf?_sm_nck=1

- In Dublin, less than 2.3% of people travelled into the city centre by bike, in 2006, but by 2015 this figure had more than doubled to 5.4%. Research from Dublin City Council. (2016). Dublin City Council Transport Study. Available at: https://consultation.dublincity.ie/traffic...transport/traffic.../Dublin%20City%20Centre

Abstraction of trips from other modes

64. DfT's meta-analysis of studies of abstraction, which has informed DfT's Active Mode Appraisal toolkit (Department for Transport (2018), TAG data book table A.5.4.7. Available from: https://www.gov.uk/government/publications/tag-data-book) – has been used as the basis for estimating how cycle trips are abstracted from other modes. It has however been necessary to substantially modify the source-mode shares reported in that analysis in order to allow for variations in baseline mode shares by spatial theme.

65. The abstraction from rail-based modes is very high in the DfT meta-analysis, which suggests that it is based on metropolitan areas with higher shares for rail-based modes than Greater Manchester. Since (developed-world) cities with high rail-based mode shares typically have relatively low car mode-shares, there is reason to believe that the use of the DfT's values without adjustment would understate the reduction in car trips resulting from transformational cycling policies.

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Table V2: Estimated breakdown of additional cycle trips by mode

Mode	Wider City-Region: % breakdown of cycle trips abstracted	Neighbourhood: % breakdown of cycle trips abstracted	Regional Centre: % breakdown of cycle trips abstracted
Bus	25	5	23
Car/taxi	56	41	23
Rail	7	0	17
Metro	8	3	14
Walk	4	51	24
Total	100	100	100

66. The values in Table V2 – which represent a change from the January 2019 pathway to the Right Mix – assume that improved cycling facilities do not affect the overall trip-rate. The changes in mode of travel resulting from improved cycling facilities will partly take place through redistribution of trips towards those more suited to cycling. That will lead to a reduction in total person-kilometrage because cycle trips within most of the spatial themes (although not Neighbourhood) are shorter than average.

Step 6: Improved metro, suburban rail, and bus rapid transit services, plus complementary policies, cause these rapid transit modes to increase their mode-share, with their share of Wider City Region trips increasing to 8%

67. At present in Greater Manchester, approximately 60% of metro and suburban rail trips have an end in the Regional Centre. Although the Regional Centre will always be a very important trip attractor for rapid transit, Greater Manchester aims that rail-based rapid transit (meaning metro and suburban rail) should in the future serve a wider range of trip-origins and destinations, thus greatly extending the benefits of these rapid transit modes. For example, there is a need to provide better rapid transit connections for residents of the north of Greater Manchester to reach job opportunities in the southern half of the city-region, in locations that include Manchester Airport and Trafford Park. Traffic congestion on the highway network and slow public transport links mean that many of these trips are at present difficult, especially at peak times.

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68. The present limited focus of metro and suburban rail on the Regional Centre reflects:

- Limited peak capacity has in the past prevented offering attractive metro fares to cross-city trips serving a wider range of trip-origins and destinations. These trips will be more fare-sensitive because alternative modes to metro are typically more attractive than for travel to Manchester City Centre – e.g. car-parking is much cheaper outside Manchester City Centre.
- Journey-times through the city centre are slow on the street-running section of Metrolink, and cross-city connections for suburban rail are often difficult.
- Fares for mixed-mode trips are high: many non-Regional-Centre trips require travel on more than one mode if made by public transport.

69. At present, Greater Manchester TRADS data shows that about 2% of Wider City Region trips use metro or National Rail services, a majority of which will comprise short trips within corridors. To attract as many as 8% of Wider City Region trips to rapid transit modes, it would be necessary to attract demand from a much wider base than just intra-corridor trips served by metro, bus rapid transit, or National Rail lines. Instead it would need to attract the middle-distance trips – especially longer middle-distance trips – for which rapid transit can compete with car. These are mostly trips that would route via the M60 if using car, and would route via the Regional Centre if using rapid transit.

70. Therefore Step 6, together with Step 3 above (redistribution of 10% of Wider City Region trips to Regional Centre without any increase in Regional Centre car trips) will have substantial implications for public transport capacity and service-levels on rapid transit services to and through Manchester City Centre. Several considerations indicate that only a major increase in metro capacity in the city centre - probably through a Regional Centre metro tunnel - would create a sufficient step-change to achieve these adjustable targets. This was the rationale in the January 2019 pathway to the Right Mix of focusing the target specifically on metro services. However, reflecting the potential to increase usage of National Rail and bus rapid transit services, Step 6 now applies also to these forms of rapid transit.

71. A step-change in metro capacity in Manchester City Centre would enable shorter-distance-focused suburban rail services to be converted to metro, releasing capacity on the National Rail network to accommodate demand growth on remaining National Rail services, which would remain a very important part of the overall rapid transit service-offer.

72. Besides providing a step-change in metro capacity, a Regional Centre metro tunnel would also reduce the journey-times of cross-city trips by avoiding the city-centre street-running of the existing Metrolink system, whilst retaining its high service-frequencies. That will be very important in achieving the target of 8% of Wider City-Region trips using metro or National Rail.

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73. To achieve 8% Wider City-Region trips using metro or National Rail, these networks would need to be supported by better access to stops and stations, since many Wider City-Region trips have at least one end located outside easy walking-distance to a rapid transit service. Future Mobility has great potential to improve access to the "first and last mile" of rapid transit journeys. Finally, integrated fares between public transport modes will be important in increasing the use of rapid transit, and especially for Wider City-Region trips.

74. The greatest capacity requirements in achieving the targets in Step 3 and Step 6 will be placed on metro. Initial analysis by TfGM suggests that a Regional Centre metro tunnel accommodating 24 trains per hour in each direction using trains of 150m length would be sufficient to meet the adjustable targets in Step 3 and Step 6. That would mean using trains that are more than twice as long as a present Metrolink double unit (two vehicles coupled together).

75. National Rail services would also need to accommodate substantial demand growth. As noted above, a step-change in metro capacity in Manchester City Centre would release capacity on the National Rail network to accommodate demand growth. There is also considerable scope for increasing National Rail network capacity in Greater Manchester by running longer trains.

76. Buses are expected to make a substantial contribution to accommodating the growth of travel demand to the Regional Centre. However, the growth in the metro network – as discussed above – would abstract demand from bus. Integrated fares between bus and metro would also reduce bus travel into the city centre by increasing use of buses as feeders to metro, rather than as a mode for travelling all the way into the city centre.

77. Despite the above negative factors, a net increase in bus travel to the city centre is nonetheless expected to be necessary to achieve the targets in the Right Mix.

78. Bus capacity constraints are more flexible than for rail-based transport, in that they can be overcome by allocating more roadspace to bus, and there is potential to introduce such measures in response to demand growth. Bus terminus capacity in Manchester City Centre is another constraint which will need to be resolved: plans for accommodating buses in the city centre are contained within the City Centre Transport Strategy.

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Step 7: Transport policies (including travel demand management) lead to a 5% reduction in trip-length of Wider City Region car-trips

79. Trip redistribution – leading to either longer or shorter trips – is the main driver of long-term change in travel behaviour. For example, the roughly ten-fold increase in car travel in the UK since 1950 is almost entirely due to trip redistribution, with short trips by walk and bus being replaced by much longer car trips. Trip redistribution also caused average car trip-length to increase during the second half of the twentieth century.

80. Trip redistribution effects are allowed for in Steps 2 to 5 above, represented by Wider City Region trips redistributing to Neighbourhood (Step 2) and Regional Centre (Step 3). Steps 4 and 5 allow for a shortening of Neighbourhood and Regional Centre trips due to greater use of active modes.

81. Step 7 allows for a shortening of average car trip-length in the Wider City-Region category, due to roadspace reallocation to improve "place" and prioritisation of modes that make most efficient use of limited roadspace through Greater Manchester's Streets for All approach.

Step 8: Improved inter-urban public transport leads to a 5% reduction in car mode-share for city-to-city trips

82. City-to-city trips (see Figure V2) show a very high car mode-share, which reflects the fact that most of these trips are not between city centres, for which the public transport mode share is much higher than the average for this spatial theme (see the definition of "City to City" under "Spatial Themes" at the start of this chapter).

83. Major rail projects – notably HS2 and Northern Powerhouse Rail – can be expected to increase already-high rail mode share for travel between city centres. They can also be expected to redistribute trips, leading to an increase in the proportion of city-centre-to-city-centre trips within city-to-city trips. The land-use changes and other policies and interventions referred to in Step 3 can also be expected to increase rail mode-share to the Regional Centre for longer-distance commuting trips – from locations such as Blackpool and Chester, which are included within the city-to-city spatial theme.

84. A reduction in car mode-share by five percentage points has therefore been targeted: this spatial theme is expected to remain dominated by long car trips dispersed across a very wide range of trip origin-destination combinations. The targeted public transport mode-share represents an increase of approximately 50% in trip-volumes from the present.

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Conclusion: the achievability of the 2040 Right Mix

85. Greater Manchester has many possible pathways available to achieving its Right Mix vision for 2040. Following an adaptive approach facilitates changes in policies and interventions to respond to the many uncertainties that lie ahead, avoiding the risks inherent in an inflexible plan. The pathway set out in this report aims to enhance existing trends that support the achievement of the Right Mix, including the increased preference for high-density urban living (Steps 2 and 4, facilitated by interventions that will support Step 7); the growth of major city centres (Step 3); and the increased popularity of travelling by cycle, rapid transit, and inter-urban rail (Steps 5, 6, and 8).

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DOING THINGS DIFFERENTLY

OUR FIVE YEAR TRANSPORT DELIVERY PLAN 2020–2025

In support of the Greater Manchester Transport Strategy 2040

Published October 2020











FINAL DRAFT – subject to final adoption by GMCA

October 2020 – Version 2.1





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Introduction by the Greater Manchester Mayor



The Covid-19 pandemic has had a profound impact on the journeys we make and the way that we travel. It is unclear how long it will be before travel returns to previous levels, and the long-term impacts of Covid-19 on the economy, on the environment and on the way that we all live remain to be seen. However, **now is not a time to pause. If Greater Manchester is to recover then we must press on and work harder than ever to realise the ambitious plans we have for our city region.**

Transport is absolutely essential to that recovery and that is why it remains one of my top priorities. In 2019 I launched **Our Network**, a vision to create an integrated, modern and reliable **London-style transport system**.

Our Five Year Transport Delivery Plan outlines the key challenges on our transport network – poor air quality, congestion, radically improving our buses, greater local say on our rail services and stations and boosting cycling and walking – and sets out the shorter-term measures and schemes needed to achieve the Our Network vision. Importantly, I want this plan to deliver real and tangible improvements to people's everyday journeys.

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As is the Greater Manchester way, this plan has been developed in close co-operation with TfGM, GMCA and the local authorities to ensure our transport investments support and are supported by the new housing and commercial development sites in our **Greater Manchester Spatial Framework.**

The plan also has at its heart Greater Manchester's commitments to tackle **poor air quality** and to be a **carbon neutral city-region by 2038**. There are key measures, therefore, to reduce the dangerous transport emissions that are a blight on communities and people's health. There are also measures to reduce transport's carbon footprint, but tackling climate change is a national problem and we will need Government action and funding to support this.

In addition to publishing **Our Five Year Transport Delivery Plan** we have also refreshed the **GM Transport Strategy 2040**, GM's Local Transport Plan. This too has been updated to reflect our renewed focus on tackling climate change and clean air commitments along with key aspects of **Our Network**.

To deliver the ambitions set out in **Our Five Year Transport Delivery Plan** we will need further investment and reform, and we have made a strong argument for both to inform the **Government's Comprehensive Spending Review and Devolution White Paper**. The case is now irrefutable that greater investment and devolution in the North, including in Greater Manchester, should be a national priority.

The creation of the Northern Transport Acceleration Council is a statement of intent from the Government with Ministers and Northern leaders working together to bring forward the

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modern transport network the North has lacked for too long. This must now be matched with significant investment from Government if it is serious about levelling up and rebalancing the UK economy.

Aside from much needed capital investment, the plan also sets out the importance of reform to key parts of the transport system itself. Devolution is starting to see Greater Manchester gaining some of the powers, if not all the resources, it needs. No city-region is in a better position to take advantage of the powers now available to improve and better integrate our transport. We continue to lead the way in this area, including exploration of the powers made available by the Bus Service Act, but there are further powers I want to see devolved to Greater Manchester and to local authorities, so we are genuinely able to provide the efficient transport network that businesses and residents need.

This plan builds on the unprecedented levels of local investment seen over the past decade including the expansion of the Metrolink network and contactless ticketing, the ground-breaking Leigh-Salford-Manchester guided busway, the development of new interchanges, major new highways schemes and the launch of the Bee Network - the UK's most ambitious cycling and walking investment programme.

All of this investment has delivered real benefits, now we must look to the future and what needs to be done in the years ahead to ensure Greater Manchester has the transport network it so sorely requires to recover, to grow and to prosper.

That is why the **Our Five Year Transport Delivery Plan** is critical - it is by no means the last word on our transport ambitions, and I will continue to push for greater investment and reform - but it does represent a significant step on the way to 'building back better' to a better connected, cleaner and greener Greater Manchester.

Andy Burnham
Mayor of Greater Manchester

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Purpose of this Delivery Plan

1. Our Five Year Transport Delivery Plan (2020–2025) details what Greater Manchester wants to achieve in the next five years as the first steps towards delivering our vision for transport. It sets out the practical actions planned to deliver the Greater Manchester Transport Strategy 2040 and achieve the ambitions of the Greater Manchester Combined Authority (GMCA) and the Mayor, providing a coordinated approach to transport investment. It is also intended to inform the development of the Greater Manchester Infrastructure Programme (GMIP).

2. Covid-19 has had a massive health and economic impact on our city-region, affecting every person and business. The impact from the pandemic has not been equal or fair, highlighting inequalities across Greater Manchester. Travel demand remains well below levels prior to the pandemic and although they are increasing, we know our plans for transport and other policy areas will need to be adapt as we continue with the recovery.

3. Even though Covid-19 has been harmful to both our health and our economy, it has brought some benefits. Neighbourhoods, communities and towns across Greater Manchester has experienced lower traffic and cleaner air, and some workers have been able to embrace flexible working and accessing high-quality digital services. We want a future where walking and cycling are the obvious choice for shorter journeys and where the past dependency on the car is superseded by reliable and responsive public transport, a London-style transport system. Our Delivery Plan sets out those first steps from a transport and placemaking perspective so that we can support the recovery and create a stronger, sustainable and resilient Greater Manchester.

4. Our Five Year Transport Delivery Plan sits alongside the Greater Manchester Transport Strategy 2040 (hereafter referred to as the 2040 Transport Strategy). The two documents form the Greater Manchester Local Transport Plan. It is recommended that this Five Year Transport Delivery Plan is read alongside the full 2040 Transport Strategy, which provides the long-term policy framework for transport in Greater Manchester. Further details on the 2040 Transport Strategy is provided in the section below and at www.tfgm.com/2040.

5. A significant amount of ongoing work is required to develop, appraise and prioritise the interventions in Our Five Year Transport Delivery Plan – in other words to make tough choices about where limited funds can make the biggest difference. This work will be overseen by those responsible for transport in the region, including the GMCA and the GM Transport Committee.

6. Our Five Year Transport Delivery Plan supports the implementation of Our Network, a ten-year plan to create an integrated, modern and reliable London-style transport system for Greater Manchester. It brings together different modes of public transport –- bus, tram, rail, tram-train and cycling and walking - in an integrated, easy-to-use system with seamless connections, and simplified ticketing and fares.

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7. Transport for Greater Manchester (TfGM), on behalf of GMCA, has coordinated the preparation of Our Five Year Transport Delivery Plan. It has been developed in conjunction with, and reflects the priorities of, our key partners, each of whom have their own part to play in delivering the commitments set out in this document. They include:

- The elected Mayor of Greater Manchester – responsible for the transport budget our city-region receives from Government and for setting priorities for transport;
- The Greater Manchester Combined Authority – the GMCA is made up of the ten Leaders of the Greater Manchester Local Authorities and is chaired by the Mayor. It is responsible for delivery of a range of devolved functions including Fire, Waste, Police and Crime, Planning, Transport, Health and Economic Growth;
- The ten Greater Manchester Local Authorities – as the highways and planning authorities, the local authorities are responsible for ensuring that roads are safe and usable, for producing Local Plans and considering all planning applications. They are also responsible for neighbourhood planning, licensing taxis and private hire vehicles and for leading on the delivery of services in their area; and
- Wider Stakeholders – including Highways England, Network Rail, Transport for the North, neighbouring authorities, transport operators, emergency services, Manchester Airport and High Speed Two (HS2) Limited.

8. In the document when we refer to “we” it includes the aforementioned organisations.

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9. Our Five Year Transport Delivery Plan has been prepared to respond to the transport opportunities and challenges facing Greater Manchester, in parallel with the development of the Greater Manchester Spatial Framework (GMSF). Together, these documents provide an integrated approach to transport and land use planning by identifying the strategic transport interventions required to deliver the scale of growth set out in the GMSF. It also supports the priorities of the Greater Manchester Strategy (2018).

10. Our Five Year Transport Delivery Plan is supported by Local Implementation Plans (LIPs) for 2020 to 2025 for each of the 10 GM Local Authorities. These Local Implementation Plans will:

    - Complement the 2040 Transport Strategy and Our Five Year Transport Delivery Plan, providing detail on how the local outcomes will be achieved in each local authority;
    - Support wider GM and local authority strategy and policy documents (e.g. Local Plans, town centre masterplans, GM Clean Air Plan, GM Spatial Framework);
    - Summarise key local transport issues and opportunities in each local authority, providing an added layer of local detail that is not provided in the 2040 Transport Strategy;
    - Focus on neighbourhood and town centre spatial themes, to complement the strategic focus of the 2040 Transport Strategy;
    - Set out a programme of priority local transport / minor works interventions for the next five years (including infrastructure, services and behaviour change work);
    - Provide the basis against which future local transport / minor works funding can be allocated to local authorities for local delivery.

11. The LIPs are included in Appendix B. It is intended that each Local Implementation Plan is kept as a 'live' document for a period of time and will be updated as local authorities develop and publish transport plans and strategy (for example, Local Plan documents), or as new schemes are developed or delivered.

12. Further information on TfGM's business priorities can be found in its Business Plan, which highlights how TfGM works with and supports the local authorities to deliver on improving and integrating transport operations.

13. We are committed to reviewing and reporting progress on a regular basis to ensure we deliver our 2040 vision and will publish regular progress reports to update on the development and delivery of our transport policies and interventions, and to track progress against the key performance indicators.

14. A glossary of the key terms in Our Five Year Transport Delivery Plan is included on page 7372.

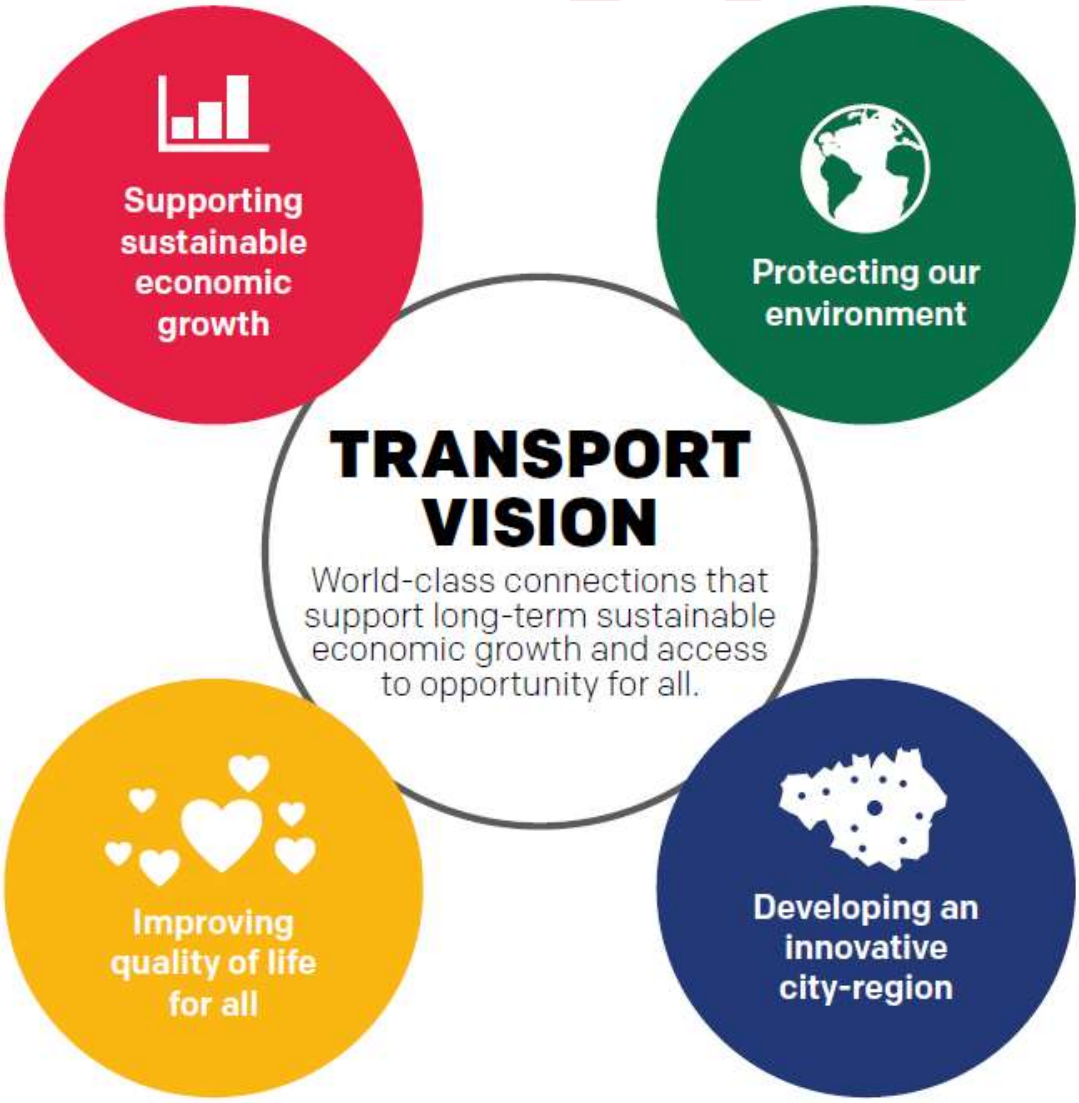
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2040 Strategy Overview and Our Right Mix Vision

15. The Mayor's and GMCA's priorities are set out in the refreshed Greater Manchester Strategy (launched in autumn 2017) with a vision 'to make Greater Manchester one of the best places in the world to grow up, get on and grow old'[1]. Key priorities include tackling climate change, creating a thriving economy, and supporting 'world-class connectivity that keeps Greater Manchester moving'.

16. The Greater Manchester Strategy is supported by the 2040 Transport Strategy and accompanying Five Year Delivery Plans. The 2040 Transport Strategy was first published in February 2017, is our city-region's statutory local transport plan. Over three years after the Strategy was first published, its 2040 Vision - for Greater Manchester to have *'World class connections that support long-term, sustainable economic growth and access to opportunity for all'* – remains highly relevant.

Figure 1: Greater Manchester transport vision, 2040 Transport Strategy



[1] https://www.greatermanchester-ca.gov.uk/ourpeopleourplace

17. The initial version of the 2040 Strategy made clear that we would 'review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities'. The Strategy has therefore undergone a 'light touch' policy refresh to reflect work undertaken, and the changed context, since 2017.

18. In particular, the refreshed 2040 Transport Strategy includes the Right-Mix ambition for at least 50% of all journeys to be made by active travel and public transport by 2040; details of the GM Mayor's Our Network plan to create an integrated, modern and reliable London-style transport system; an increased emphasis on the importance of cycling and walking; the climate emergency declared by GMCA and all ten councils; and the development of the GM Clean Air Plan.

19. The document has also been updated to reflect the contemporary devolution agenda, including publication of the Bus Reform business case and GM Rail Prospectus; ongoing work to develop our 2040 sub-strategies including: Streets for All, City Centre Transport Strategy, Local Bus Strategy, Rapid Transit Strategy, Freight Strategy; and further development of the Greater Manchester Spatial Framework, including the growing emphasis placed on regenerating town centres. The refreshed 2040 Transport Strategy has been published alongside this Five Year Delivery Plan.

20. In the 2040 Transport Strategy and Our Five Year Transport Delivery Plan we set out a strong commitment to provide a transport system which: supports sustainable economic growth and tackles congestion; improves the quality of life for all by being integrated, affordable and reliable; protects our environment and improves air quality; and capitalises on new technology and innovation.

Our Customer Focus

21. Our customers are at the heart of our 2040 Transport Strategy, whether they are residents, businesses or visitors to Greater Manchester. We have identified some key principles that will be applied consistently across our networks over the period to 2040 to ensure that our entire transport system is more customer-focused and able to respond effectively to the challenges that lie ahead.

22. These network principles will be applied to all transport interventions to ensure that the transport system meets the needs of our residents, businesses and visitors. They are set out in the diagram below.

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Figure 2: 2040 Transport Strategy Network Principles



Our Spatial Themes

23. Our 2040 Transport Strategy was developed around spatial themes so that we can implement the most appropriate interventions for different parts of the city-region and for different journeys. These interventions could range from transport improvements which improve global connectivity to support overseas trade, right down to local neighbourhood improvements to support trips that people make on a daily basis.

Figure 3: Our Spatial Themes



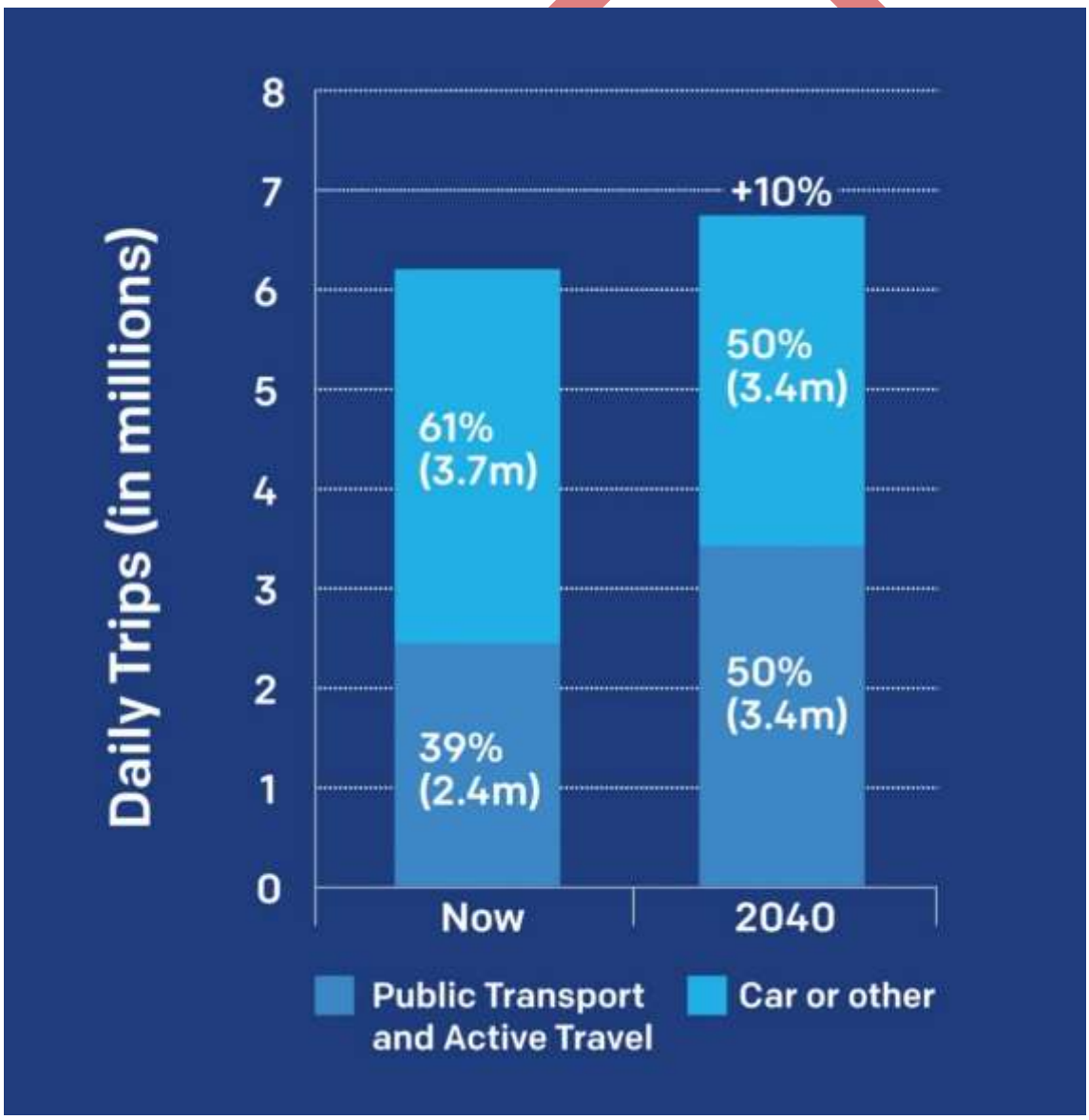
Spatial Theme	Includes	Except
Neighbourhood	Trips less than 2km (straight line) with at least one end within Greater Manchester	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre
Wider City Region	Trips with at least one end in Greater Manchester, and both ends no more than 10km outside the Greater Manchester boundary	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end within the Regional Centre • Trips under 2km
Regional Centre	Trips with an end in the Regional Centre	• Trips with a non-work attraction end at Manchester Airport and surrounding developments • Trips with an end more than 10km outside the GM boundary
City to City	Trips with one end in Greater Manchester, and the other more than 10km outside the Greater Manchester boundary	• Trips with a non-work attraction end at Manchester Airport and surrounding developments

Our Right Mix vision for 2040

24. In the Draft Delivery Plan published in 2019 we set out our ambition to improve our transport system so that by 2040 50% of all journeys in Greater Manchester are made by public transport or active travel. This would mean a corresponding reduction in car use to no more than 50% of daily trips. This target would create one million more sustainable journeys every day in Greater Manchester by 2040, enabling us to deliver a healthier, greener and more productive city-region. We call this the Right Mix. Achieving the Right Mix is expected to lead to zero net growth in motor vehicle traffic in Greater Manchester between 2017 and 2040.

25. Through the Right Mix, Greater Manchester has adopted an adaptive, vision-led approach to transport planning. This means that the steps needed to achieve our vision will be continually monitored and adjusted if needed to achieve our goal. This is important, given the potential for our plans to be affected by external events, such as Covid-19.

Figure 4: The Right Mix vision for travel in 2040



Climate Emergency and Meeting our Carbon Targets

26. Since the Right Mix vision was agreed by the Greater Manchester Combined Authority in 2019, we have been reviewing the pathway to achieve it, particularly in the context of the climate emergency and Greater Manchester's aim to be a carbon neutral city region by 2038. We are currently undertaking additional work to identify how the Right Mix contributes towards achieving Greater Manchester's carbon target and, importantly, our carbon budgets, alongside other measures to decarbonise the transport network, such as electric vehicles. Decisive action will be needed in the next five years to make meaningful progress towards meeting our carbon targets.

27. Recent evidence suggests that, to meet our carbon targets, we will need to significantly reduce motor vehicle traffic in GM, as well as decarbonising a large part of our transport system. This will be a huge challenge and will need co-ordinated action at both a national and a local level to invest in and incentivise sustainable travel, and to reduce incentives to travel by car. Land use planning will also play an important role, as key facilities, such as shops, offices and services, will need to be built in accessible locations close to where people live, thereby reducing the need to travel by car. Further detail on this will be published soon.

The outcomes we will aim for by 2025

28. As noted above, our Right Mix vision wants to achieve an increase in the mode share for non-car travel from 39% to 50%. We estimate that accomplishing this will enable us to deliver Greater Manchester's planned growth without an overall increase in motor vehicle traffic, despite an overall 10% increase in trips driven by a growing population. Achieving this target will be influenced by:

    - The quality of the transport offer, including the integration between modes;
    - Trends in travel behaviour, such as fewer young people choosing to get driving licences or more people travelling outside peak hours;
    - The spatial distribution of economic activity, with more concentrated development being easier to serve by sustainable modes; and
    - Trends in society such as increased remote working and online shopping.

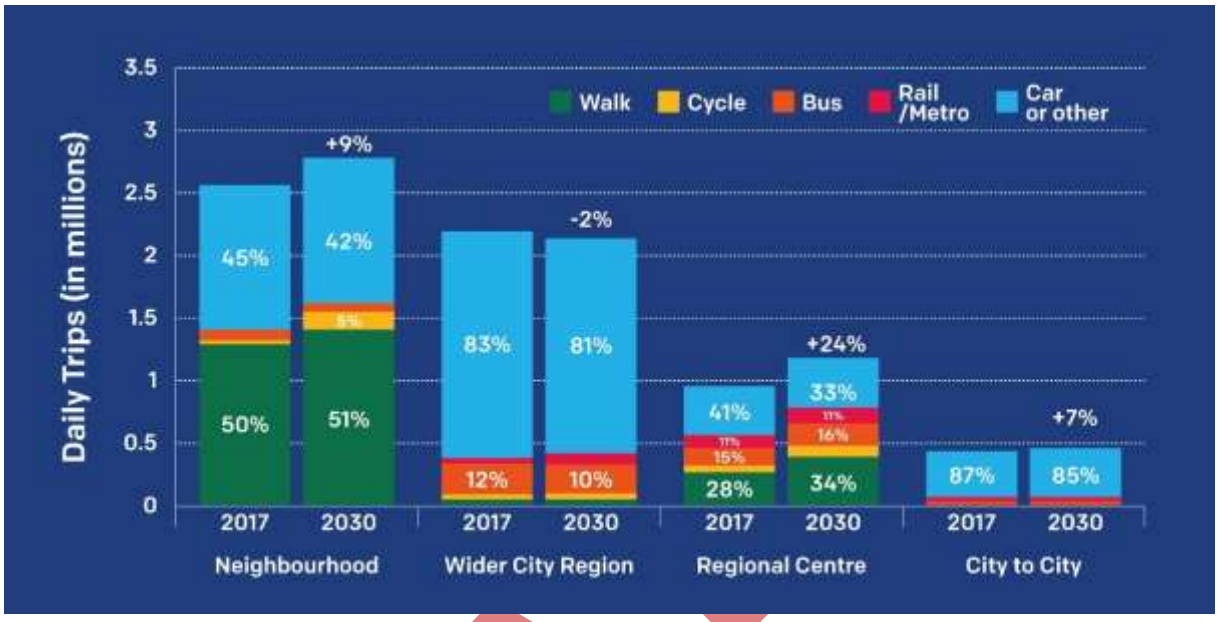
29. The interventions within Our Five Year Transport Delivery Plan will influence the first two of these factors: developing the quality of the transport offer and influencing travel behaviour. Public policy such as spatial planning and where we locate public services, such as health facilities, will have some affect on the third factor by 2025, but we are unlikely to be able to influence or predict wider changes in society.

30. Figure 5 sets out the targets for the Right Mix vision for the year 2030 for the main spatial themes, based on following the pathway to the 2040. It shows we are aiming for increases in Neighbourhood and Regional Centre trips. At the Neighbourhood level we want to see an increase in walking and cycling. For the Regional Centre, both public transport and active travel mode share needs to increase.

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31. Our targeted pathway position for 2030 is presented as a mid-way point to 2040. It is also a point where we expect that many of the interventions set out in Our Five Year Transport Delivery Plan will have been implemented and influenced travel behaviour.

Figure 5: The Right Mix vision for travel in 2030



32. These 2030 targets will be reviewed in the light of evidence on the longer-term effects on travel of the Covid-19 pandemic. At present these are uncertain. The uncertainty created by the pandemic illustrates the value of our adaptive approach to achieving the Right Mix, which involves reviewing progress and modifying our actions accordingly so that we remain on-track for achieving the 2040 vision.

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Greater Manchester's Plan for Homes, Jobs and the Environment

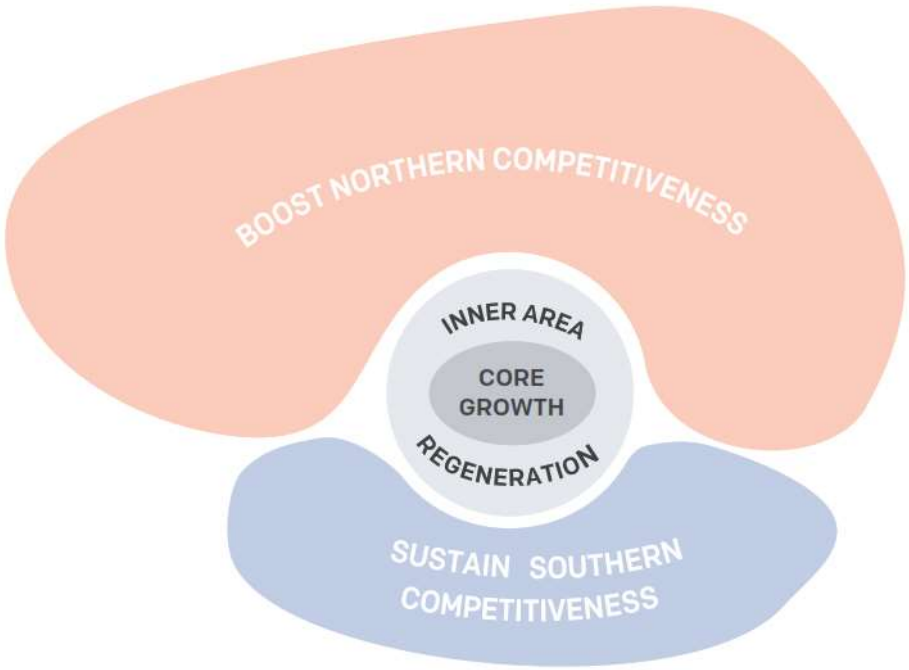
33. Greater Manchester is already growing rapidly, and this growth is set to continue over the next twenty years. Greater Manchester's ambition is to deliver that growth in a sustainable and inclusive way so that everyone benefits, and the quality of our environment is improved.

34. Our Five Year Transport Delivery Plan has been prepared alongside the Greater Manchester Spatial Framework, following feedback from consultations on both the Draft GMSF and Draft 2040 Five Year Transport Delivery Plan. Further detail on supporting infrastructure for new allocations is contained within the GMSF transport evidence base.

35. Greater Manchester's Plan for Homes, Jobs and the Environment – The Greater Manchester Spatial Framework (GMSF) – sets out a blueprint for the scale and distribution of housing and employment development over the next two decades. The majority of housing and employment growth is proposed within the core of the conurbation (Manchester, Salford and Trafford core areas), combined with housing and employment development to boost competitiveness in northern areas of Greater Manchester. There will be continued development around Manchester Airport, as the global gateway to Greater Manchester, and within a few key new allocations to sustain southern competitiveness. The southern part of Greater Manchester will see lower levels of housing growth than the northern area, with a redistribution of housing growth mainly to the core.

36. The diagram below illustrates how the GMSF aims to create a settlement structure that can be serviced by public transport. This settlement structure aligns with the aspirations of the 2040 Transport Strategy, and our Right Mix vision to accommodate growth with no net increase in private motor-vehicle traffic by 2040.

Figure 6: Greater Manchester Spatial Framework Key Diagram



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37. Connectivity to public transport and active travel are key factors in the selection process that underpins the allocations within the GMSF and alongside other criteria, sites have been selected to maximise the potential for public transport access.

38. To support the scale of housing and employment growth envisaged by the GMSF, the Greater Manchester local authorities and TfGM have examined the implications of the planned growth on the wider transport network. This work has been used to identify the portfolio of strategic transport interventions that may be brought forward to support the proposed housing and employment growth. The resultant interventions are included in Our Five Year Transport Delivery Plan and summarised in Appendix C.

39. The GMSF will also be supported by a Greater Manchester Infrastructure Framework. The Infrastructure Framework provides a blueprint for the future of Greater Manchester's wider infrastructure and is aligned with Our Five Year Transport Delivery Plan. For example, the Infrastructure Framework will help ensure that Greater Manchester has the electricity needed to power electric vehicles.

40. In addition, there will also be the need for more local interventions that will enable access to, or will mitigate the impact of, new GMSF allocations. Recommended local interventions are defined by each GM allocation policy, discussed within the GMSF Transport Locality Assessments and highlighted in the Local Implementation Plans in Appendix B. These are not included in Our Five Year Transport Delivery Plan unless they have strategic significance. Local authorities and developers will work together through the planning applications process to deliver appropriate local interventions for specific allocations.

41. There will also be continuing work with neighbouring authorities outside the Greater Manchester boundary to understand and mitigate the implications of their local plans on Greater Manchester's transport network.

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Delivery

Our focus for the next five years

42. Over the next five years we need to focus on tackling climate change, improving air quality, supporting recovery from the Covid-19 pandemic, tackling social exclusion and helping to deliver expected housing and employment growth. Our focus will therefore be on investing in walking, cycling and public transport networks; better integrating our existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. This will deliver the Our Network plan to create an integrated, modern and reliable London-style transport system. In summary, our main programme includes:

Programme Area
Our Bus Bus priority measures Bus Rapid Transit Introduction of Quality Bus Transit corridors Town centre interchange development in Bury Upgrades / renewals
Our Metrolink Enhanced passenger facilities and access to stops New stops to support spatial growth priorities Network capacity and resilience Major schemes Tram train early development Upgrades / renewals
Our Rail Completing up to 4 Access for All rail station upgrades Delivery of up to 2 new rail stations Enhanced passenger facilities and access to stations Port Salford Rail Link
Our Streets Next tranche of £1.5bn Bee Network beyond the £160m TCF allocation Town Centre & Streets schemes Pinchpoint schemes Schemes that unlock delivery of the Existing Land Supply and GMSF sites Major schemes, e.g. Wigan-Bolton HIF and Stockport A34 Upgrades / Renewals
Our Integrated Network Electric bus fleet and associated depot investment Electric Vehicle Charging Infrastructure ITS applications for Covid-19 recovery Future Mobility Zone

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Developing future transport interventions

43. If our vision for Greater Manchester is to be realised, a long-term investment plan is needed to support sustainable growth across the city-region. A range of large transport investments in Greater Manchester are already underway or are in advanced stages of development. There is still much to do, however, and we have identified studies and early concepts that need to be developed further in order to achieve our vision for transport.

44. Our delivery programme, set out in the next sections, includes transport interventions that are at various stages of development. Transport schemes take time to develop and deliver, so it is crucial that we start work on our long-term delivery programme now.

45. Generally, transport interventions will emerge from one of our transport studies, before work is undertaken to develop a detailed business case (or 'investment case') for them. A business case sets out the strategic, economic, financial, commercial, and management justification for the intervention – in short, whether the intervention is the right thing to do and delivers good value for money. In most circumstances, a successful business case will be a condition for the award of funding. In all cases, there needs to be a strong rationale and justification for each intervention before it can proceed.

46. There will also be a process of prioritisation that we need to follow to align the available funding with the highest priority interventions. Future versions of the Delivery Plan will refine the programme of interventions – some may become priorities for delivery while others may prove to be unfeasible and won't be progressed. This is discussed in more detail in the Funding section of this Delivery Plan.

Supporting the GMSF

47. Our Five Year Transport Delivery Plan fully aligns with the new GMSF. In particular, it demonstrates a clear plan for delivering strategic transport interventions for the first five years of the GMSF plan period. Our Five Year Transport Delivery Plan also lays the foundations in order to achieve the goals of the remainder of the GMSF period.

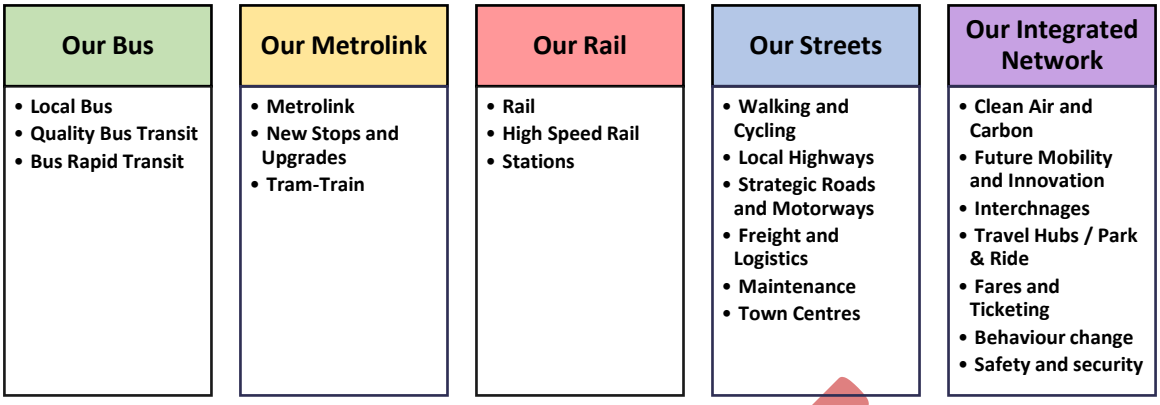
Structure of the Delivery sections

48. The following sections of this document present the delivery programme for achieving our long-term ambitions and Right Mix vision, with a focus on what is required in the next five years.

49. Our activities are grouped under the thematic headings set out in Figure 7. Delivery across these themes will need to be highly integrated and carefully co-ordinated to maximise the effectiveness and impact of future investment.

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Figure 7: Structure of the Delivery sections



50. Each section includes some explanatory text on the theme and provides a summary of the interventions and their stage in the development and delivery process. These include committed, unfunded priorities for the next five years and our longer-term development priorities:

- The interventions that are committed for delivery in the next five years – see Map 1 and Appendix A

  These interventions have significant funding allocated and the case for change has already been demonstrated, although final funding arrangements and approval of the business case may still be needed. They also include some interventions with a degree of commitment in Network Rail or Highways England industry processes.

- The interventions for which we aim to complete the business case in the next five years, in most cases to secure funding – see Map 2 and Appendix A

  These interventions are those with potential to be delivered by 2025 subject to scheme development funding, prioritisation, capital and revenue funding for construction or implementation and approval of a business case which demonstrates value for money.

- Our longer term priorities that we will develop options for in the next five years – see Map 3 and Appendix A

  These are the interventions which need further investigation or development in order to identify future options and determine feasibility. This work may identify interventions that could be delivered by 2025, and we will aim to achieve that wherever possible, but most are longer term projects that could be delivered in later years.

  Future versions of this Delivery Plan will explain the evolution of these interventions – some may become priorities for delivery while others may be unfeasible and won't be progressed.

- And the interventions due to be investigated beyond this Five Year Delivery Plan – see Appendix A

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51. We recognise that there are proposals that we would like to investigate, but which are unlikely to start in this Delivery Plan period. These may ultimately be needed to achieve our long-term vision for transport, but there are currently no plans to start investigation work before 2025.

52. The three maps on the following pages illustrate our delivery programme.

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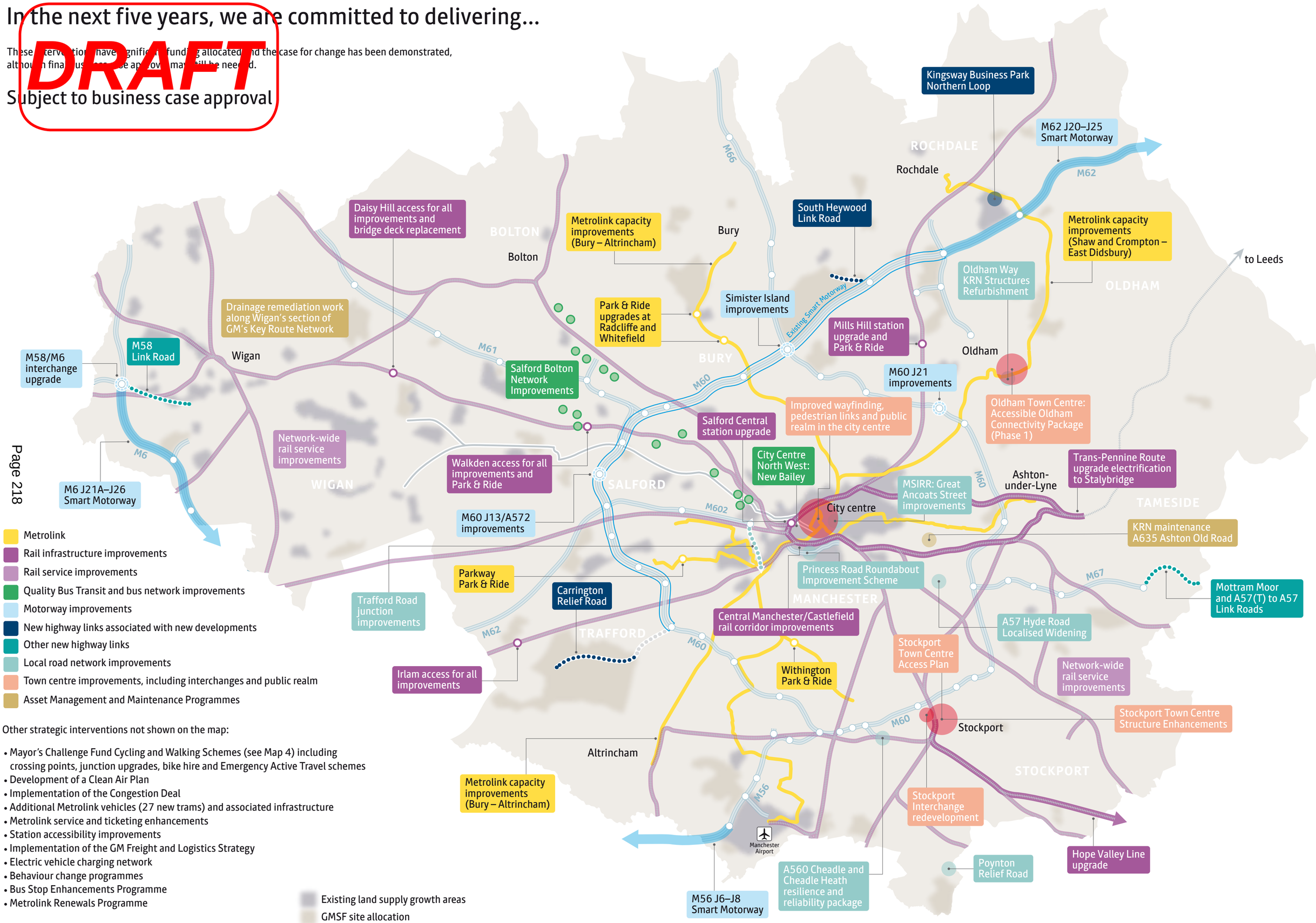
MAP 1

In the next five years, we are committed to delivering...

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These interventions have significant funding allocated and the case for change has been demonstrated, although final business case approval may still be needed.

Subject to business case approval



- Metrolink
- Rail infrastructure improvements
- Rail service improvements
- Quality Bus Transit and bus network improvements
- Motorway improvements
- New highway links associated with new developments
- Other new highway links
- Local road network improvements
- Town centre improvements, including interchanges and public realm
- Asset Management and Maintenance Programmes

Other strategic interventions not shown on the map:

- Mayor's Challenge Fund Cycling and Walking Schemes (see Map 4) including crossing points, junction upgrades, bike hire and Emergency Active Travel schemes
- Development of a Clean Air Plan
- Implementation of the Congestion Deal
- Additional Metrolink vehicles (27 new trams) and associated infrastructure
- Metrolink service and ticketing enhancements
- Station accessibility improvements
- Implementation of the GM Freight and Logistics Strategy
- Electric vehicle charging network
- Behaviour change programmes
- Bus Stop Enhancements Programme
- Metrolink Renewals Programme

Existing land supply growth areas

GMSF site allocation

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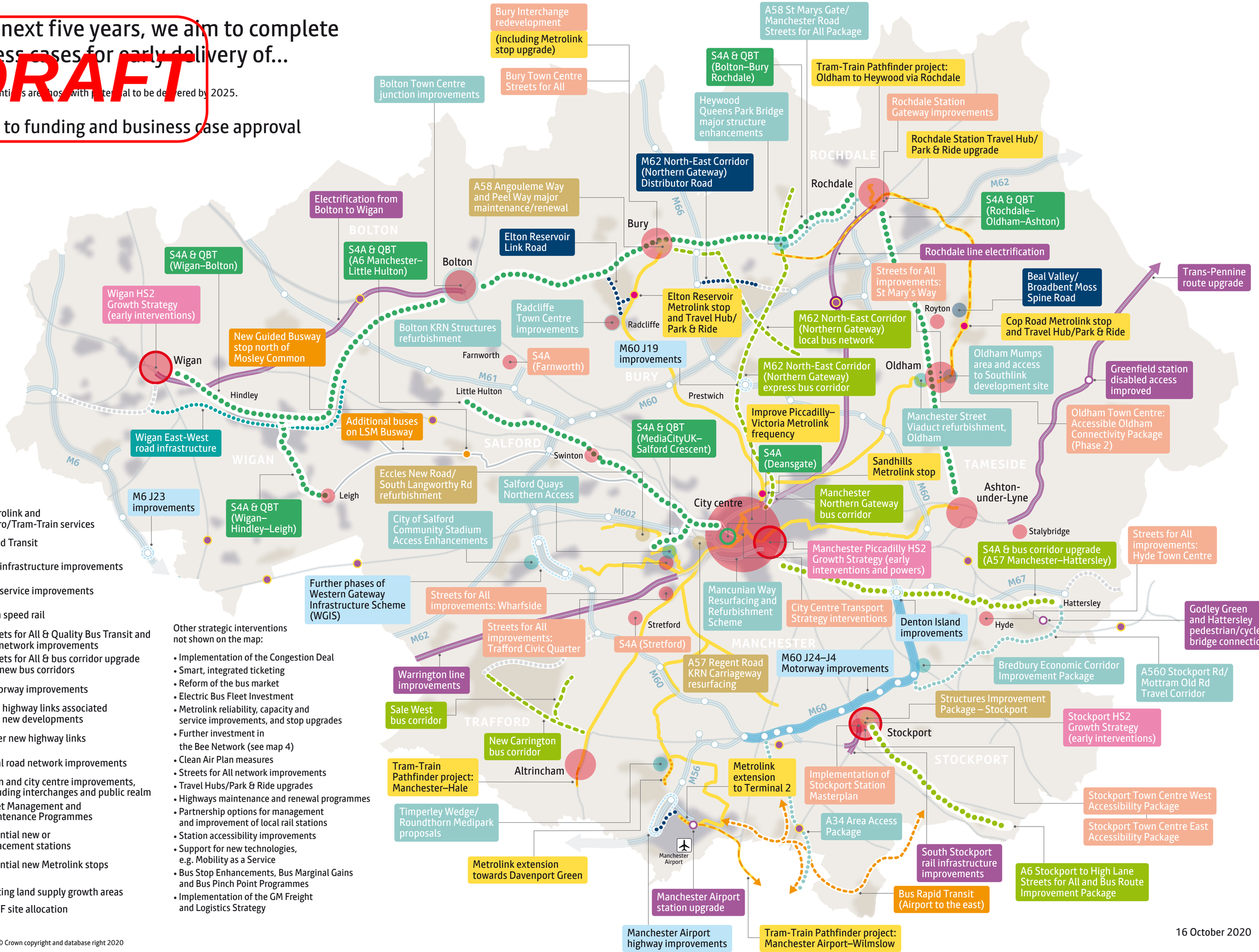
MAP 2

In the next five years, we aim to complete business cases for early delivery of...

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These interventions are those with potential to be delivered by 2025.

Subject to funding and business case approval



- Metrolink and Metro/Tram-Train services
- Rapid Transit
- Rail infrastructure improvements
- Rail service improvements
- High speed rail
- Streets for All & Quality Bus Transit and bus network improvements
- Streets for All & bus corridor upgrade and new bus corridors
- Motorway improvements
- New highway links associated with new developments
- Other new highway links
- Local road network improvements
- Town and city centre improvements, including interchanges and public realm
- Asset Management and Maintenance Programmes
- Potential new or replacement stations
- Potential new Metrolink stops
- Existing land supply growth areas
- GMSF site allocation

Other strategic interventions not shown on the map:

- Implementation of the Congestion Deal
- Smart, integrated ticketing
- Reform of the bus market
- Electric Bus Fleet Investment
- Metrolink reliability, capacity and service improvements, and stop upgrades
- Further investment in the Bee Network (see map 4)
- Clean Air Plan measures
- Streets for All network improvements
- Travel Hubs/Park & Ride upgrades
- Highways maintenance and renewal programmes
- Partnership options for management and improvement of local rail stations
- Station accessibility improvements
- Support for new technologies, e.g. Mobility as a Service
- Bus Stop Enhancements, Bus Marginal Gains and Bus Pinch Point Programmes
- Implementation of the GM Freight and Logistics Strategy

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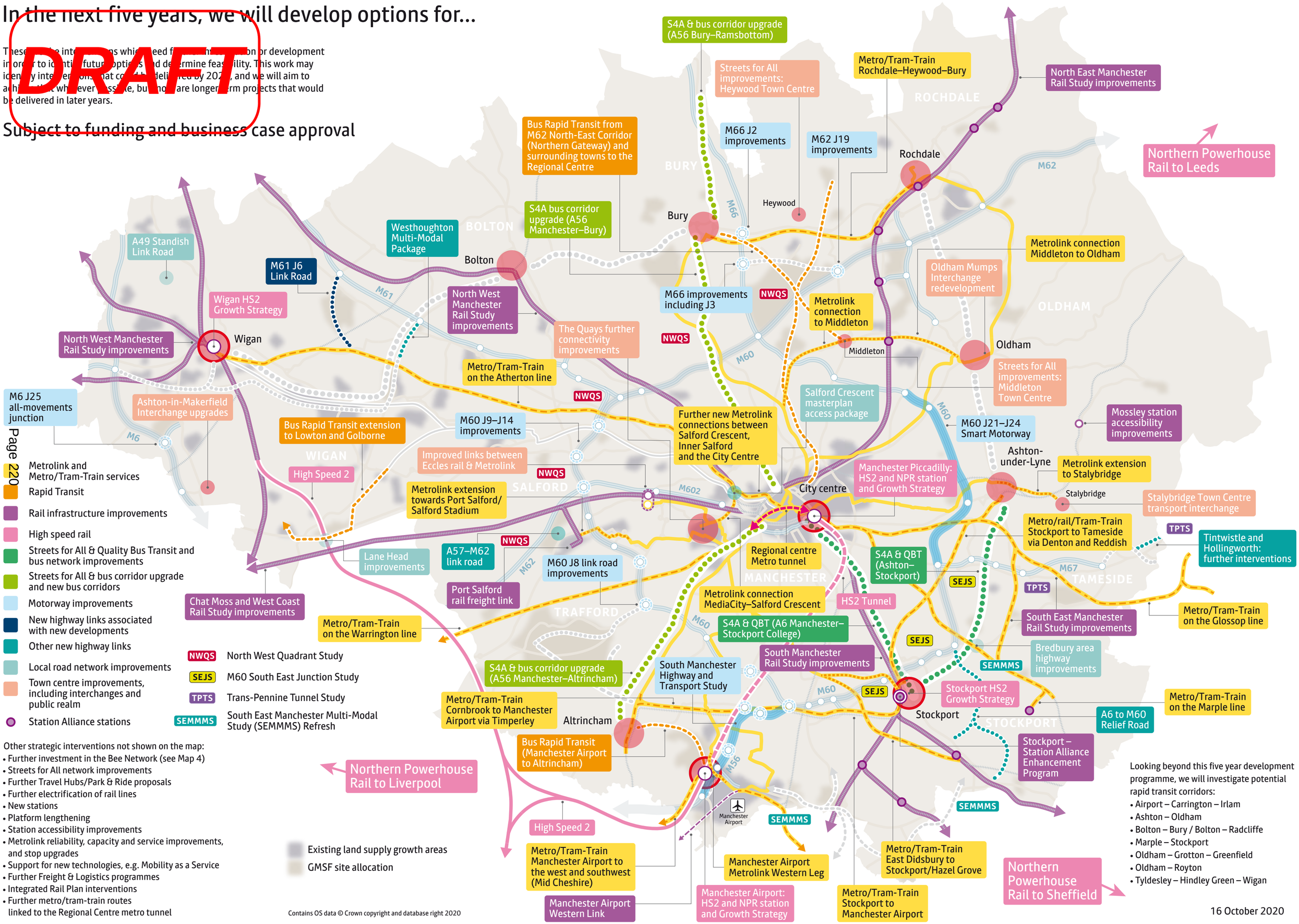
MAP 3

In the next five years, we will develop options for...

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These are the interventions which need further investigation or development in order to identify future options and determine feasibility. This work may identify interventions that could be delivered by 2027, and we will aim to achieve this wherever possible, but many are longer term projects that would be delivered in later years.

Subject to funding and business case approval



Other strategic interventions not shown on the map:

- Further investment in the Bee Network (see Map 4)
- Streets for All network improvements
- Further Travel Hubs/Park & Ride proposals
- Further electrification of rail lines
- New stations
- Platform lengthening
- Station accessibility improvements
- Metrolink reliability, capacity and service improvements, and stop upgrades
- Support for new technologies, e.g. Mobility as a Service
- Further Freight & Logistics programmes
- Integrated Rail Plan interventions
- Further metro/tram-train routes linked to the Regional Centre metro tunnel

Looking beyond this five year development programme, we will investigate potential rapid transit corridors:

- Airport – Carrington – Irlam
- Ashton – Oldham
- Bolton – Bury / Bolton – Radcliffe
- Marple – Stockport
- Oldham – Grotton – Greenfield
- Oldham – Royton
- Tyldesley – Hindley Green – Wigan

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Our Bus

Summary

53. Local bus, Quality Bus Transit and bus rapid transit are integral to the delivery of the Our Network concept set out by the Mayor of Greater Manchester in June 2019 and in our 2040 Transport Strategy.

54. Over the next five years we aim to develop an ambitious investment programme to ensure that buses play their full role in delivering a more integrated and sustainable transport system. This will include:

- **Developing detailed proposals for a 95-mile network of Quality Bus Transit corridors across Greater Manchester which will improve the whole-journey experience for local bus trips;**
- **Developing detailed proposals for bus rapid transit services that build on the success of the Guided Busway service on the Leigh - Salford - Manchester bus route; and**
- **Measures to tackle bus pinch points on the highway network to improve the reliability of bus journeys.**

55. Alongside physical improvements to the highway network, bus waiting facilities and interchanges, we will aim to deliver a range of complementary measures to increase the number of sustainable journeys made in Greater Manchester. In the next five years these will include:

- **Delivery of measures that support Our Network for bus by making services integrated, accessible and affordable, including continued consideration of Bus Reform and trial of Our Pass, allowing free bus travel for the city-region's 16-to-18-year olds;**
- **Development of cleaner and improved bus services to serve new housing and employment sites.**

56. Committed schemes, unfunded priorities (for the next five years) and longer-term development priorities for bus are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

57. Bus interventions that will be subject to appropriate planning approvals and developer contributions, associated with the GMSF allocations are summarised in Appendix C.

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Introduction to Our Bus

58. This section summarises the local bus, Quality Bus Transit and bus rapid transit delivery programme. Buses plays a vital role in tackling congestion and providing access to work, leisure and other destinations. Increasing bus patronage through improved services and infrastructure is key to achieving our Right Mix 2040 vision of zero net growth in motor vehicle traffic.



Local Bus

59. Bus is by far our most dominant public transport mode, accounting for four in every five public transport journeys in Greater Manchester, and it plays a vital role in reducing congestion and improving accessibility for people who have no access to a car. However, there is the potential for bus to contribute even more effectively to our overall public transport strategy, with 58% of our residents either using the bus occasionally, or would consider using the bus if a good service was provided.

60. A number of barriers prevent the bus reaching its potential in Greater Manchester. These include a fragmented bus market with multiple operators, a complex and ever-changing ticketing offer, lack of confidence that buses will turn up or arrive at destinations on time, and the perception that the bus is slow compared to other modes. Commercial and subsidised bus mileage also continues to decline (reducing by 21% and 33% respectively between 2010 and 2018), impacting residents who rely on buses to access work, school, essential services and leisure. Combined with changes such as the introduction of Metrolink, these challenges have contributed to a reduction in bus use, with patronage declining by 17% between 2008-09 and 2017-18.

61. Overcoming these barriers is essential to enabling bus to play its part in realising our aim for a fully integrated transport system that encourages people out of their cars. To achieve this, over the next five years we will need to invest in our bus network to better integrate services with other modes, such as rail, Metrolink, walking and cycling, deliver a simple and integrated fares system, improve the customer experience on the bus, and continue to grow our network. As with other public transport modes Covid-19 has resulted in a reduction in bus patronage. We will continue to review patronage levels following recovery from the pandemic and any potential medium to longer term influences on bus travel that may affect Greater Manchester's investment decisions. The following outlines key steps in our bus investment plans to achieve this up to 2025.

62. **Bus Reform:** Following the introduction of the Bus Services Act (2017), the GMCA asked TfGM to carry out an assessment of a bus franchising scheme. After its completion and the conclusion of an independent audit the GMCA decided to proceed to consultation on a proposed franchising scheme which ran from 14 October 2019 to 8 January 2020. The Covid-19 pandemic has had a significant impact on Greater Manchester's bus market, including timetables, revenues, passenger numbers and the public's attitudes to public transport. Due to this, further work will be undertaken to assess the impact of coronavirus on the bus reform process.

63. **Concessionary support:** TfGM, on behalf of the GMCA, will continue to provide access to government funded concessionary fares for elderly and disabled people. It also funds concessionary fares for children and for some women affected by changes in the state pension age In September 2019, Our Pass was launched as a 2-year pilot providing young people aged 16-18 free travel on local bus services. Please see the Fares and Ticketing section (page 58) for more information.

64. **Supported services:** The majority of Greater Manchester bus services are run by operators on a commercial basis. TfGM, on behalf of the GMCA, will continue to provide funding for parts of the bus network that operators consider not commercially viable but which are essential to connect people with work and local services such as education, healthcare, shopping and leisure. With a continuing reduction in commercial mileage there remains pressure on the supported network to maintain service provision with no additional funding available. In order to maximise the benefit to passengers obtained from limited funds, there will be a continued process of refining the criteria used to decide which services to support. Challenges include how to develop a sustainable network that supports the night-time economy and meets the needs of night-time workers as well as other passengers. TfGM will work with bus operators and major employers such as the Airport to achieve this.

65. **Accessible Transport:** TfGM, on behalf of the GMCA, funds and manages the delivery of the Ring and Ride 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. TfGM will ensure key service performance standards are maintained in order to meet the service's social inclusion objectives. Commitment to this service is highlighted by the support of the Combined Authority to procure twenty new vehicles for the fleet.

66. TfGM also funds flexible transport services under the Local Link brand for local journeys in areas where fixed-route public transport services are limited. TfGM is currently

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reviewing Accessible Transport across the region to ensure that it is delivered in the most cost-effective manner: that includes exploring the introduction of new flexible bus services serving rail stations and Metrolink stops. Mobility as a Service is also an important concept in how Demand Responsive Transport evolves (see the Future Mobility section for more detail).

67. **School Travel:** As of November 2020, TfGM, on behalf of the GMCA, provides dedicated school bus services to 119 education establishments: one primary school, 114 secondary schools and four further education colleges. The provision of these services is undertaken through around 300 contracts which provide nearly 700 daily school journeys and carry approximately 30,000 passengers per day. TfGM also owns a fleet of 78 Yellow School Buses. These services promote modal shift and help to reduce congestion by providing dedicated transport to schools. TfGM is currently reviewing school services across the city-region to maximise their potential to reduce congestion and to ensure they deliver benefits to students and schools as cost-effectively as possible.

68. **Draft GMSF new allocations:** The draft GMSF includes a number of large new allocations of land to accommodate economic and population growth. These have the potential to support new or improved bus services – for example, New Carrington and the M62 North-East Corridor. The Locality Assessments carried out for the GMSF allocations have developed potential investments required to support good public transport accessibility to the sites. These interventions are summarised in Appendix C. Further studies will be required to test the detailed feasibility, potential routing, operating costs and funding mechanisms for new or improved bus services to these locations.

Quality Bus Transit

69. **Quality Bus Transit Corridors and Bus Corridor Upgrades:** TfGM is undertaking a study of potential Quality Bus Transit Corridors that create a step-change in the experience of taking the bus for local journeys, and for access to the rapid transit network and town centres. These corridors will be delivered through whole-route upgrades of key bus routes, transforming orbital and radial connections between local centres across Greater Manchester. There will be a strong focus on journey quality, reliability and integration of bus into an attractive urban realm.

70. Quality Bus Transit will include bus priority measures, attractive and comfortable waiting areas, and creation of a more attractive urban realm that will encourage the high-density land-uses that bus travel facilitates. Attention will also be paid to improving access to bus stops from homes and destinations, through enhancements to the surrounding walking and cycling networks. Quality Bus Transit will be particularly important to support the regeneration of our town centres and for travel across the wider city-region.

71. Quality Bus Transit is initially being investigated for the Rochdale-Oldham-Ashton corridor, with additional corridors being developed over the next five years:

- Wigan-Bolton
- Bolton-Bury-Rochdale
- MediaCityUK-Salford Crescent

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- A6 Manchester City Centre-Little Hulton
- Wigan-Hindley – Leigh

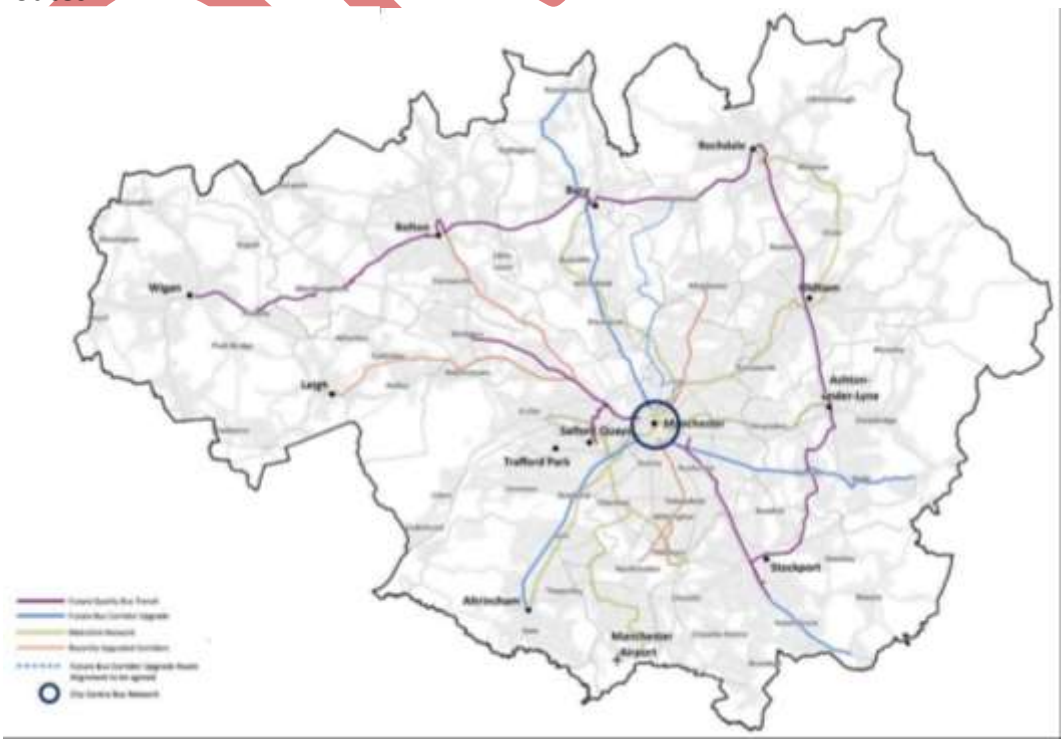
72. Alongside **Quality Bus Transit**, a number of bus corridor upgrade routes have been identified for development in Greater Manchester. Typically corridors that have less interaction with town centres and residential neighbourhoods, these routes will focus on delivering improvements to bus journey time and reliability, through bus priority measures. Figure 8 below shows the proposed network of Quality Bus Transit and bus corridor upgrades to be developed over the next five years.

Bus Rapid Transit:

73. Following the success of the guided busway service on the Leigh-Salford-Manchester corridor we are exploring options for new bus rapid transit links for longer and middle-distance journeys. Potential services include a network of routes from the Airport to the east (towards southern areas of the borough of Stockport) and a service to the west (from the Airport HS2 station towards Altrincham and Carrington) and also new links to the M62 North-East Corridor development area. There could be potential to extend the Leigh-Salford-Manchester Guided Busway service further west, for example towards Wigan.

74. Further studies will be required to test the detailed feasibility, potential routing, and operating costs of new bus rapid transit links to these locations. Increasing the reach, reliability and capacity of our bus rapid transit network will also help us to reduce congestion, air pollution and greenhouse gas emissions by providing a fast and reliable alternative to the car. This will include exploring options to better connect bus rapid transit stops through travel hubs that support journeys by cycling, walking and emerging options, such as e-scooters or hire bikes, alongside park and ride facilities.

Figure 8: Greater Manchester's Future Quality Bus Transit and Bus Corridor Upgrade Routes



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Our Metrolink

Summary

75. Metrolink, and its evolution through the use of tram-train technology, is a key element in the delivery of Our Network.

76. Our Prospectus for Rail (published in 2019) sets out what is needed for a transformational change in Metrolink light rail services – alongside National Rail services – so that all rail-based travel can play a full part in the future prosperity of Greater Manchester. Greater Manchester's record of success with Metrolink shows that you can deliver high quality rail-based services when those who design and deliver them understand and are accountable to the local customers they serve.

77. Over the next five years we plan to improve reliability, capacity, and customer experience on Metrolink. We aim to achieve this through:

- **Investing and renewing our Metrolink fleet assets through 27 new trams and associated infrastructure;**
- **Improving the Tram Management System and communications network, and providing turnback facility enhancements to increase capacity and resilience across the network;**
- **Developing and introducing new stops to support new developments, enhancing passenger facilities at existing stops and providing better access to stops; and**
- **Exploring opportunities for new Metrolink connections, including testing the feasibility of tram-train on existing rail lines.**

78. These activities represent a significant investment in the quality, capacity and reach of public transport in Greater Manchester, providing an attractive alternative to the private car and supporting our 2040 Transport Strategy vision.

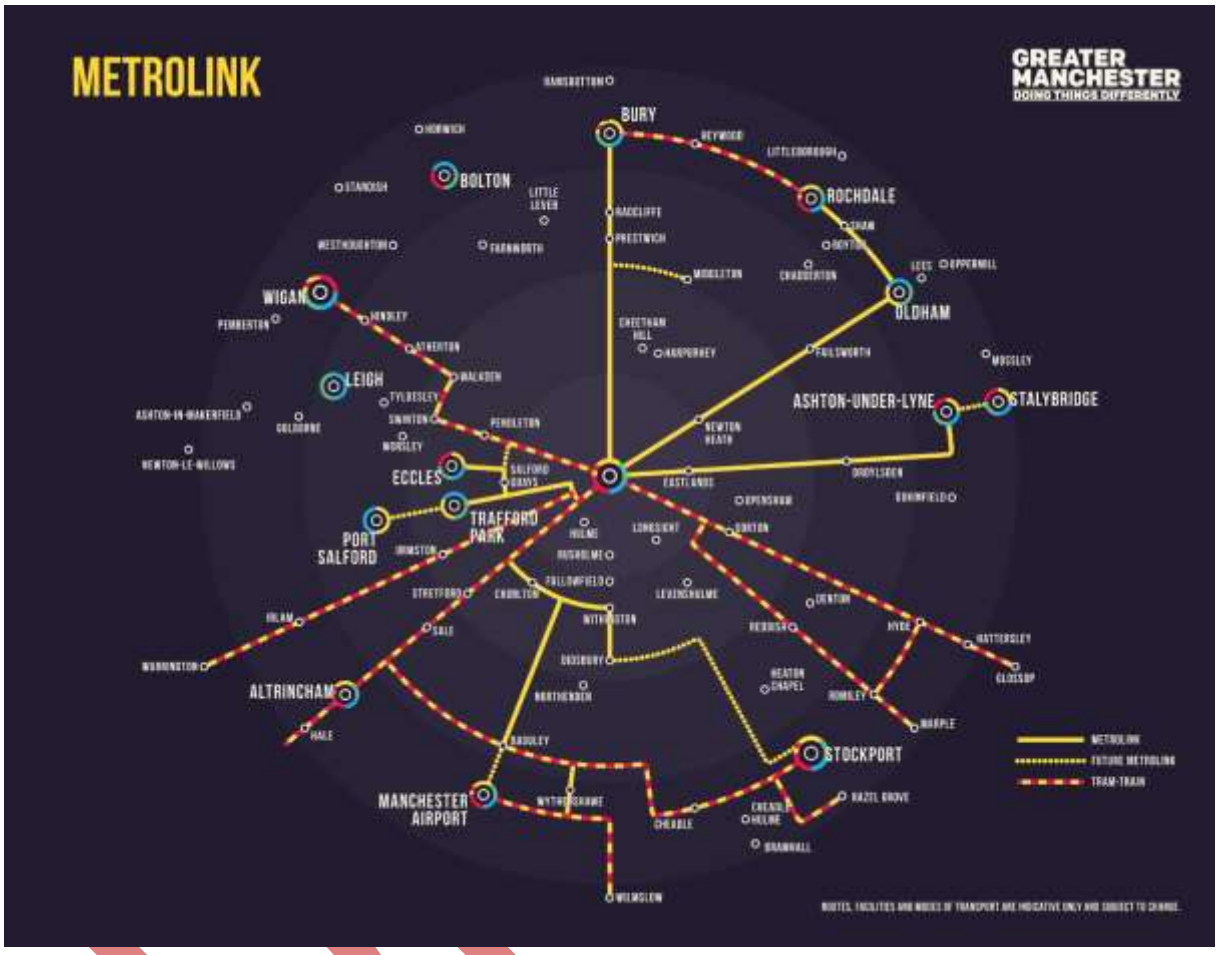
79. Our Metrolink committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

80. Our Metrolink interventions that will be subject to appropriate planning approvals and developer contributions, associated with the GMSF allocations are summarised in Appendix C.

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Introduction to Our Metrolink

81. Our public transport network plays a vital role in tackling congestion and providing access to work, leisure and other destinations. Increasing the use of public transport is key to achieving our Right Mix objectives of a non-car mode share of at least 50% of trips in Greater Manchester by 2040, and zero net growth in motor vehicle traffic in Greater Manchester.



Metrolink

82. Fixed-track rail (including Metrolink and tram-train) and bus rapid transit (which in this Delivery Plan means using bus technology to create services with some of the same characteristics as rail-based rapid transit) services are popular alternatives to car for longer journeys. They form an important element of our integrated and comprehensive network. Greater Manchester has invested heavily in its rapid transit network in recent years, as demonstrated by the recent opening of the Metrolink Trafford Park line and the Leigh-Salford-Manchester guided busway service.

83. **Our Network Phase 1:** Metrolink introduced contactless payment in July 2019, enabling a daily fare-cap for journeys on the network; the Trafford Park Line opened in early 2020; an additional 27 new trams have been ordered, adding 15% more capacity to the network; further Metrolink extensions are being explored, including an extension of the Airport line to Terminal 2 and Airport City, completion of the 'Western Leg' of the Airport line, and longer-term proposals to consider new connections to Port Salford, Middleton, Stalybridge and Stockport; the travel hub concept – including expanded park and ride

provision – is being developed; and three tram-train Pathfinder development projects are underway (see below). A draft feasibility study of tram-train services on the Atherton line has also been completed.

84. **Building on Metrolink's success:** Following a decade of expansion and associated patronage growth, the Metrolink operation is now focused on improving reliability, capacity and the customer experience of the existing network in order to further grow ridership and revenue. The renewals programme will invest in timely asset renewal. Particularly high standards will be applied to the maintenance and renewal of 'golden assets' - those that are critical to the operation of the system, such as signals or overhead lines. The Tram Management System project will be completed: this provides capacity improvements and real time passenger information. Other interventions will be implemented to improve customer experience at existing Metrolink stops.

85. **More trams:** Service frequency has increased on services to Ashton-under-Lyne, and the network will also benefit from the 27 additional trams and associated infrastructure to be delivered through the Transforming Cities Fund during 2020 and 2021. These will be used to increase the number of double units on the busiest services.

86. **New Metrolink connections:** The Metrolink network has recently successfully opened a further expansion, through the completion of the new £350m Trafford Park Line in early 2020. A bid was submitted to Government in December 2017 to extend Metrolink to an expanded Terminal 2 and the Airport City development at Manchester Airport, as the first phase of completing the Western Leg of the Airport Line. When complete, the Western Leg could serve Wythenshawe Hospital, the MediPark development, existing and proposed housing at Newall Green and Timperley Wedge, the proposed HS2/NPR Airport Station and surrounding development, Terminal 2, Airport City and the existing Interchange at Manchester Airport. The Western Leg is envisaged as a core component of unlocking a network of future services to the Airport zone using tram-train technology. A number of other potential new Metrolink connections have been proposed (see Map 3). These require further prioritisation to determine the sequencing of scheme development activity. The emerging Rapid Transit sub-strategy, which we intend to publish in the coming months, will play a prominent role in that prioritisation. This will allow us to focus our finite scheme development resources on those interventions that most effectively deliver our Right Mix targets.

87. **Improved Metrolink Connections:** There is also an intention to provide increased Metrolink frequency between Piccadilly and Victoria stations. In the HS2 and NPR Growth Strategy[2], we set out a plan to reposition Metrolink in a new integrated Piccadilly Station which will allow for significant future growth – this will enable additional metro/tram-train service development and further the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly.

New Stops and Upgrades

88. Upgrades have already been made at Cornbrook and Shudehill, and further Metrolink stop improvements are planned. With an initial focus on the Bury line, improvements at some stops will include measures such as new track crossings and access routes to stops, better lighting and CCTV, shelter renewals and carbon reduction measures. The

[2] https://www.tfgm.com/press-release/hs2-npr-growth-strategy

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interventions listed in the Fares and Ticketing section of this document (see page 58) will also help us to build on Metrolink's success. Expansion of the Cornbrook stop will be investigated in association with additional track to enhance the operational flexibility and capacity of this major junction on the Metrolink System.

89. Business cases are being developed for new Metrolink stops to serve existing populations and potential new developments at Cop Road on the Oldham-Rochdale line and at Elton Reservoir on the Bury Line.

Tram-Train

90. We are currently studying the feasibility of testing tram-train technology in Greater Manchester, enabling new light rail vehicles to run on the same rail lines as trains. Tram-train technology and operations are common in other countries and will initially be tested through pilot Pathfinder projects on the Oldham to Heywood via Rochdale, Manchester to Hale via Timperley and Manchester Airport to Wilmslow via Styal sections of the network. A vehicle manufacturer market engagement exercise will take place to understand what technologies and suppliers could be available to help deliver a tram-train vehicle in the future as part of a wider rapid transit network. If successful, this could pave the way for a further expansion of the Metrolink network to make much better use of and create direct connections with our existing, extensive rail network, by the 2020s and 2030s.

91. Whilst it is a potentially transformational solution to increase the reach of our rapid transit network, there are significant hurdles to be overcome before tram-train technology can be implemented. We will need to consider the integration with long-distance rail passenger and freight services; the impact on existing rail and Metrolink contracts; and the financial and operational management of the new services. As such, we are working closely with Network Rail to progress this and embed the concept into the existing network.

92. **Regional Centre Metro Tunnel**: Increasing demand on the rapid transit network will in the long-term need to be accommodated by a major increase in rapid transit capacity in the city centre. Besides providing a step-change in capacity, a Regional Centre metro tunnel would improve rapid transit services between locations throughout Greater Manchester through conversion of shorter-distance-focused suburban rail lines to create a network of high-capacity metro services. It should however be noted that a Regional Centre metro tunnel is a major undertaking and would take a long time to develop and years to deliver from the start of construction.

93. A high-capacity metro system for Greater Manchester would provide fast and frequent rail-based services with excellent access to network hubs including Manchester City Centre. New sections of segregated infrastructure – probably involving tunnelling – would deliver a step-change in capacity through permitting longer vehicles than are feasible on the Metrolink system at present.

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Our Rail

Summary

94. Rail is the third key element in the delivery of the public transport aspirations of Our Network. The following activities represent a significant long-term investment in the capacity and connectivity of public transport in Greater Manchester.

95. Whilst HS2 and NPR are potentially transformational in terms of increased capacity and economic growth, further investment is needed in advance of these interventions to meet passenger needs. Greater Manchester believes that if rail is to offer more convenient journeys and higher capacity in the long term, a step-change in 'metro' capacity is needed, namely turn-up-and-go services offering excellent access to network hubs. A higher-capacity metro network would boost the growth of the city-region and provide capacity in Manchester City Centre to operate most or all of the metro services.

96. Metro conversion of suburban rail lines would release capacity on the National Rail network for improved services on other routes, including inter-urban services. Access to HS2/NPR at Manchester Piccadilly would be much-improved and would not be impaired by the capacity constraints that will otherwise adversely affect rail access to Manchester City Centre by 2040. However, metro conversion is a long-term project, and there are urgently-needed improvements to the National Rail network in Greater Manchester in the short to medium term. Many National Rail services will not be suitable for metro conversion, and long-term investment will be needed in the infrastructure used by these services

97. Over the next five years, working with rail industry partners, we plan to progress a number of key priorities for GM and continue to develop long-term, large-scale projects that will improve the reliability, capacity and customer experience of rail travel through:

- **Central Manchester Rail Network (including Castlefield corridor) enhancements;**
- **Stockport area rail infrastructure improvements;**
- **A programme of rail improvements on key rail corridors such as the Warrington rail (CLC) line;**
- **Station enhancements including access for all improvements and platform lengthening;**
- **Train lengthening and introduction of new rolling stock;**
- **Development of new stations proposals; and**
- **HS2 / NPR (Northern Powerhouse Rail) including growth strategies at Piccadilly, the Airport, Stockport and Wigan, as well as Northern Chord and Golborne Link.**

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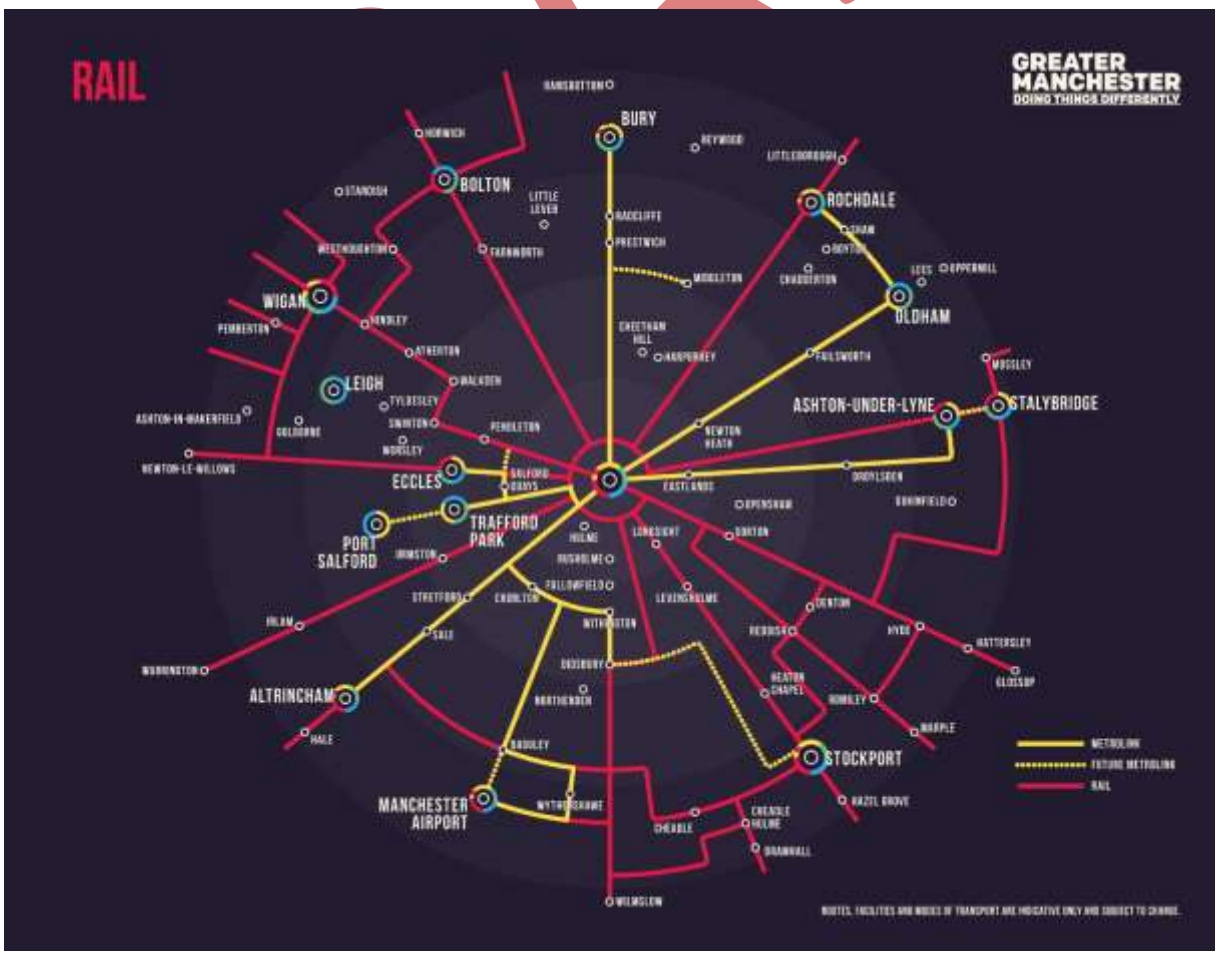
98. Rail committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

99. Rail interventions that will be subject to appropriate planning approvals and developer contributions, associated with the GMSF allocations, are summarised in Appendix C.

Introduction to Our Rail

100. The National Rail network in GM has seen sustained growth in passenger and freight volumes over the last 20 years, as a result of the growth of the city-region and in particular the Regional Centre. Passengers are dependent on rail to access jobs, education, leisure and other opportunities available across the area. The current rail offering includes local services for commuters, regional services between core cities and to the city- region's airport, and long-distance services that connect GM with the rest of the country.

101. The network doesn't always meet passenger expectations, however, and customer satisfaction is low. GM launched its Our Prospectus for Rail in 2019, a masterplan to transform rail-based transport and deliver a doubling of the number of rail-based journeys in the city-region by 2040. In support of Our Prospectus for Rail, this section (as well as many of the improvements outlined in the previous Our Metrolink chapter) outlines the committed, planned investments and longer-term priorities for rail in Greater Manchester, including improvements to the classic rail network, new rail stations, and looking ahead to High Speed Rail.



Our Prospectus for Rail

102. In September 2019, the Mayor (on behalf of the GMCA) launched Our Prospectus for Rail, which sets out Greater Manchester's requirements for a transformational change in rail-based modes in the city region.

103. It made the case for greater devolution, and an alignment of governance procedures across TfGM, Transport for the North, HS2 Ltd and the Department for Transport. It also outlined a delivery plan and time frame for integrating fares and ticketing across all modes, reshaping rail franchises, introducing additional rolling stock, longer and more frequent trains, and for testing tram-train operation in Greater Manchester.

104. The Rail Prospectus makes clear Greater Manchester's ambition for a world-class metro system - similar to those found in other successful city-regions - which is high-capacity, high-quality, fast, frequent, reliable, accessible, and fully integrated with the wider transport network.

105. In addition to these interventions, we also view the delivery of High Speed 2 – including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan – as a committed intervention. High Speed 2 will be delivered beyond the timescales of this Delivery Plan, with Phase 1 now due to be complete between 2028-2031, and Phase 2 complete between 2035-2040. HS2 is illustrated on Map 3.

106. The most recent Northern and TransPennine Express rail franchises - which commenced in 2016 - were contracted to deliver an additional 40,000 seats on services every day across the North by December 2019. This commitment - and other franchise commitments, such as major investment in new rolling stock for local services, and a 'step-change' in service levels on many local routes - represented a significant step towards achieving many of Greater Manchester's strategic rail priorities. Whilst these operators have faced many well-publicised challenges – culminating in Northern's franchise being terminated early, and replaced by a government-run Operator of Last Resort (OLR) - Greater Manchester's position is that we will continue to work with the Government, the Rail North Partnership and Transport for the North to ensure these substantial improvements are delivered for the benefit of Greater Manchester's residents.

107. In future, it is hoped that the rail operations can be shaped so that they are better aligned with Greater Manchester's wider objectives. Taking the opportunity of reform in the railway industry being brought about by the Williams Review, we are pursuing greater devolution for rail – as set out in the Prospectus. This work will be aligned and consistent with progress being made by TfN for further devolution of powers from central Government, which would enable the North of England and potentially TfGM to shape future rail arrangements around our specific requirements, make better use of funding, and take firmer control over the management of rail service delivery.

108. **Rail Capacity Studies:** We are conducting a number of studies to understand where improvements are needed on our rail network and where we can work with Network Rail and train operators to provide more seats and more journeys. These include routes in Greater Manchester but also look at how we better connect with our neighbours in Merseyside, Lancashire, Cheshire, Yorkshire and across the North. These studies are crucial to building a strong evidence base to explore options for meeting future demand

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and will help make the case for rail investment for the future. In addition, Rossendale Borough Council has undertaken a study to investigate options to introduce rail passenger services between Greater Manchester and Rossendale. Greater Manchester may offer its support in the future, should a sound business case be demonstrated.

109. **Rail Infrastructure:** TfGM will continue to work with the rail industry to develop options for further electrification to address capacity and crowding issues as well as in reducing the carbon footprint and air-quality impact of rail operations. Greater Manchester supported the development of the 2015 'Northern Sparks' report which identified a prioritised list of electrification projects and will continue to press the case for cost-effective electrification on routes which would offer the greatest benefits for the city-region. We will also continue to work with Network Rail and operators to deliver the Salford Central station upgrade. Investing now to deliver a fit-for-purpose station for the needs of the future is a key short-term delivery objective.

110. The upgrade of the Trans-Pennine route to Leeds is a national priority, with up to £3bn of investment earmarked by the Secretary of State for medium-term delivery in advance of Northern Powerhouse Rail. Electrification from Manchester to Stalybridge is committed. In Greater Manchester we would like to see this extended to Huddersfield / Leeds coupled with enhanced local train service frequency from Manchester on this route. In July 2020, the scheme was allocated an additional £600m by Government to ease congestion and improve reliability along the route, with an ambition for full electrification, digital signalling and additional freight capacity.

111. The rail network is extremely congested around central Manchester, leading to conflicts between services and unreliability both in Greater Manchester and the North of England. Previously, the solution to this problem was the full implementation of the 'Northern Hub' proposals. Certain parts of these proposals have been constructed - such as the Ordsall Chord - but not the most critical element: the reconfiguration of Manchester Oxford Road station and new platforms 15 and 16 at Piccadilly station. The impact of this partial provision of Northern Hub planned infrastructure was evident with the implementation of the May 2018 timetable which saw an increase in trains along the Castleford Corridor (the line between Manchester Piccadilly, Oxford Road and Deansgate), but without the supporting infrastructure, and resulted in a major deterioration in train performance.

112. In recognition of this poor performance, the cross-industry Manchester Recovery Task Force (MRTF) was set up late 2019 with a remit to examine both short and long-term solutions. TfGM is a key stakeholder in the task force and continues to provide technical direction and support to the process in order to achieve improved levels of train performance in the short term, and to press for the necessary investment in additional infrastructure in the longer term.

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113. The case for intervention to improve the situation is already made and we will support industry and government in making these interventions at the earliest opportunity; including the case for expanding/redesigning Manchester Piccadilly so that it is fit for purpose for generations to come. There are still significant operational challenges which make it difficult to run the Castlefield Corridor reliably. Planned frequency enhancements are undeliverable, and to address this, and to get better, more reliable use from the corridor, the following changes are needed:

- Improved day to day operational fixes;
- A comprehensive review of services operating along the corridor;
- Tactical infrastructure interventions to support and optimise a revised effective, reliable service pattern; and
- Long-term investment in the Castlefield Corridor.

114. A Transport and Works Act Order for new platforms 15 and 16 at Piccadilly was submitted for consideration by the Secretary of State in 2015. We are yet to hear a conclusion from this process, pending further options analysis by Network Rail at the request of the Secretary of State. Greater Manchester is a key stakeholder in this analysis and will continue to apply pressure for the original solution proposed.

115. **Restore Your Railways**: At the start of 2020 the Department for Transport launched the Restoring Your Railway Fund. This is an invitation for MPs, local councils and community groups across England and Wales to propose how they could use funding to reinstate axed local services and restore closed stations. Through this programme, a study is underway to investigate reinstating passenger services on the Bury-Heywood-Rochdale lines. Greater Manchester is awaiting the outcome of bids associated with other rail corridors in the city-region.

116. **Stations Alliance**: TfGM has developed alternative proposals to test working in partnership with operators and other industry stakeholders at many Greater Manchester rail stations. The key benefits set out in the GMCA Case for Change for these proposals include the ability to undertake station improvement and community developments; strategic development and regeneration; targeted accessibility improvements; and improved station operations and multi-modal staffing. In parallel, TfGM is exploring the option of gaining a station licence at Horwich Parkway which will allow us to take over responsibility for the management and operation of the station, improving customer service, strengthening our management capabilities, creating efficiencies and enabling more multi-modal working.

HS2 & Northern Powerhouse Rail:

117. Development work is underway to ensure that the phased arrival of HS2 from 2028 to 2040 brings the maximum possible benefits to Greater Manchester. This includes the preparation of Growth Strategies to capitalise on the benefits of HS2 at Manchester Piccadilly, Manchester Airport, Wigan and Stockport, and working with Transport for the North to develop a compelling case for investment in east-west rail connections through Northern Powerhouse Rail (NPR). Greater Manchester's aspirations for high-speed rail are summarised in our recent HS2 and NPR Growth Strategy. The Greater Manchester

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authorities support HS2 and NPR and want to ensure that the proposals have no detrimental impact on local services. TfN is also investigating the potential for a Manchester Airport Western Rail Link from the rail station at Manchester Airport to the Mid-Cheshire line near Knutsford; this would likely serve a strategic role beyond Greater Manchester – for example facilitating faster services from Manchester to Chester and North Wales.

118. The anticipated arrival of HS2 will put pressure on capacity on the conventional rail network at Stockport and more widely in South Manchester. The capacity pressure will be most significant during the period in which HS2 utilises the conventional rail network between Crewe and Manchester, before the opening of the new route via Manchester Airport. The network is already operating at capacity in the area, with it proving difficult for the railway to accommodate additional planned train services. We will continue to press for complementary interventions in the conventional network that will allow the full benefits of the major projects to be achieved, as well as providing additional capacity to improve local and regional services in the longer term.

New stations and stops

119. New stops and stations may be required to serve major new developments proposed in the Greater Manchester Spatial Framework (GMSF). There is also potential for adding new stops and stations to serve large towns that are presently not served by rail-based transport.

120. Following on from earlier work, we are further exploring the location of potential new stations in Greater Manchester. The ultimate purpose of this work is to provide new public transport options for people who live and work in the city region, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable. Findings from this work continue to emerge, but the intention is to progress sites with a positive economic and strategic case over the next five year period.

121. Over the next five years, we aim to complete business cases for the early delivery of stations in the areas of Leigh, Lostock Parkway, Little Hulton, Golborne, Slattocks, Dewsnap, Gamesley, Stanley Green and Cheadle. Continued engagement with rail industry partners and central government is a crucial element of this ongoing process, in order to identify opportunities to deliver and fund these new stations. It should be noted that only a small number of them could feasibly be delivered between now and 2040 due to operational constraints, including the need to maintain a reliable and workable timetable. Greater Manchester will have to ensure all issues are considered before determining which are to be taken forward to delivery.

122. In the next five years, we will also develop options to enhance station facilities across Greater Manchester. This work will be focussed on access to and from stations, and will support efforts to provide residential, commercial and community facilities (including those proposed in the GMSF). It is proposed that - subject to planning approvals and developer contributions - existing stations will undergo major redevelopment, and in some cases, there is the potential for a new station to support development. Work across Greater Manchester is being undertaken in collaboration between the Greater Manchester Station Alliance, individual local authorities, Network Rail, Northern Rail, TfGM, the GMCA and transport regeneration body LCR.

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123. Beyond the five year time period covered by this Delivery Plan, we will investigate opportunities for new stations where demand for rail travel has increased - and where investment in the network makes this possible - in locations such as Diggle, White City and Timperley East.

124. **Station Accessibility**: In April 2019, Department for Transport announced 73 stations to be awarded funding through the Access for All programme. In Greater Manchester, two stations were successful: Daisy Hill and Irlam. In March 2020 Government announced funding to create step-free access at Walkden station. TfGM will be working closely with Department for Transport, Network Rail and the train operator to progress these important projects. All work at successful stations is to be completed by the end of March 2024.

125. In addition to these significant improvements, in October 2019, TfGM (in partnership with Northern Rail) applied for Department for Transport Access for All Mid-Tier programme funding. The £20m programme was focussed on stations where accessibility improvements (such as the introduction of handrails) could be delivered with up to £1 million of Government support. TfGM and Northern were successful in their nomination of small-scale improvements at 22 stations in GM. It is anticipated that all interventions that make up that programme will be delivered by April 2024.

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Our Streets

Summary

126. Transforming Greater Manchester's streets will be an essential component of achieving our Right Mix target and the network principles of our 2040 Transport Strategy. We will apply our Streets for All framework for everything we do on our streets. This approach will deliver changes across all types of street in Greater Manchester, including neighbourhood streets, high streets, connector streets and strategic roads and motorways. The ambition is to enable more people to walk, cycle and use public transport, and improve reliability for, in particular, buses and freight vehicles on the key route network serving our towns and Regional Centre.

127. Over the next five years we aim to invest in the GM highway network to deliver change that meets the aims of Streets for All. This will include:

- **Opening 420 miles of the Bee Network through construction of £275 million of high-quality walking and cycling schemes, and development of an additional £215 million of schemes proposed by the 10 local authorities;**
- **Implementation of town centre Streets for All schemes that unlock regeneration, make streets accessible to all, and support journeys by sustainable modes at Farnworth and Stretford, and development of 15 further town centre schemes across Greater Manchester;**
- **Realisation of the City Centre Transport Strategy through delivery of proposals including Streets for All schemes on Deansgate, Whitworth St as well as public realm improvements in key city centre squares such as Albert Square and Piccadilly Gardens;**
- **Developing Quality Bus Transit Corridors that will provide reliable, attractive bus facilities on bus routes across Greater Manchester, prioritising connections between Rochdale, Oldham and Ashton – See Our Bus section;**
- **Delivery of 55 miles of new routes and 140 new crossings across Greater Manchester by December 2021;**
- **Implementation of a Greater Manchester Bike Hire scheme, the first phase in the regional centre, will aim to provide access to public bikes within 500 metres of 100,000 households; and**
- **Delivery of £17m of Emergency Active Travel Measures across Greater Manchester, including over 60km of high quality cycling and walking routes enabled (subject to a successful funding bid).**

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128. Our Streets committed schemes, unfunded priorities (for the next five years) and longer-term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

129. Our Streets interventions that will be subject to appropriate planning approvals and developer contributions, associated with the GMSF allocations are summarised in Appendix C.

Introduction to Our Streets

130. We need to plan and manage how we use our roads and streets to enable more people to travel by public transport, walking and cycling. Growth in motorised vehicle use has resulted in congestion, air and noise pollution, road traffic injuries and increased severance between communities due to high traffic levels and speeds. We cannot build our way out of congestion; we have to tackle it by delivering a reliable bus network that competes with private car travel in terms of journey times and comfort, and a walking and cycling network that enables people to leave the car at home for short trips.

131. Delivery of the 2040 vision will require **developing new approaches to designing and managing streets** across Greater Manchester. To establish this, TfGM and local authorities have been working to deliver pilot schemes that support the Streets for All objectives detailed in the 2040 Transport Strategy. These include development of the **Bee Network**, undertaking **Streets for All Corridor Studies** on some of the busiest roads in Greater Manchester, establishing new ways of **managing freight and deliveries**, and applying Streets for All principles within **town centre regeneration projects**.

132. New approaches to appraising and developing new highways schemes will be required to support our Right Mix and zero-carbon objectives, to ensure new developments prioritise sustainable trips, and to make best use of our assets. Importantly, where schemes provide capacity for motor traffic, improvements will be delivered for walking, cycling and public transport by integrating new facilities, and where communities are bypassed, 'locking-in' benefits through measures to reallocate provide more space to active travel and public transport to ensure that traffic does not return to these streets.

133. To support this new approach, GM will be publishing a **Streets for All Strategy**. This strategy will set out why a change in how Greater Manchester's streets are designed and used is needed, the aims and objectives of Streets for All, and TfGM's approach to delivery. This strategy will be complemented by a **Streets for All Design Guide**, which will support the application of this new approach. This will establish key principles for new infrastructure on our streets based on street type and local needs, identify best practice to support scheme design, delivery and maintenance, and provide an audit tool to ensure proposals meet the needs of all people who use our streets. Key street types to Greater Manchester are shown in Figure 9 and sections below.

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Figure 9: Our Types of Street in Greater Manchester



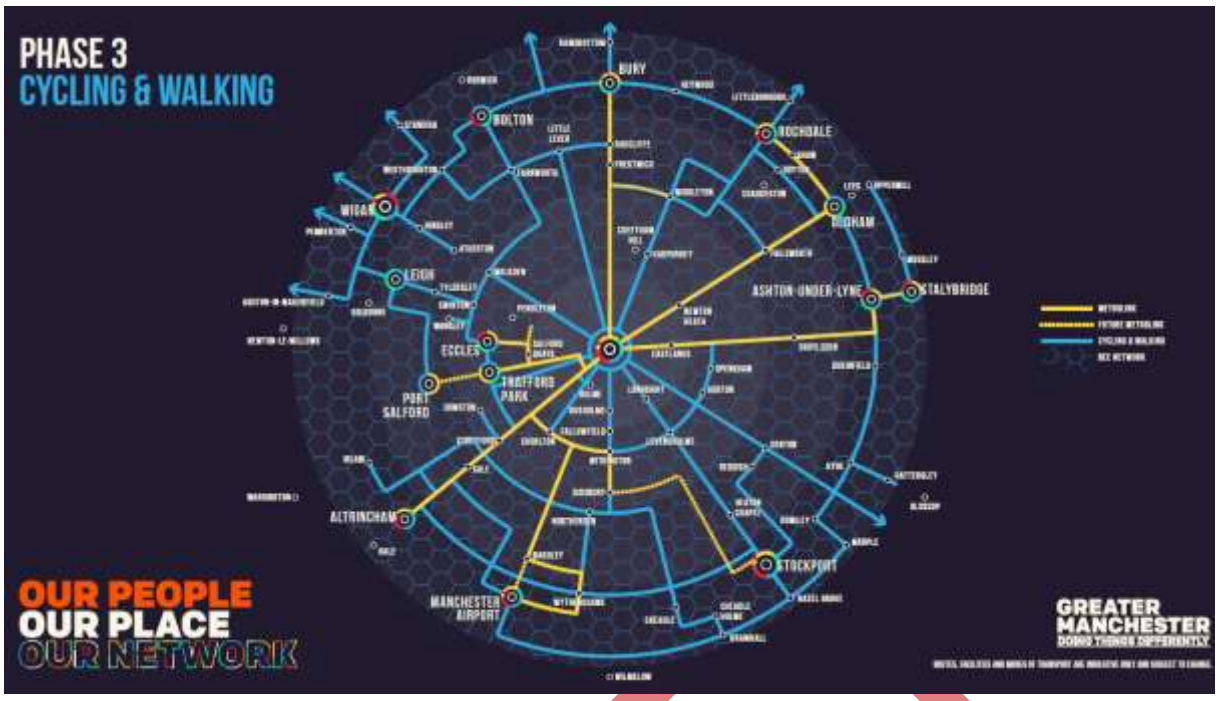
134. Building on this work, as part of the Congestion Deal, TfGM is updating our **Sustainable Communities Guidance** that seeks to guide delivery of sustainable transport measures within new development. This will form an essential tool in realising the growth set out in **the Greater Manchester Spatial Framework**, ensuring new development in the city-region enables and prioritises healthy, sustainable journeys through the delivery of well-connected places that support the Streets for All aims.

135. The following sections provide an overview of how we will deliver Streets for All through our ambitious walking and cycling programme, activities to transform journeys across our multiple street types, and our approach to managing our streets, including freight and maintenance. Details on individual schemes are provided in the supporting information for Maps 1: committed schemes to be delivered in the next five years, Map 2 - schemes for business case development and Map 3 – schemes for option development.

Cycling and Walking

136. The provision of world-class walking and cycling infrastructure, supported by strong community engagement, will enable active travel to become the natural choice for short journeys and, in turn, will make Greater Manchester a healthier, cleaner and safer place to live. The interventions in this section will primarily target shorter distance journeys of 5km or less and will contribute to achieving our Right Mix vision of 50% of trips to be undertaken by walking, cycling or public transport by 2040, as well as the objectives of Streets for All.

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137. **Greater Manchester's Walking and Cycling Investment Plan** sets out bold plans to enable the majority of the 1 million more sustainable journeys needed each day to meet the Right Mix target to be made by foot and bike. This document set out the vision for **the Bee Network,** Greater Manchester's masterplan to transform travel on foot and by bike. The network is the longest planned walking and cycling network in the UK and, when complete, it will connect every neighbourhood of Greater Manchester. Developed through extensive consultation in 2018, the network will cost an estimated £1.5bn to deliver, and is made up of three core components:

- Protected Space: 435 miles of main road corridors and town centre streets with protected links, junctions and public realm improvements
- Removing points of severance: 2,400 crossings of busy roads or other points of severance (including rivers, canals and railway infrastructure) to connect quieter streets, providing 1,397 miles of the Network
- Filtered neighbourhoods: 17 identified to date where walking and cycling is prioritised.

138. Adhering to extremely high design standards, adopting and indeed going beyond those required in the Government's recently published on Cycle Infrastructure Design Guidance, and alongside a comprehensive wayfinding system, these elements will deliver a network that removes many of the barriers currently preventing Greater Manchester residents from walking and cycling for short, everyday journeys.

139. An updated Bee Network was published in June 2019 (see below). The network will ultimately connect all neighbourhoods, but early priority is intended for routes to key destinations such as town centres and major employment areas. The network will be regularly reviewed and updated in consultation with local people.

140. **Mayor's Challenge Fund (MCF):** The GMCA has allocated £160m from 2018-2022 to fund the first phase of delivery of the Bee Network through the Transforming Cities Fund. At

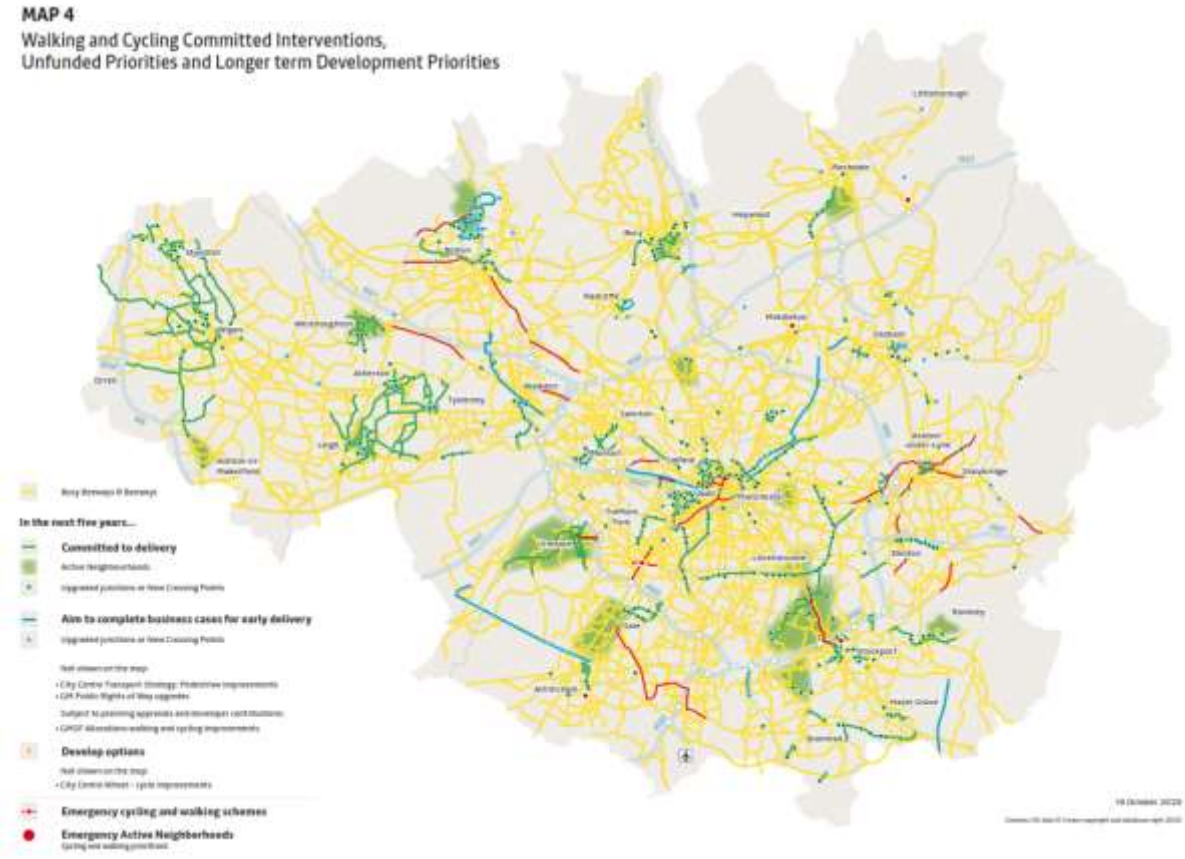
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the time of writing, six rounds of scheme applications have been approved for programme entry by the GMCA, totalling 82 schemes with a total value of around £493m. With the existing available funds, Transforming Cities funding, combined with a total of £135m in local contributions, there is a funding gap of around £200m.

141. The current funding package will deliver approximately 10% of the Bee Network and the ambition is to deliver 10% of the network per year so it is complete within 10 years, estimated to require a further £1.3 billion in funding to deliver.

142. Map 4 presents the specific major schemes that have been given programme entry through MCF. A range of other specific walking and cycling interventions to deliver the full Bee Network will be identified, funded and delivered throughout the life of this Delivery Plan.

MAP 4
Walking and Cycling Committed Interventions,
Unfunded Priorities and Longer term Development Priorities



143. **Emergency Active Travel Fund (EATF)**: Two Tranches of Emergency Active Travel measures with a value of £17m will be committed for delivery before March 2021, subject to a successful Tranche 2 funding bid. These will enable over 60km of walking and cycling routes, schemes in seven town/city centres across GM, and over 50 modal filters restricting through motor traffic on local streets that will help address immediate challenges presented by Covid-19. These proposals will support town and city centres and access to employment and services, in particular for the most deprived communities. The measures will also help tackle longer-term critical public health challenges associated with physical inactivity and road safety, the climate emergency and the impact of congestion on the city-region's economy.

144. **Bike Hire:** Alongside the Bee Network, the GMCA is committed to delivering a network of easy access hire bikes. 74% of households in Greater Manchester do not have access to a

bicycle, limiting their travel options. Greater Manchester Bike Hire seeks to address this issue and make accessing a bicycle more convenient. The first phase is planned to provide public bikes within 500 metres of 100,000 households. The scheme will be an important element of Our Network, with a phased approach to delivery. Phase 1 will focus on the regional centre which will help to develop the right model for a Greater Manchester-wide approach.

145. **Highways England Designated Funds:** There is also potential to secure additional funding from Highways England's Designated Funds for walking and cycling improvements. This is particularly the case where opportunities are identified to overcome barriers caused by heavily trafficked strategic roads, or where there are opportunities for people to switch to walking or cycling from existing short car journeys on the Strategic Road Network. Please refer to the Motorways and Trunk Roads section for further details.

Local Highways

146. To realise the aims of the Streets for All and 2040 Transport Strategy, we need to transform how Greater Manchester's local highways perform for people who travel along or spend time on them. This includes improving the way in which roads move people and goods across the city, but also their functionality as High Streets, neighbourhoods and local destinations where people live, shop, work and spend time.

147. To achieve this change, Greater Manchester is working to develop a more holistic approach to the delivery of street infrastructure that improves journeys for all users, alongside wider measures to better manage traffic and road safety. To support this change, a street typology approach is being developed through Streets for All that will seek to ensure that infrastructure we deliver meets the needs of all people, communities and businesses that live on and use our streets.

Active Neighbourhoods

148. Neighbourhood journeys are the most numerous type of trip identified under the four 2040 Transport Strategy spatial themes. These currently account for around 2.5 million journeys every day made in Greater Manchester, and it is expected that these and will need to increase by 20% by 2040 to meet our spatial theme targets.

149. Defined as local trips under 2km in length, these neighbourhood trips have highest potential to be made by foot and bike. However, 45% of these journeys are currently made by private car. To meet Right Mix targets, by 2040, we want many long trips to be replaced by short trips in Greater Manchester, with people having better access to local services close to where they live, and for at least 64% of these short journeys to be made by active travel. We will focus on delivering a significant shift to walking and cycling for these journeys from private car over the next five years.

150. To achieve Active Neighbourhoods, local streets need to be pleasant places to live and provide a safe and attractive environment for people to make every day local journeys by foot and bike: neighbourhoods where it comes naturally to travel actively as it is simply easier than getting the car out. In the next five years we will deliver Active Neighbourhoods projects across all 10 local authorities, alongside wider measures such as School Streets, and local road safety schemes.

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151. More detail on our GM-wide approach to enabling this change is provided in the Walking and Cycling section of this document, with locally specific approaches and schemes presented in the appended Implementation Plans for each of 10 GM local authorities.

Town Centres

152. Greater Manchester's town centres contain many of our Destination Places and High Streets, which are essential to supporting our local economies and the quality of life of our residents. Transforming these places will be essential to enabling economic growth across Greater Manchester, as well as increasing the number of people travelling to them on foot, by bike and by public transport.

153. A renewed focus on town centre vitality and regeneration will result in more people living in and around our town centres and high streets. This will help to support local shopping, health, education and leisure facilities. Regeneration initiatives need to be underpinned by Streets for All principles, with a strong focus on improving the experience of walking, cycling, using public transport and spending time on streets, while ensuring other essential functions, such as deliveries, can happen efficiently and reliably.

154. Achieving this will require measures to improve walking, cycling and public transport infrastructure, minimise the impact of motorised traffic on people and public spaces, and improvements to the public realm. Significant investment in access to town centres is committed through the Mayor's Challenge Fund for cycling and walking improvements, Growth Deal for public space and accessibility improvements, and new public transport interchange facilities such as in Stockport.

155. Work has also been undertaken as part of Streets for All Corridor Studies to develop opportunities to improve access by foot, bike and public transport at town centres and high streets located along some of the most heavily used roads in Greater Manchester. Following these studies, proposals to transform streets at Farnworth and Stretford have been submitted as part of Future High Street Fund bids to secure additional investment in the vitality, accessibility and attractiveness of these town centres. Further transport interventions to support the Mayor's Town Centre Challenge towns will be developed alongside regeneration proposals at Prestwich, Swinton, Stockport, Stalybridge, Stretford, Rochdale, Leigh and Royton.

156. More information on plans to integrate town centres with our public transport network can be found in the Our Rail, Our Metrolink, and Our Bus sections of this document. Quality Bus Transit will play a particularly important role in connecting our town centres, providing an accelerated programme that will strengthen links between bus and local centres through reliable, attractive services, integrated within wider public realm and active travel networks.

157. Details on challenges and future plans for key of town centres across Greater Manchester are provided in more detail within the appended Implementation Plans for each of 10 GM districts.

City Centre Streets

158. Formed of streets across the Greater Manchester street typology, from Destination Places to Strategic Roads, streets within the city centre are the most used in GM. To

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transform streets within the city centre, a new **City Centre Transport Strategy** is being prepared to set out a masterplan to provide the city centre with a world-class transport system, and make it a better place to live, work, invest and relax.

159. The measures within the Draft City Centre Transport Strategy include an action plan for infrastructure investment to support the vision for "a well-connected, zero carbon city centre at the heart of the North, offering our residents, employees and visitors a great place to work, live and visit." This will deliver on the central aim for at least 90% of all trips to the city centre to be made by walking, cycling or using public transport before 2040, and for walking to become the main mode of travel within the city centre.

160. Key investment priorities for city centre streets within the strategy include redevelopment of Albert Square as one of the finest civic spaces in Europe, formalise the temporary arrangement that has removed traffic along Deansgate to make it a more attractive street for people on foot, and new and enhanced city centre cycle routes, including the Northern Quarter Cycle Route and Chapel Street. More information on schemes planned on city centre streets is available within the Draft City Centre Transport Strategy.

Connector Roads (including the Key Route Network and Major Route Network)

161. Connector Roads perform the widest number of roles across Greater Manchester. These roads support the movement of people across the city-region and beyond by bus, bike, foot, taxi and private cars, enable freight and goods to be delivered, while also providing place functions when they pass through local centres and residential neighbourhoods. Change in how these roads function will be essential to enabling people to travel by active and sustainable modes, while also reducing the impacts of congestion and supporting new residential and commercial development.

162. **Key Route Network:** A significant proportion of connector roads in Greater Manchester are part of the 600km Key Route Network. TfGM are responsible for monitoring and evaluating performance of this network and working with our local Highway and Traffic authorities to develop shared approaches to management and investment. Work to enhance this network include a continued programme of maintenance, incorporation of Streets for All principles within new infrastructure, and measures to support new development. More information on these approaches are in sections below.

163. **Streets for All Corridors:** Applying the Streets for All approach across Greater Manchester's highways network will be essential to increasing the number of sustainable journeys made by foot, bike and public transport. TfGM has undertaken seven Streets for All Corridor studies across 72 miles of the Key Route Network and highways in Greater Manchester. These studies have identified opportunities to improve these streets for all users, enhancing integration and quality of public transport on our roads, access to town centres and rapid transit hubs, and connectivity to and within local neighbourhoods. We will look for opportunities to develop and deliver these ideas and to study opportunities on other parts of the Key Route Network.

164. **Road improvements to support new development:** There are currently nine major street schemes, programmed for delivery within this plan that benefit from Growth Deal funding from Government. Each is linked to specific growth areas within Greater

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Manchester or to address specific congestion bottlenecks. These schemes willl apply the principles of Streets for All in design, and will deliver facilities to manage severance, support people travelling by foot or by bike, and improve public transport reliability and comfort.

165. Proposed new routes include new east-west connections in Wigan and Bolton; Carrington Relief Road, to enable the development of the Carrington growth area; and further phases of the Western Gateway Infrastructure Scheme (WGIS) to facilitate development at Trafford Waters and the tri-modal freight terminal at Port Salford. Integration of Streets for All principles will be essential to these schemes, and facilities to improve walking, cycling, and public transport journeys will be required on both new and bypassed routes.

166. These proposals will only be taken forward when there is an evidence base that shows the development proposals would not be deliverable without them, even with other on- and off-site mitigations. Where new roads are built to remove traffic from heavily congested local communities, projects will reallocate space on existing streets from motor vehicles to walking, cycling and public transport as well as providing new and improved public spaces, to 'lock in' the benefits for local communities.

167. **Major Road Network:** The Government has established a Major Road Network (MRN) for England. This consists of the busiest and most economically important local authority roads across the country and is intended to complement the SRN. The MRN is supported by dedicated funding provided through the National Roads Fund, which utilises money raised through Vehicle Excise Duty. We have worked with Transport for the North to advise Government on priorities for investment in the first five years of the MRN (2020-2025). We will continue to work with Government and TfN to ensure that the MRN in Greater Manchester meets the requirements of our economy and residents, and to identify potential interventions for funding that apply the Streets for All principles (for example supporting buses on key corridors and overcoming severance by foot and bike).

168. **Congestion Deal:** The Mayor's Congestion Deal (2018) identified five clear causes of congestion: too many people travelling at the same time; too many short journeys by car; roadworks; poorly timed traffic signals; and people having no alternative to driving. The actions identified in the Congestion Deal embedded in this Delivery Plan will continue to be implemented over the next few years, including further investment in smart traffic signals, improvements to sustainable alternatives to cars and road freight, and working with businesses and communities to support people to make changes to when, how and where they travel so that they are less affected by congestion.

Strategic Roads & Motorways

169. Greater Manchester's network of motorways and trunk roads (forming part of the national Strategic Road Network) is managed by Highways England. Over the next five years, we will continue to work with Highways England to tackle congestion and deliver improvements to the network, particularly where such improvements can help directly to unlock new development. We will also work with Highways England through its Route Strategy process to identify the requirements for the SRN in Greater Manchester in the next Road Period (2025-30).

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170. **Smart Motorways:** Highways England has delivered Smart Motorway projects on the M60 through the north and west of Greater Manchester (junctions 8 to 18) and M62 over Chat Moss (junctions 10 to 12) and is planning to convert further stretches of motorway to Smart Motorway in Greater Manchester, including on the M6, M56, and the M62 over the Pennines. Smart motorway projects increase road capacity and reliability faster and at less cost than traditional road widening schemes. They do this by using the space within the current motorway boundaries. Highways England, working with the Department for Transport, will also deliver actions emerging from the recent stocktake of safety on Smart motorways, including stopped vehicle detection and other technology enhancements. These actions focus on making smart motorways even safer and increasing public confidence in their operation. Smart Motorways will not fully address congestion issues, however, so a wider series of interventions across all modes are set out in this Delivery Plan.

171. **M60 North West Quadrant:** The next five years will see the completion of the M60 North West Quadrant Strategic Study which will produce proposals for action on and off the strategic road network. The next phase will focus on identifying packages of small schemes that can be developed to support the M60. Delivery of these interventions is likely to start in the late 2020s. Within this study area Highways England is already committed to delivery of an improvement scheme at Simister Island (the junction of the M60, M62 and M66), work on which will commence in the next five years.

172. **Trans-Pennine Road Connections:** Highways England will shortly be delivering the Mottram Moor and A57(T) to A57 Link Roads, as part of a package to improve Trans-Pennine road connectivity between Greater Manchester and South Yorkshire. Options for the longer term are currently being considered as part of the Trans-Pennine Tunnel Strategic Study.

173. **Airport Growth**: Improvements to access Manchester Airport by road are planned to support its future growth. In addition to the implementation of Smart Motorway on the M56 between Junctions 6 and 8, Manchester Airport have planning obligations to upgrade the road network serving the Airport from the west via Junction 6 of the M56. The timing of this project is dependent on passenger growth, which will be influenced by the impact of the Covid-19 pandemic on air travel. Their design and implementation will need to be coordinated with highway access for the proposed HS2 station. It is likely that in the longer term, an increase in motorway capacity will also be required to accommodate the growth of the Airport. Highways England is leading a study to determine the interventions required to address demands in the airport area. We will continue to work closely with Highways England on this and future studies to determine the interventions required and to ensure that the role of and impact on local roads and sustainable travel are fully understood.

174. **Designated Funds**: Department for Transport has allocated £900m to Highways England over the six-year period from 2015 to 2021 to support a set of national Designated Fund'. These currently cover air quality; cycling, safety and integration; environment; innovation; and growth and housing. Greater Manchester has already benefited from these funds, especially for projects to reduce the severance impacts of the motorway network for people walking and cycling. Highways England's business plan for 2020-25 confirms that £936m will be allocated to a restructured set of Designated Funds covering safety and congestion; users and communities; environment and well-being; and

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innovation and modernisation. Confirmation is awaited of the exact criteria for allocating these funds.

175. **Environment:** Highways England is starting a speed limit trial to improve air quality at four locations on the motorway network in England, including on the M602 in Salford. The new reduced 60mph speed limit on the M602 between Junctions 1 and 3. We will continue to cooperate with Highways England to understand the environmental impacts of the SRN in Greater Manchester and the scope for and impacts of mitigation such as this speed limit restriction.

Managing Our Streets

176. **Moving traffic offences:** Moving traffic offences such as blocking yellow box junctions can contribute to congestion but currently need to be enforced by police officers. We will continue to promote the need to secure the powers from government for local Highway Authorities to enforce moving traffic offences that contribute to congestion because it would be a more cost-effective way of policing.

177. **Road Safety:** To achieve our ambition of Streets for All, we need to tackle the dangers that result in road collisions with the consequential loss of lives, serious injuries and the perception of these dangers that discourage cycling and walking. The 2040 Transport Strategy has set out our ambition to reduce deaths on our roads as close as possible to zero. Please refer to the Safety and Security section (page 62) for further details.

178. **Network Management:** Congestion can represent a significant barrier to economic growth, or blight surrounding communities. We need to increase the reliability of our existing network to ensure future growth is not constrained, with a particular focus on better managing the use of available road space and providing information to road users. Encouraging more sustainable and space-efficient modes of travel, as well as improving the connections between locations are other key elements.

179. The ten Greater Manchester local authorities, TfGM and Highways England will continue to work together to create a more integrated approach to the management of the highways network to minimise the impact of congestion on local communities, including managing longer routes that cross districts, a 24/7 control centre to manage the traffic lights, and better management of roadworks.

180. **Maintenance:** Each of the ten local authorities, in their capacity as Highways Authorities, has a statutory duty to maintain their highway, with TfGM coordinating strategic asset management of the Key Route Network through a KRN Asset Management Strategy developed in collaboration with the ten local Highway Authorities.

181. An indicative five year maintenance investment programme to 2022/23 has been developed for the main assets on the Key Route Network. Asset management investments for the maintenance of the key route network will focus on increasing preventative and planned maintenance, while reducing long-term reactive maintenance. A common scheme prioritisation framework will help determine future priorities, including a shared approach to bridge maintenance.

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182. It is important to continuously monitor and manage key components. The performance of the key highway assets on the KRN will be reported and benchmarked wherever possible against similar regional KRNs. This involves regular reviews and checks to implement improvements quickly. Success is monitored through:

- Assessing annual condition survey results of key assets;
- Ensuring accurate and up to date data;
- Evaluating performance targets and service levels for key assets;
- Evaluating claims for compensation through injury or vehicle damage; and,
- Evaluating the results of the National Highway and Transport customer satisfaction surveys.

183. **Asset Management**: Ensuring that the transport system is in good condition is essential to supporting people to walk, cycle and use public transport more and continue to travel safely by car. TfGM is directly responsible for the maintenance and renewal of a range of transport assets, including: the Metrolink fleet and stops, bus stations, interchanges, offices, commercial estates, cycle hubs and car parks. TfGM continues 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.

184. **Electronic Traffic Equipment Asset Management Strategy:** TfGM also act, on behalf of the GMCA, as owners and maintainers of electronic traffic equipment across the region. TfGM has deployed an Electronic Traffic Equipment Asset Management Strategy for 2018, to further embed integrated management for the long-term maintenance of these assets. Lifecycle plans and renewal strategies will now be developed through scheduled asset condition surveys to ensure we undertake the right treatment/renewal at the right time.

Freight and Logistics

185. Changes in consumer behaviour and the rise of omni-channel retailing - where customers engage with brands using a combination of different platforms, including physically, using a laptop and via smartphone - has a significant impact on the movement of goods. Balancing the needs of freight and passenger demand on our transport network will be increasingly important as freight continues to grow. A key challenge over the next five years will be how to deal with the growing demand for deliveries into Manchester city centre as it expands as a location for both retail, employment and residential development.

186. Influencing the movement of heavy and light goods vehicles on our roads is a key focus of this Delivery Plan. We will need to maximise the benefit to the economy while also managing the negative impacts on our local road networks and communities. In particular, enabling freight deliveries to be made more efficiently in urban areas could help us achieve major air quality benefits (see the Clean Air and Carbon section on page 56).

187. **Working with partners:** Giving practical assistance to developers and other organisations to minimise, re-mode or re-time freight, or to use more environmentally friendly and

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safer vehicles, will continue to be an important project over the next few years. For example, we will work with retailers to reduce the number of delivery vehicles serving premises at peak times, and with town and city businesses with the aim of reducing the number of waste collection trips. Given the levels of growth in housing and jobs planned over the coming years, it will also be important to work with developers to carefully manage the impact of major construction sites on our roads and local communities, through the implementation of construction logistics plans.

188. **Consolidation:** TfGM and the 10 local authorities will also work with the freight and logistics industry and large public sector organisations such as the NHS to introduce sustainable distribution where possible, including consolidation in urban areas and for public sector organisations. We will work with couriers and other delivery companies to support micro-consolidation and 'last mile' using greener vehicles.

189. **Rail freight:** The movement of freight is a national and international issue, and the growth of the sector will have implications across Greater Manchester boundaries. A TfGM commissioned rail freight study showed significant opportunity for future rail freight growth in Greater Manchester if additional capacity on the network could be secured. TfGM will work with both private and private sector stakeholders, such as TfN, to adopt a pan-Northern approach to grow the market for rail freight.

190. We will also support activities to increase the amount of freight using the Manchester Ship Canal from the Port of Liverpool in order to minimise road miles. The opportunity to introduce rail and waterborne freight into Port Salford will be key to facilitate the delivery of Port Salford as a tri-modal logistics hub. This is included in the Rail section. We will also support the development of rail connections at other proposed and existing freight terminals which are brought forward by the private sector.

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Our Integrated Network

Summary

191. This section sets out the work in Greater Manchester that is progressing across a wide range of wider initiatives, in addition to the Our Bus, Metrolink, Rail and Streets interventions, to ensure that the transport system as a whole works more effectively; to reduce carbon and create cleaner air as well as to eliminate barriers to travel; and to proactively respond to changing transport innovations.

192. Over the next five years we aim to invest in developing and delivering interventions in the following key areas:

- **Clean Air - a package of interventions forming the Clean Air Plan that are reasonably expected to reduce NO_2 concentrations to legal levels and have wider air quality benefits;**
- **Carbon Reduction – measures that support the 2040 Right Mix, Five Year Environment Plan and the long-term aim for carbon neutrality by 2038;**
- **Innovation - Roll-out and mainstreaming of future mobility technologies that support the 2040 Transport Strategy Network Principles;**
- **Fares & Ticketing - Further phases of Greater Manchester's smart ticketing;**
- **Behaviour Change – targeted behaviour change activities through established programmes;**
- **Safety and security – road safety measures and programmes to make our transport network safe and secure for all users; and**
- **New multi-modal interchange facilities and travel hubs, including in Bury.**

193. Our Integrated Network committed schemes, unfunded priorities (for the next five years) and longer term development priorities are summarised on Maps 1, 2 and 3, respectively and in Appendix A.

194. Our Integrated Network interventions that will be subject to appropriate planning approvals and developer contributions, associated with the GMSF allocations are summarised in Appendix C.

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Introduction to Our Integrated Network

195. Previous sections of this Delivery Plan have focused on projects specific to key modes of transport or enhancing infrastructure on our streets to improve the quality of places. The Our Bus, Metrolink, Rail and Streets interventions are proposed as they will also contribute to reducing carbon and creating cleaner air. We are also progressing a wide range of wider initiatives intended to ensure that the transport system as a whole works more effectively, to reduce carbon and create cleaner air as well as to eliminate barriers to travel and proactively exploring transport innovations. These activities are all in support of achieving the seven Network Principles set out in out 2040 Transport Strategy (see Page 10).

196. Motorised transport has brought great benefits to society, giving wide access to a range of employment, leisure and other activities, but its impact on the environment is damaging. Poor air quality is the largest environmental risk to public health in the UK and the evidence suggests that long-term exposure to air pollution contributes to the deaths of many people. The health impacts of air pollution impair residents' quality of life, reduce productivity and increase demand on public services. Cleaning up Greater Manchester's air is therefore a key priority for the Mayor, the local authorities and TfGM.

197. In the next five years, across the Our Integrated Network programme, we are committed to delivering a range of schemes including a number of clean air schemes (such as working with operators to retrofit buses) and customer-facing schemes (such as the smart ticketing programme and Mobility as a Service (MaaS) trials). Beyond the next five years, we will also be delivering a TravelSafe partnership and continuing our work to provide travel information and delivering innovation projects.

Clean Air and Carbon

198. Our proposals for a **Clean Air Plan** and reducing greenhouse gas emissions (including carbon dioxide) are crucial to improving the air we breathe and to protecting our planet for future generations.

199. Greater Manchester is currently developing a Clear Air Plan to tackle roadside nitrogen dioxide (NO2) concentrations and to bring them down to legal levels. Our proposal, submitted to Government in March 2019, identified a package of interventions that are reasonably expected to reduce NO2 concentrations in the 'shortest possible time', as required by Government. These measures, which propose a Class C Clean Air Zone with a daily penalty for non-compliant buses, taxis/PHV and HGVs from 2022 will extend to non-complaint LGVs from 2023. Further details on the policy behind the Clean Air Plan can be found on the GMcleanair.com website. Support for people who drive non-compliant vehicles will be provided in the form of Vehicle Renewal Schemes supported by a Clean Freight Fund, Clean Taxi Fund, Clean Bus Fund and Loan Finance. This will be assisted by ongoing activity, as summarised in previous sections, to improve Greater Manchester's active travel and public transport networks.

200. It should be noted that the Greater Manchester local authorities have been directed to identify measures for reducing NO_2 concentrations within the 'shortest possible time'. Therefore, although the interventions below are included in this Five Year Delivery Plan,

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the 'shortest possible time' is likely to be well before 2025 and the interventions below are likely to be delivered much earlier than this.

201. Greater Manchester is committed to playing its part in delivering the international Paris Agreement target of containing rising global temperatures to well below 2^0C. Many interventions in this Delivery Plan contribute towards achieving our vision of creating a carbon efficient, climate resilient city-region with a thriving natural environment.

202. One of the ways Greater Manchester is acting is through the **5-Year Environment Plan** (launched in 2019, at the second Greater Manchester Green Summit). The Environment Plan includes key priorities for improving our air quality and reducing emissions caused by travel, including reducing the distance we need to travel, increasing the use of public transport and active travel, phasing out fossil fuelled vehicles, establishing a zero-emissions bus fleet and decarbonising road freight transport.

203. Greater Manchester has also demonstrated clear commitment, alongside global cities, to tackling climate change by becoming a signatory to three international commitments on climate change: The Integrated Covenant of Mayors, The Compact of Mayors, and the Under 2 Memorandum of Understanding.

204. In summary our commitments include:

- Investment in and expansion of the electric vehicle charging network: to support the transition to electric vehicles in Greater Manchester;
- Assessing and developing a roadmap to deliver a zero-emission bus fleet from 2025: electrification of the bus fleets will deliver significant emissions savings. Public transport is also far more carbon efficient on a per person basis;
- Transformation of cycling and walking infrastructure in Greater Manchester: Encouraging walking and cycling could significantly reduce fossil fuel use for short local journeys (see interventions in the Walking and Cycling section on page 44**Error! No bookmark name given.**); and
- Reducing freight emissions: Assessing and developing a roadmap to reduce freight emissions through modal shift, increased efficiency and alternative fuels for heavy vehicles: goods vehicles are essential to our city-region but have limited zero emission alternatives. Low emission fuels and changes to logistics infrastructure could significantly reduce emissions output (see interventions in the Freight and Logistics section on page 53)

Future Mobility

205. Greater Manchester has a strong record in supporting and testing innovative transport solutions. We developed a Future Transport Zone bid in 2019 and although not successful in securing funding we plan to take forward many of the planned initiatives if funding can be secured. Our Future Mobility work would aim to test and trial transport innovations where they support our 2040 Transport Strategy ambitions such as: dynamic demand responsive public transport, e-mobility solutions (including e-bikes and e-scooters), first/last mile mobility hubs, autonomous transport services, dynamic kerbside management, e-freight consolidation, car clubs and a mobility platform that integrates

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existing and new services bringing together customers and providers in new ways. We intend to pilot a new mobility platform, with the potential to bring together all mobility services from public and private transport providers, allowing people that live and work in GM to make end to end trips using different modes, charged against a personal mobility account.

206. In addition, we are involved in ongoing trial projects which explore how transport infrastructure, including smart bus stops, lighting and air quality monitoring can be connected to the 'Internet of Things'. Digital connectivity and technology are vital to enabling people to choose the best option for their journey. TfGM, working jointly with GMCA, will build on GM's strong digital industry to deliver a clear strategic vision on 5G, super-fast fibre optic, and commercial opportunities to maximise the value of GM assets.

Interchanges

207. In recent years Greater Manchester has invested in interchanges in a number of our town centres. There are projects in construction, committed schemes and those in development. Investing in key interchanges not only facilitates the integration of different modes of transport but also supports wider regeneration of key centres in Greater Manchester. The development of new interchanges, including in Stockport and Bury, is in our programme for the next five years.

Travel Hubs / Park and Ride

208. Future work in Greater Manchester will develop the concept of travel hubs – an evolution of the existing approach to park and ride. Travel hubs intend to take a more rounded view of improving the access to rapid transit stops and stations. The aim is to increase rapid transit customer numbers and support the Right Mix vision, while de-carbonising the access to our rapid transit stops and stations.

209. Subject to feasibility and business case, the travel hubs ambition extends beyond traditional park and ride to include integration of active travel, public transport, demand-responsive transport, such as Local Link, shared mobility, such as bike hire, and pick-up/drop-off provision. Features to be investigated include parking, storage and electric charging infrastructure for both private and shared vehicles. Facilities that benefit our customers and could generate net revenue for TfGM such as commercial businesses and logistics will also be investigated.

210. Parkway on the Trafford Park Metrolink Line is an example of a park and ride that is currently under construction, while Rochdale station is a candidate for developing the travel hubs approach.

Fares and Ticketing

211. TfGM has developed its get me there smartcard and Metrolink zonal fare structure to better integrate travel across Greater Manchester. Over the next few years, we will also be continuing work with Transport for the North to collaborate on ticketing initiatives that make travel by public transport across the North.

212. **Further phases of Greater Manchester's smart ticketing initiative:** TfGM are undertaking further work to explore wider ticketing & payment opportunities within

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Greater Manchester. In particular, and in line with the principles of the 2040 Transport Strategy, there may be a strong strategic case for expanding contactless, pay-as-you-go on Metrolink including to other modes of transport which would result in a multi-modal ticketing customer offering across Greater Manchester. At present, the powers of the Mayor and the GMCA to introduce such a system are limited and may depend on the preferred option for the potential reform of bus in Greater Manchester. With that in mind, TfGM will continue to develop new opportunities for modern payment methods which travelling customers will increasingly want and expect for all modes

213. On behalf of the Mayor and the ten local authorities, TfGM provides funding for young, old and disabled people to travel at reduced fares or for free. Recently launched initiatives include:

- Our Pass: Launched as a two-year pilot in 2019, the pass entitles young people aged 16-18 to free travel on local bus services, as well as access to a range of exclusive opportunities.
- The Women's Concessionary Travel Pass: Launched in 2018, the pass entitles thousands of women affected by the change in the state pension age to free off-peak travel on bus, train and tram.
- Access to Apprenticeships: TfGM is supporting apprentices across the region with a free 28-day travel pass valid on bus and tram services.

214. In 2017, TfGM launched the get me there smartcard, which complements the get me there Metrolink app launched in 2016. This enables passengers to make integrated journeys by purchasing multi-operator and multi-modal products which are loaded on to the get me there smartcard. In July 2018, the GMCA approved a new zonal fare structure for Metrolink. This reduced the number of different types of fares available from 8,556 to just 10. This simplified the offer to customers, and also helps to achieve the full benefits of contactless pay-as-you-go ticketing by replacing return tickets with zonal daily capping. The zonal fare structure was introduced on Metrolink in January 2019 and was followed up later that year with Contactless pay-as-you-go on Metrolink, which provides a convenient and simple way to pay for travel, enabling customers to simply 'touch in' and 'touch out' with their debit/credit cards. The daily price is capped, and customers don't need to carry a separate travel card or ticket.

215. We are now seeing increasing numbers of people working or studying on a part-time, flexible or short-term contract basis, or home-working on some days. This means that flexible ticketing options are vitally important to support our rapidly changing economy. In response to this, TfGM has introduced the Clipper Metrolink ticket to enable customers to save money if they are working more flexibly or travelling less often than the conventional Monday to Friday working week. Clipper tickets can be purchased for use with get me there smart cards. Customers can touch-in before boarding and touch-out at their destinations, using the smart readers at Metrolink stops. It is hoped that this will make public transport more affordable, and easier to use, for flexible workers, part-time workers or anyone who travels regularly but not every day.

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Customer Information

216. We have a vision to enable the provision of accurate, reliable and easy to understand travel information to residents, businesses and visitors of Greater Manchester when and how they choose – so they can make informed choices and get the most out of our transport networks. This supports TfGM's objective to make travel easier as well as meeting TfGM's legal requirements around information provision.

217. As part of this, we aim to provide consistent information to customers, engage with owners of external communication channels, make use of technology, and apply a dynamic approach to responding to the changing needs and expectations of our customers.

218. In recent years, TfGM has made significant steps towards meeting these goals. This includes:

- Enabling Metrolink accessibility information to be available on Google Maps;
- Releasing Metrolink fares as Open Data;
- Increasing the number of bus operators with real time data available on TfGM channels; and
- Building relationships with our external partners.

219. We have an established roadmap of improvements that follow the Customer Travel Information vision and principles which are wholly aligned to the organisational vision for the future.

220. The way customers access travel information continues to change, increasingly moving away from paper information to digital platforms – especially journey planners such as Google. Therefore greater emphasis is being placed on providing data to 3rd party developers so that more of our customers may access our travel information. We continue to develop our Open Data offering which will include a broader range of data on an updated Open Data Portal.

221. In addition, we are reacting to the impact of Covid-19 in recognising and developing new solutions to important customer requirements which aim to build confidence in travelling on Public Transport including:

- Providing tailored customer travel advice;
- Maintaining the regularly changing provision of timetable data for internal and 3rd party use;
- Greater visibility of cleaning routines across the different modes of transport
- Information regarding patronage and how busy the different modes of public transport are expected to be; and
- Increased information around the availability of cycling and walking schemes.

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Behaviour Change

222. TfGM's offers a free business travel advice service which encourages business, school and community engagement, and supports organisations that promote walking, cycling, public transport, flexible working and car sharing to employees. Benefits for organisations include sustainable travel grants (e.g. to pay for facilities or equipment), Personal Travel Planning for employees, and public transport ticket offers. Our Sustainable Journeys Team are developing and testing different approaches to supporting sustainable travel to schools to inform the best long term approach and have worked with a number of primary schools across Greater Manchester. The team is also implementing a programme of support for communities, especially those close to Bee Network infrastructure, including bespoke work with community groups and an Open Streets programme enabling residents to experience what their street would be like with less traffic.

223. **Embedding Behaviour Change:** In addition to the specific behaviour change interventions and engagement with school, business and community groups, we will also embed behaviour change and road safety elements into the delivery of other programmes (shown in other sections), such as:

- Major town centre improvement packages, including in Stockport;
- Implementation of a Clean Air Plan;
- Delivery of new public transport and walking and cycling infrastructure;
- Delivery of the Mayor's Town Centre Challenge;
- Cycle parking provision at public transport interchanges;
- Further phases of Greater Manchester's smart ticketing initiative;
- Assisting planning authorities with an online toolkit to improve the process and quality of travel plans associated with new developments; and
- Developing ways to better integrate with other third sector cycling and walking delivery partners

224. Behaviour change activities are targeted in the areas where they will have the biggest impact in reducing congestion, reducing roadside air pollution and increasing levels of physical activity. TfGM focuses on providing support and advice to encourage more sustainable ways of travelling or to reduce the number of trips (for example by homeworking); travel at different times to avoid travel in peak periods; or choosing a less busy or less polluted route.

225. Best practice and behavioural change theory have informed our priorities and helped to define the most appropriate audiences, locations and times for attention. These include:

- People commuting to work or travelling on business using our most congested roads who may be open to alternative, less congested options;

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- People who are undertaking a life change, such as changing job location, starting a new school, or moving house and therefore are open to thinking about new daily journey; and

- People who live or work close to sustainable transport infrastructure or services who may not yet have considered how they can use it.

Safety and security

226. The 2040 Transport Strategy sets out our ambition to improve **road safety** and reduce deaths on our roads as close as possible to zero. Reducing road danger is a fundamental requirement for delivering Streets for All, and we are committed to working hard to achieve this ambition. TfGM is seeking to develop proposals for a new framework to eliminate road deaths and serious injuries. This new framework would be part of our overall Streets for All agenda, plans to improve walking and cycling infrastructure and our strategy to improve the bus offer and clean up the city-region's air.

227. TfGM is already supporting **Safer Roads Greater Manchester (SRGM)** by working with Greater Manchester partners to reduce road danger. We continue to work in partnership with the local authorities, Greater Manchester Police, Greater Manchester Fire and Rescue Service and other safer roads stakeholders to deliver road safety campaigns and physical measures to improve the safety of the Greater Manchester's road network. Examples of recent areas of work include campaigns and interventions such as BikeSafe and motorcycling assessments; younger and older driver events; awareness of excess or inappropriate speed; people sharing road space; driver distraction & impairment etc. using geodemographic segmentation to prioritise resources where appropriate.

228. In Greater Manchester people are at the highest risk of being Killed or Seriously Injured (KSI) in a road collision (relative to the proportion of journeys travelling by that mode) when riding a motorcycle. In order, they are followed by people cycling, walking, young car drivers and car passenger. Safer Roads Greater Manchester are taking a road danger reduction approach which tackles danger at source with a focus on ensuring vehicles are being driven safely, at safe speeds which, in turn, makes cycling and walking feel safer.

229. Public transport is a safe way to travel, but some people are deterred from using it by the fear of crime and anti-social behaviour. We will continue to tackle this issue through the TravelSafe Partnership. In addition, TfGM continues to work closely with KeolisAmey Metrolink, the operator of Metrolink, to respond to industry recommendations from the Rail Accident Investigation Branch, including those from the investigation in to the overturning of a tram in Croydon in 2016, as well as implementing and ensuring compliance with a range of regulatory security requirements as determined by the Department for Transport.

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Funding

230. This section sets out how Greater Manchester is developing its future transport programmes in terms of strategic planning, funding and delivery.

Current funding

231. Delivery of Greater Manchester's aspirations set out in this plan will require long-term funding. This funding will need to be made up of:

- Revenue funding to carry on planning and developing proposals, running and maintaining services and providing direct revenue support for transport services; and
- Long-term capital funding to invest in new transport infrastructure and make improvements to our current networks.

Revenue Funding

232. Greater Manchester's revenue funding for transport comes from a number of sources, including:

- From the ten Greater Manchester local authorities in the form of a Transport Levy and a precept that the Greater Manchester Mayor sets on the local authorities for undertaking statutory transport planning duties on their behalf.
- Net revenues from transport operations owned by TfGM, after allowing for operating costs from Metrolink and some bus services.
- Revenue grants from Government as part of the Earn Back arrangement, and grants for work on the rail network and for specific projects like HS2 development.
- From GMCA reserves for specific initiatives.
- Local Authorities utilise their own revenue funding to maintain the highway network, to provide street lighting, cleaning and winter gritting.

233. This funding is agreed on an annual basis with GMCA and set against specific priorities. These priorities include:

- Concessionary travel schemes for the young, the disabled and the elderly.
- Provision of socially necessary bus services in the form of the tendered network, accessible transport and school services.
- Operational costs of providing the services we deliver, covering staff costs; operating and maintaining infrastructure; safety and security; the traffic signal network; and passenger information.
- Financing costs related to the loans GMCA has taken out to fund improvements, e.g. Metrolink.

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- Work to develop the next set of ideas and interventions for improving the transport network and on devolution related activities.

- Local Authority capital funding to support highway maintenance and improvement.

234. Further information on the TfGM's budget for 2020/21 is given on the GMCA website[3].

235. GMCA and TfGM budgets are, as is standard practice for Greater Manchester's public sector, agreed on a year-by-year basis and so future budgets beyond 20/21 have yet to be set.

236. TfGM and partners are continuing to incur significant revenue costs funded from GMCA reserves to support scheme development and feasibility work on known GMCA priorities, including the development of potential transport solutions that will support the city-region's growth agenda and the development of the Greater Manchester Infrastructure Programme (see below).

Impact of Covid-19 on Public Transport Revenue Funding

237. As with other public transport modes, the onset of Covid-19 in March 2020 resulted in a dramatic reduction in bus patronage, falling to below 10% of normal levels in April. Some relaxing of the social distancing restrictions on buses during Summer 2020 allowed capacity to increase to c.50% of seating. Bus is now showing the largest growth out of public transport modes, though increasing at a slower rate than road traffic.

238. Central government initially put in place the Covid-19 Bus Services Support Grant (CBSSG) to provide temporary funding for the industry to cover the deficit caused by running close to normal operations, while experiencing significantly reduced revenues. Based upon CBSSG returns, TfGM estimates that public funding in Greater Manchester in August 2020 accounted for in excess of 50% of total costs. There is currently a rolling CBSSG funding deal in place with eight weeks' notice of any termination, but it is unclear how long this support will be in place.

239. Therefore, planning for the future is still severely limited. Along with other urban transport authorities, GMCA proposes a more sustainable package of government support to allow the bus network to get back to a position of stability to ensure Covid-19 recovery, and has co-signed a letter to the Secretary of State from the Urban Transport Group (UTG) members. TfGM and UTG propose the establishment of new arrangements that would route all public funding / subsidy for bus via city-region transport authorities, such as TfGM. This would allow such authorities to use that funding to buy those services from private operators that best deliver on the needs of the places they serve on the condition that fares are simple and more affordable.

240. A similar situation exists on Metrolink. During the outset of Covid-19 demand reduced to 5% to 10% of normal levels. During September 2020, patronage returned to up to 50% of pre-Covid-19 levels, and available capacity is limited by ongoing social distancing requirements.

[3] https://www.greatermanchester-ca.gov.uk/who-we-are/accounts-transparency-and-governance/council-tax/council-tax-transport-funding/

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241. Therefore, due to the impact of Covid-19, Metrolink has suffered a significant reduction in farebox revenues. For financial planning purposes, GMCA is assuming that the projected ongoing reductions in net revenues for Metrolink will be met from further government funding for the remainder of this financial year, with the risk of any overall shortfall net of Government grants being mitigated from reserves earmarked for the capital financing of Metrolink over the medium to long term. This use of reserves would not be a sustainable source of funding in subsequent years if Government do not continue to provide funding to cover ongoing shortfalls in Metrolink net revenues. TfGM proposes a more stable three-year package of government support for Metrolink to allow the network to get back to a position of financially sustainability, over the medium term.

Capital Funding

242. Transport improvements for Greater Manchester's local networks are funded via the GMCA capital programme, which is in turn funded by a combination of grants and borrowings. This capital programme excludes improvements on the national rail and motorway networks, which are funded by Network Rail and Highways England respectively.

243. The current GMCA capital programme is made up of a series of different funding sources, some local, some national, the spending of which has been prioritised locally. Table 1 below shows the current capital programme through to March 2021. The Greater Manchester capital programme up to 2020/21 is funded by:

- The Greater Manchester Transport Fund 1, including Earn Back4, which has funded the A6 to Manchester Airport Relief Road and Trafford Park Metrolink line.
- The Growth Deal, which is delivering c.£400m of improvements through schemes such as Stockport Town Centre Accessibility Improvements, Salford Bolton Network Improvements and Tameside interchange.
- Transforming Cities Fund, Cycle City Ambition Grant and the Emergency Active Travel Fund, which are together delivering over £200m of major walking and cycling improvements across Greater Manchester.
- Transforming Cities Fund is also funding £83m towards 27 new Metrolink trams and supporting infrastructure, which will come into service between 2020 and 2021.
- The Government's Clean Air Early Measures Fund, from which Greater Manchester has secured c.£3m to deliver additional electric vehicle charging points.
- 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.

[4] The Greater Manchester Transport Fund 1 allowed Greater Manchester to 'earn back' a portion of additional tax revenue from GVA increases resulting from local investment in infrastructure. Earn Back provides an incentive for Greater Manchester to prioritise local government spending to maximise GVA growth.

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- Highways Maintenance capital improvements, with the ten local authorities spending approximately £90m between them over the next three years.

- The Greater Manchester Housing Package included commitment from Government to progress key Housing Infrastructure Fund (HIF) bids through to co-development stage. Initial funding is being used to develop infrastructure schemes that will aid the delivery of housing in Wigan/Bolton, Salford/Manchester, and Stockport/Cheshire East.

244. 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. **Table *1*** below shows the work that is left to do on delivering these programmes.

Table 1: GMCA Transport Capital Programme

Sum of Value (£k)	Column La					
Row Labels	**2017**	**2018**	**2019**	**2020**	**2021**	**Grand Total**
Our Bus Network	**£15,671**	**£8,075**	**£3,447**	**£3,461**	**£13,171**	**£43,825**
Bus Priority	£12,140	£5,923	£3,248	£3,461	£13,046	£37,817
Bus Rapid Transit	£3,531	£2,152	£199		£125	£6,007
Our Metrolink Network	**£79,558**	**£92,821**	**£113,890**	**£104,935**	**£47,708**	**£438,912**
Metrolink Enhancements	£5,449	£2,362	£23,609	£19,743	£25,836	£76,999
Metrolink Extensions	£69,574	£88,310	£89,220	£82,962	£15,079	£345,145
Metrolink Resilience	£4,535	£2,149	£1,061	£2,230	£6,793	£16,768
Our Rail Network	**£1,137**	**£10**	**£202**	**£420**	**£2,981**	**£4,750**
Park & Ride					£435	£435
Rail Stations Improvements	£1,137	£10	£202	£420	£2,546	£4,315
Our Streets	**£80,088**	**£77,678**	**£70,259**	**£52,135**	**£70,396**	**£350,555**
Active Travel	£3,952	£2,958	£8,306	£5,608	£28,355	£49,179
Growth Deal 3 Local Authorities					£1,369	£1,369
Highway Improvements	£955	£1,571	£4,362	£9,843	£14,824	£31,555
Highway New Links	£52,536	£49,967	£29,907	£13,149	£11,841	£157,399
Highway Resilience					£1,433	£1,433
Minor Works	£6,357	£8,980	£12,316	£16,349	£8,062	£52,064
Town Centre Streets for All	£16,288	£14,202	£15,368	£7,186	£4,512	£57,556
Our Integrated Network	**£19,875**	**£14,822**	**£16,172**	**£18,436**	**£15,199**	**£84,505**
Decarbonisation of the Fleet	£121	-£7	£351	£1,113	£5,206	£6,784
Interchange Programme	£16,377	£13,756	£15,202	£14,788	£9,949	£70,072
Smart Ticketing	£2,477	£1,073	£620	£2,535	£44	£6,749
Information Systems	£900					£900
Grand Total	**£196,329**	**£193,406**	**£203,970**	**£179,387**	**£149,455**	**£922,547**

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245. Funding for the Highways England projects in this Delivery Plan is agreed with Government and is set out in the Road Investment Strategy (RIS) which covers five year periods. RIS2, which covers the period from 2020 to 2025, is supported by funding of £27.4 bn. This is drawn from the new National Roads Fund (NRF) created from receipts from Vehicle Excise Duty and which also funds improvements to the Major Road Network.

246. Within this funding settlement, and in addition to major committed schemes such as the Smart Motorways and Simister Island Improvement, Highways England has discretion to fund a range of smaller projects through its Designated Funds, for which £936m has been allocated in the next five years. We will work with Highways England to identify opportunities in Greater Manchester where use of Designated Funds may be appropriate

to deliver infrastructure. We will also work closely with Highways England on their Route Strategy process which is expected to commence in 2021 and which will inform the determination of funding needs and priorities for the next RIS which will commence in 2025.

Scheme Prioritisation and Delivery

247. This Delivery Plan includes a range of potential transport investments: from projects already being delivered and submitted to Government; through to initial ideas and concepts that still need further study. A large amount of work is required to develop, appraise and prioritise the transport interventions in this Delivery Plan – in other words, to make tough choices about where the limited funds available can make the biggest difference. This work will be overseen by senior transport leaders in the region, including the GMCA, the TfGM Committee and the TfGM Board.

248. The further work to develop the emerging investment programme will be guided, at the highest level, by Greater Manchester's 2040 Transport Strategy. Although the 2040 Transport Strategy provides the guiding principles to help Greater Manchester develop, appraise and prioritise transport investment, it is necessarily high-level. More detailed sub-strategies are therefore being prepared by TfGM, the Greater Manchester local authorities and other key stakeholders for specific modes or geographical areas. For example, the Airport and Piccadilly HS2 Growth Strategy[5] was published in 2018. Other sub-strategies, such as the City Centre Transport Strategy, Streets for All Strategy and Rapid Transit Strategy are in development. Each sub-strategy will identify specific ambitions that support the delivery of the 2040 Transport Strategy.

249. It will also be important to ensure that the development, appraisal and prioritisation process for the investment programme runs in parallel with the planning processes and ongoing studies of Greater Manchester's partners, including Highways England's Road Investment Strategy (RIS) periods, Network Rail's rail improvements pipeline, and the Strategic Development Corridor (SDC) studies currently being led by Transport for the North.

250. In pursuit of GM's 2038 aim of becoming a carbon neutral city-region, TfGM, on behalf of the GMCA in delivering this plan and the associated infrastructure, will work collaboratively with all those involved in creating and managing infrastructure assets to reduce carbon throughout the value chain (whole life carbon management).

251. Through initially determining if there is a need for new infrastructure, evaluating the potential for re-use of current assets and developing digital solutions, only building when necessary and ensuring that low carbon solutions are considered at all stages of the development, including future energy needed to operate the development, GM will lead by example and be on a pathway toward meeting the 2038 carbon neutral target.

[5] https://assets.ctfassets.net/nv7y93idf4jq/4sSHKQVxGMQuM488IMsWqG/cdc77581d9f6ce8d407b07976a2417e0/17-1060_HS2_Growth_Strategy.pdf

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Future Capital Funding – Greater Manchester Infrastructure Programme (GMIP)

252. The Independent Prosperity Review[6], published in March 2019, undertook a detailed and rigorous assessment of the current state, and future potential, of Greater Manchester's economy. It identified GM's:

    i. Key strengths (health innovation, advanced materials/manufacturing, digital/creative/ media and clean growth); and

    ii. Barriers to prosperity (skills, infrastructure, leadership & management, innovation adoption and health inequality).

253. In particular, the IPR identified that infrastructure investment can boost productivity and employment, creating prosperous towns linked to a strong economy – with GM's towns and cities mutually reinforcing each other.

254. To achieve this, GM needs the right integrated infrastructure to alleviate transport bottlenecks, support 200,000 new homes and meet future carbon targets, and five million square metres of new employment land via an integrated Infrastructure Plan. Without this infrastructure, we cannot deliver the homes or economic growth we need, and/or risk massive greenbelt development. The Greater Manchester Spatial Framework will set the blueprint for this activity.

255. The Greater Manchester Infrastructure Programme (GMIP) enables infrastructure to be developed in a comprehensive, placed-based manner, looking both at local schemes and the strategic programmes that support them at a city-region level.

256. The aim is for full integration of the process that links planning, prioritisation and then funding and delivery.

257. GMIP is based on the following key themes:

- A Place-based approach: integration of transport, housing and regeneration to give place-based investment packages/interventions;
- GM-wide strategic investment packages: delivering at scale, supported by integrated procurement, and strong integration with national agencies, infrastructure providers and utilities; and
- Strong governance: over 10 years experience of robust governance and delivery, and an ability to manage and deliver investment with flexibility and hence more quickly.

258. GMIP is accountable to an official-led Delivery Executive chaired by the GMCA Chief Executive and attended by external partners such as United Utilities and the Infrastructure and Projects Authority. This regularly reports to the Combined Authority, chaired by the Mayor.

[6] https://www.greatermanchester-ca.gov.uk/what-we-do/economy/greater-manchester-independent-prosperity-review/

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259. Greater Manchester's overall ambitions are summarised on the map below, which brings together GM's plans for:

- Growth through the Spatial Framework;
- Connectivity through the 2040 Transport Plan;
- Innovation assets through Innovation GM; and
- World-class connectivity through our Full Fibre programme.



260. Greater Manchester is also asking Government to adopt of the National Infrastructure Commission's (NIC) recommendation for multi-year infrastructure funding settlements to city regions who have developed the necessary strategic planning capability and governance. The NIC noted that the efficient planning and delivery of infrastructure is badly affected by uncertainty of funding. Through the publication of plans, such as this five year transport Delivery Plan, GM has put in place the strategic planning and governance required for an ambitious infrastructure programme that would unlock pipelines of future housing and connectivity.

Table 2: GMIP Funding Programme

Programme Area	Phase 1 21/22 to 22/23 £m	Phase 2 23/24 to 25/26 £m	Total £m
Our Bus	**129**	**367**	**497**
Bus priority measures	32.6	47.4	80.0
Bus Rapid Transit	6.5	5.0	11.5
Introduction of Quality Bus Transit corridors	60.0	140.0	200.0
Town centre interchange development in Bury	20.0	160.0	180.0
Upgrades / renewals	10.0	15.0	25.0
Our Metrolink	**185**	**625**	**810**
Enhanced passenger facilities and access to stops	35.0	55.0	90.0
New stops to support spatial growth priorities	-	40.0	40.0
Network capacity and resilience	20.0	75.0	95.0
Major schemes	70.0	300.0	370.0
Tram train early development	23.0	132.0	155.0
Upgrades / renewals	37.0	23.0	60.0
Our Rail	**14**	**69**	**83**
Completing up to 4 *Access for All* rail station upgrades	3.0	10.0	13.0
Delivery of up to 2 new rail stations	1.0	39.0	40.0
Enhanced passenger facilities and access to stations	10.0	10.0	20.0
Port Salford Rail Link	-	10.0	10.0
Our Streets	**385**	**767**	**1,152**
Next tranche of £1.5bn Bee Network beyond the £160m TCF allocation	63.0	272.0	335.0
Town Centre & Streets schemes	26.5	30.0	56.5
Pinchpoint schemes	26.4	25.0	51.4
Schemes that unlock delivery of the Existing Land Supply and GMSF sites	11.3	42.6	53.9
Major schemes, e.g. Wigan-Bolton HIF and Stockport A34	87.3	92.7	180.0
Upgrades / Renewals	170.0	305.0	475.0
Our Integrated Network	**152**	**180**	**332**
Electric bus fleet and associated depot investment	100.0	150.0	250.0
Electric Vehicle Charging Infrastructure	23.0	-	23.0
ITS applications for Covid-19 recovery	9.0	-	9.0
Future Mobility Zone	20.0	30.0	50.0
Total Capital Ask £m	**865**	**2,009**	**2,873**

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Further Transport Devolution

261. Further devolution of transport functions from central Government is required, to equip Greater Manchester with the ability to create and efficiently manage a cleaner, more efficient and integrated transport network. Greater Manchester's ambition is to deliver a truly London-style transport system within four years, with radically improved bus services, investment to support the Clean Air Plan and a rapid reduction in carbon emissions, and local control of rail stations. This will reduce car dependency, clean up our air, and give our residents real choice about how they travel within an increasingly 'mode blind' transport system.

262. To deliver on this GM needs to work with government on areas including:

- More influence over the rail system, including control over stations;
- Powers to deliver a consistent, clean and welcoming taxi and private hire fleet;

- New powers to manage our road network; and
- A reformed and electrified bus system.

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Measuring Success

263. As we make Our Delivery Plan a reality, we will need to assess whether the measures and policies we develop are ultimately helping to deliver our 2040 Transport Strategy. In order to do this, we are measuring performance through a series of key performance indicators (KPIs). These represent progress towards 'desired outcomes' and our adherence to the seven network principles outlined in the 2040 Transport Strategy.

264. In the tables in Appendix D are two types of indicators:

1. Customer Responses or 'demand-side' indicators that tell us what's happening in the travel market: patronage, mode split, satisfaction, propensity to use etc.

2. Operational or 'supply-side' is about how much we do (and how well we do it) to affect customer choices and perceptions.

265. Both need to be considered together because although customer data shows what works, the results lag behind our actions, so we need to know that those actions are happening according to plan in real time. Ultimately, our key goal is to make real progress towards our "Right Mix" ambitions, with far more trips being made by active travel and public transport.

Next steps

266. Our Five Year Transport Delivery Plan shows how, over the next five years, we will make real progress towards the vision we set out in our 2040 Transport Strategy and delivering the ambition set out in Our Network. This Delivery Plan sets out concrete proposals for this large investment programme, to support driving this change across Greater Manchester. It shows, in detail, the investment Greater Manchester needs to achieve better, cleaner and more connected transport for all.

267. The investment programme set out in this Delivery Plan will also directly support the Greater Manchester Spatial Framework, our Clean Air Plan and meeting our carbon targets.

268. TfGM, the GMCA and the ten local authorities are therefore united in their call to Government to take action and agree a new funding and devolution deal for Greater Manchester to make this Delivery Plan a reality.

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Glossary

Term	Definition
2040 Transport Strategy	See Greater Manchester Transport Strategy 2040.
Bee Network	Greater Manchester's vision for the first fully joined up network of cycling and walking routes. The Bee Network comprises 1800 miles of planned routes which will connect every community in GM with a guaranteed high quality route to walk or cycle.
Bus Rapid Transit	A bus service that is mainly focussed on middle distance trips of 6km to 40km and is significantly faster than the usual, all-stops bus service. The Leigh-Salford-Manchester guided busway is an example of Bus Rapid Transit in Greater Manchester.
City Centre	The economic core of the city-region, which includes the area within the Manchester and Salford Inner Relief Route (MSIRR), the Oxford Road Corridor and the University of Salford area. The City Centre forms part of the Regional Centre, which is a larger area (see map below this table).
Cycle City Ambition Grant (CCAG) programme	A £262m national investment programme to make cycling easier and safer and give more people the confidence to take up cycling. Greater Manchester secured £42m of CCAG funding, which has delivered improvements such as the new-look Oxford Road corridor.
Greater Manchester Combined Authority (GMCA)	Greater Manchester's sub-regional political authority, made up of the ten Greater Manchester local authorities and Mayor. The GMCA is run jointly by the leaders of the ten authorities and the Mayor of Greater Manchester.
Greater Manchester Spatial Framework (GMSF)	The joint spatial development plan for Greater Manchester, which will set out the spatial strategy for providing the land for jobs and homes across the city-region.
Greater Manchester Strategy (GMS)	The new plan for Greater Manchester, written by all ten local authorities, the Mayor, the NHS, transport, the police, and the fire service. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.
Greater Manchester Transport Strategy 2040 (GMTS2040)	Greater Manchester's long-term transport strategy, developed by TfGM on behalf of the Greater Manchester Combined Authority. Its vision for Greater Manchester is to have 'world-class connections that support long-term, sustainable economic growth and access to opportunity for all'.
High Speed 2 (HS2)	The planned new high-speed railway line which will connect London to the North of England. Phase 2, which will connect London and the West Midlands to the north, has been split into: • Phase 2a: (West Midlands to Crewe): to be completed by 2027

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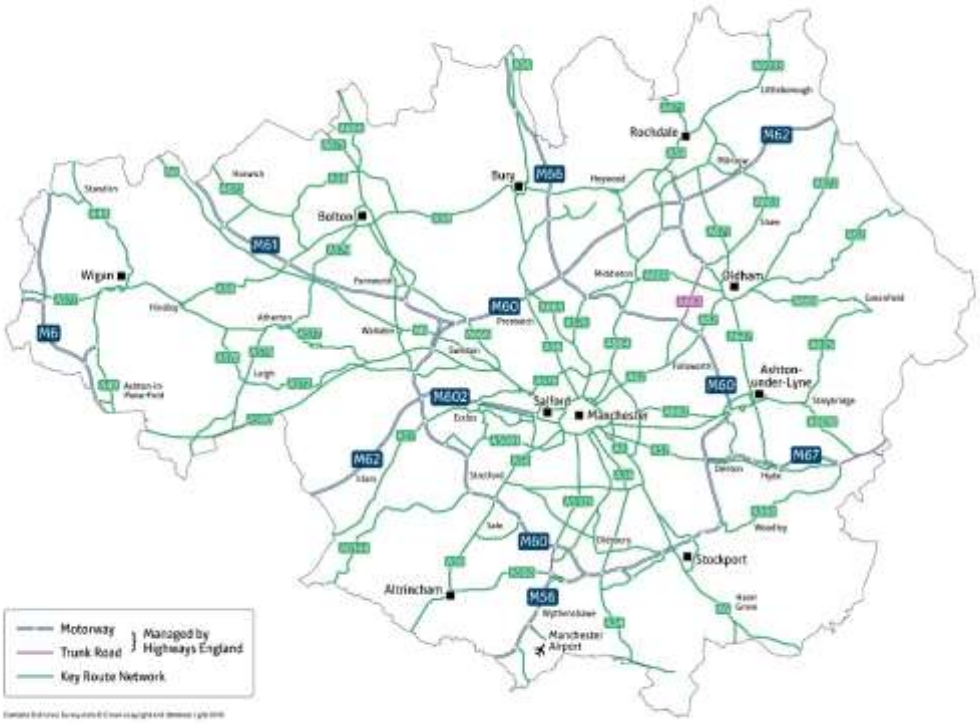
	• Phase 2b (full network to Manchester and Leeds): to be completed by 2033
Key town centres	Greater Manchester's principal urban centres outside the Regional Centre. The eight key town centres are Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Stockport and Wigan.
Key Route Network (KRN)	Greater Manchester's local authorities have defined a Key Route Network making up nearly 400 miles of Greater Manchester's busiest roads. While this is just seven per cent of the total length of the highways network, it carries some two-thirds of peak-time traffic. TfGM have strategic oversight and management responsibility for the Key Route Network, which includes monitoring and reporting on performance, and developing policies that will keep traffic moving. For a plan of the current network see Figure 10.
Manchester North West Quadrant (NWQ)	The stretch of the M60 between Junctions 8 to 18, which experiences high levels of congestion at present. A strategic study to develop solutions for the North West Quadrant, sponsored by the Department for Transport, is currently being undertaken by Highways England, Transport for the North and TfGM.
Metro	Turn-up-and-go electrically-powered rail-based rapid transit providing excellent access to the rapid transit hubs that it serves.
Mobility as a Service (MaaS)	The integration of various forms of transport services into a single mobility service, accessible on demand. To meet a customer's request, a MaaS operator offers a range of transport options, such as public transport, ride-, car- or bike-sharing, taxi or car rental/lease, or a combination thereof. The MaaS user is offered a single application with a single payment channel to access these mobility services.
Manchester and Salford Inner Relief Route (MSIRR)	The inner relief route around the City Centre, comprising the A57(M) Mancunian Way, A6042 Trinity Way, A665 Great Ancoats Street and A635 Ring Road.
Major Road Network (MRN)	The middle tier of England's busiest and most economically important local authority 'A' roads. The Department for Transport has dedicated a specific funding stream to improvements on MRN roads as part of the National Roads Fund.
Northern Powerhouse Rail (NPR)	A major strategic rail programme being developed by Transport for the North, designed to transform connectivity between the key economic centres of the North. NPR will include a combination of new routes with upgrades of existing infrastructure, over and above short and medium-term proposals for network upgrades.
Quality Bus Transit	Whole-route upgrades of key bus corridors, with a strong focus on quality, reliability, and integration into the urban realm.
Rapid transit	Any public transport service that offers significantly faster journeys than a stopping bus service for middle-distance trips. Examples in Greater Manchester to date include the Metrolink network and the Leigh-Salford-Manchester guided busway.
Regional Centre	Greater Manchester's primary economic centre. It includes the City Centre, The Quays to the west and the Etihad Campus / Central Park area to the east (see Figure 11).

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Right Mix	
Road Investment Strategy (RIS)	A long-term approach to improve the Strategic Road Network. The first RIS (RIS1) covers the period 2015-2020. Highways England is currently carrying out studies to prepare for the second RIS (RIS2), which will cover the period post 2020.
Strategic Road Network (SRN)	The national network of motorways and trunk roads managed by Highways England.
Streets for All	Streets for All is Greater Manchester's new approach for delivering the 2040 Strategy vision, through a people-centred approach to decisions we make about how our streets are designed and managed. Our ambition to shift more travel to walking, cycling and public transport is essential to ensuring the prosperity of GM. We can only achieve this change in how people travel by creating streets in which people feel welcome to move through and spend time.
Town Centre Challenge	The Town Centre Challenge is a brand new proactive approach to urban development, with the Mayor pledging to bring together public and private landowners, developers, investors, housing providers, community groups and other key stakeholders.
Tram-train	Tram-train is a light-rail public transport technology enabling light rail vehicles with street-running capability to run onto main-line railway lines, which are shared with conventional trains. Tram-train technology is relatively common in countries such as Germany and France, but is novel in the UK; the first tram-train in the UK, between Sheffield and Rotherham, started operations in October 2018.
Transport for the North (TfN)	England's first Sub-National Statutory Transport Body formed to transform the transport system across the North of England. TfN brings together the North's nineteen bodies which are responsible for co-ordinating transport services – one of these is Greater Manchester.

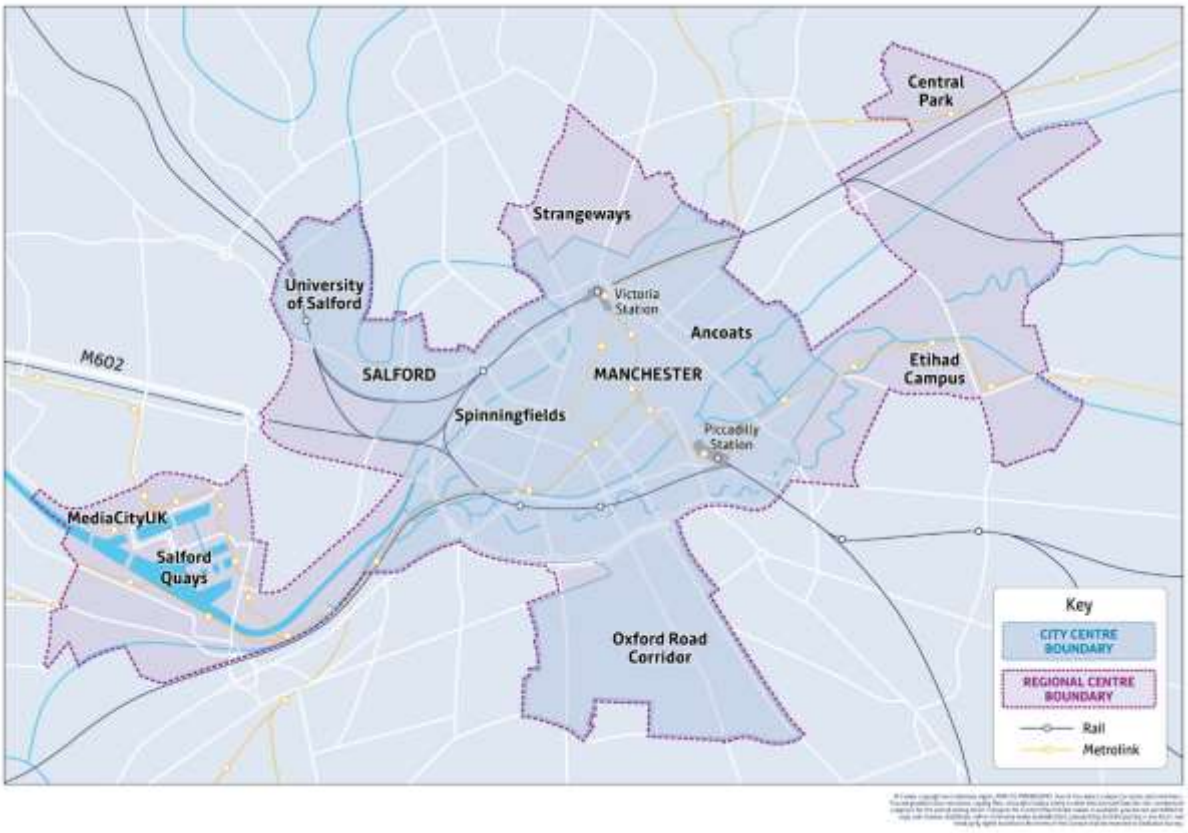
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Figure 10: Motorway, Trunk Road and Key Route Network



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Figure 11: Definition of the City Centre and the Regional Centre



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APPENDIX A: List of Interventions

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus			
Local Bus			
Bus Reform: assessment and implementation (if approved)	To consider realistic options for reforming the bus market in Greater Manchester as a potential mechanism to help achieve the vision for bus from the 2040 Strategy.	GM Wide	
Salford Bolton Network Improvements	To create shorter, more reliable journey times for all road users and deliver better access to employment and local facilities for bus passengers as well as active travel measures.	Bolton/ Salford	
Bus stop enhancements programme to improve waiting facilities at stops	Improve accessibility to encourage mode shift by increasing the attractiveness of bus networks.	GM Wide	
Concessionary fares scheme	To provide free or reduced cost travel for specific groups including the elderly, young and disabled people. This will also encourage mode shift in Greater Manchester.	GM Wide	
Socially necessary bus transport services delivery and review (including supported bus services, Ring & Ride and Local Link)	To provide socially necessary public transport services which are not commercially viable, using where possible zero tailpipe Emission Capable (ZEtC) vehicles.	GM Wide	
School transport services delivery and review	To deliver opportunities for more efficient school transport across Greater Manchester, using where possible zero tailpipe Emission Capable (ZEtC) vehicles.	GM Wide	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
City Centre North West: Deansgate – New Bailey – Chapel St Area	To improve the streets in the area for walking, cycling and placemaking, along with the reliability of bus journey times. Improvements include public realm enhancements, temporary measures and bus gate improvements.	Manchester	
Our Metrolink			
Metrolink			
Additional Metrolink vehicles (27 new trams) and associated infrastructure – enabling the use of more double unit vehicles between Bury and Altrincham, and Shaw and East Didsbury	To increase Metrolink capacity into and through the Regional Centre, in order to facilitate continuing economic growth and access to services and encourage mode shift.	GM Wide	Other
Tram Management System	To provide capacity improvements through the city centre and real time passenger information.	GM Wide	Other
Metrolink Renewals Programme	To intelligently invest in timely asset replacement.	GM Wide	Phase 1 & 2
New Stops and Upgrades			
Shelter and Lift Renewals	To provide Metrolink shelter upgrades and lift renewals across Greater Manchester.	GM Wide	
Our Rail			
Rail			
Hope Valley Line improvements (to Sheffield) including new passing facilities	To increase capacity so that the line can continue to carry mixed traffic and complement NPR services. Line improvements will improve reliability of services between Manchester and Sheffield.	Manchester	
Central Manchester Rail Network (including Castlefield corridor) enhancements- early interventions	To begin to address the critical capacity constraints on the rail network in the Regional Centre, which will need to grow further to accommodate the forecast levels of employment growth.	Manchester	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Salford Central station upgrade	To provide additional capacity by re-opening disused platforms (3, 4 and 5). This will improve access to this part of the City Centre by rail, reducing pressure on neighbouring stations/ corridors.	Salford	Phase 1 & 2
Daisy Hill Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Bolton	
Irlam Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Trafford	
Walkden Station Access for all Improvements	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	Manchester	
Rail Station Accessibility Programme to delivery accessibility improvements at Mills Hill Station	To maximise existing rail assets to provide better facilities, improve transport integration and delivery community benefits.	Rochdale/ Oldham	Phase 1 & 2
Daisy Hill Station bridge deck replacement	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bolton	
Our Streets			
Walking and Cycling			
GM Emergency Active Travel Schemes Programme	To support creating a safe environment for walking and cycling that supports social distancing.	GM Wide	Phase 1
Mayor's Challenge Fund Tranche 1: B6226 Chorley New Road	Bee Network delivery into the northwest of Bolton town centre	Manchester	Phase 1
Mayor's Challenge Fund Tranche 5: Bolton Town Centre Phase One (East)	Bee Network delivery in Bolton town centre	Bolton	Phase 1
Mayor's Challenge Fund Tranche 6: Westhoughton Bee Network Phase 1	Bee Network delivery in Westhoughton	Bolton	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 6: Astley Bridge-Crompton Phase 1	Bee Network delivery in Astley Bridge and Crompton	Bolton	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Oldhams Estate	Active Neighbourhood delivery in North Bolton.	Bolton	Phase 1
Mayor's Challenge Fund Tranche 1: New and Upgraded Crossing Points and Junctions, Bury	Targeted Bee Network junctions and crossings in Bury	Bury	Phase 1
Mayor's Challenge Fund Tranche 5: Fishpool Neighbourhood Bee Network	Bee Network delivery in Fishpool	Bury	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Prestwich	Active Neighbourhood delivery in Prestwich.	Bury	Phase 1
Mayor's Challenge Fund Tranche 6: Elton	Bee Network delivery in Elton	Bury	Phase 1
Mayor's Challenge Fund Tranche 6: Pimhole	Bee Network delivery in Pimhole	Bury	Phase 1
Mayor's Challenge Fund Tranche 6: Radcliffe Central	Bee Network delivery in Radcliffe	Bury	Phase 1
Mayor's Challenge Fund Tranche 1: Manchester to Chorlton	Busy Beeway delivery between Chorlton-cum-Hardy and Manchester City Centre.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 4: Levenshulme: Our Active Streets	Active Neighbourhood in Levenshulme.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 4: Mancunian Way - Princess Way Junction	Major junction improvement, including transformational cycling and walking facilities at Mancunian Way/Princess Rd.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 4: Rochdale Canal Bridge 88-80a	Bee Network delivery through canal towpath upgrade in East Manchester.	Manchester	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 4: Route86(Northern Quarter Piccadilly-Victoria)	Bee Network delivery in Manchester city centre.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 5: Northern and Eastern Gateway	Bee Network delivery in Ancoats/New Islington.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 6: Beswick Filtered Neighbourhood	Active Neighbourhood in Beswick.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 6: Manchester Cycleway	Upgrade of Fallowfield Loop to Bee Network standard.	Manchester	Phase 1
Mayor's Challenge Fund Tranche 1: King Street foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 1: Union Street West foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Busk	Active Neighbourhood delivery in Busk	Oldham	Phase 1
Mayor's Challenge Fund Tranche 6: Oldham Town Centre Improvements	Bee Network delivery in Oldham town centre.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 6: Chadderton Improvements	Bee Network delivery in Chadderton.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 6: Royton Town Centre Connection	Bee Network delivery in Royton.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 1: Castleton Local Centre Corridor	Busy Beeway delivery between Castleton and Rochdale	Rochdale	Phase 1
Mayor's Challenge Fund Tranche 4: Castleton Rochdale Town Centre Phase 2	Busy Beeway delivery between Castleton and Rochdale	Rochdale	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Milkstone and Deeplish	Active Neighbourhood delivery in Milkstone and Deeplish	Rochdale	Phase 1
Mayor's Challenge Fund Tranche 1: Chapel Street East Phase 1 Demonstrator Project	Busy Bee route delivery in Salford city centre.	Salford	Phase 1
Mayor's Challenge Fund Tranche 1: SBNI - A6 Broad Street / B6186 Frederick Road	Junction upgrade to facilitate Bee Network connections in the Salford University area.	Salford	Phase 1
Mayor's Challenge Fund Tranche 2: Swinton Greenway	Busy Bee route delivery in Swinton through upgrade of former rail alignment.	Salford	Phase 1
Mayor's Challenge Fund for walking and cycling Tranche 2: Trinity Way/Springfield Lane Junction Upgrade	Junction upgrade to facilitate Bee Network connections.	Salford	Phase 1
Mayor's Challenge Fund Tranche 3: Trafford Road	Busy Bee route on Trafford Road, Salford Quays.	Salford	Phase 1
Mayor's Challenge Fund Tranche 4: Barton Aqueduct	Reinstatement of towpath on historic Aqueduct, providing a key Bee Network connection between Trafford Park and Eccles/Barton-upon-Irwell.	Salford	Phase 1
Mayor's Challenge Fund for walking and cycling Tranche 4: Liverpool Street Corridor	Busy Beeway delivery on Liverpool St to facilitate a major cycling and walking connection to the city centre from the west.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: Broughton Cycleway Enhancements	Busy Bee route delivery through upgrade of existing light segregation on Great Clowes St/Blackfriars Rd corridor.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: Chapel Street East Phase 2	Busy Bee route delivery in Salford City Centre.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: Chapel Street/Trinity Way	Junction improvement for cycling and walking to facilitate Bee Network connections.	Salford	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 5: Gore Street Connection	Bee Network delivery in Salford City Centre.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: Oldfield Road Corridor	Busy Bee route delivery in Salford City Centre.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: Ordsall Chord Riverside Connection	Bee Network delivery in Salford City Centre.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: RHS Links	Bee Network connections to new RHS Bridgewater site in Worsley.	Salford	Phase 1
Mayor's Challenge Fund Tranche 5: St. Johns to New Bailey Bridge	New pedestrian and cycle bridge across the Irwell providing a new Bee Network connection between Salford and Manchester city centres	Salford	Phase 1
Mayor's Challenge Fund Tranche 1: Gillbent Road - Crossing Upgrade, Stockport	Upgraded Bee Network crossing delivery in Bramhall/Cheadle Hulme.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 2: Hazel Grove Bee Network Phase 1	Bee Network delivery in Hazel Grove.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 4: A6 MARR Links Phase 1	Bee Network links connecting communities to the cycle/walking route alongside the A555 in Bramhall, Cheadle Hulme and Hazel Grove.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 4: Bramhall Park to A6	Busy Beeway delivery on the A5143 corridor between Bramhall and Hazel Grove.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 4: Stockport crossings package	Bee Network crossings delivery in Stockport.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 4: Heatons Link Phase 1	Bee Network delivery in the Heatons.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 4: Ladybrook Valley	Bee Network delivery in the Ladybrook Valley, Cheadle Hulme.	Stockport	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 4: Stockport Interchange	Delivery of Bee Network connections as part of the Stockport Interchange project, including linking Stockport station to Stockport town centre.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 5: Stockport to Offerton	Bee Network Delivery between Offerton and Stockport to provide a route into the town centre from the south east.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 6: Romiley Neighbourhoods & Links Phase 1	Active neighbourhood delivery in Romiley.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 6: Thomson Street Bridge Phase 1	Bee Network connections to Thomson Street Bridge in Edgeley and Stockport town centre.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Cheadle Heath	Active Neighbourhood Delivery in Cheadle Heath	Stockport	Phase 1
Mayor's Challenge Fund Tranche 1: Tameside Active Neighbourhoods	Active Neighbourhoods delivery in Tameside.	Tameside	Phase 1
Mayor's Challenge Fund Tranche 4: Crown Point	Major junction improvement for cycling and walking to facilitate Bee Network connections in Denton.	Tameside	Phase 1
Mayor's Challenge Fund Tranche 5: Ashton South	Bee Network delivery in Ashton town centre.	Tameside	Phase 1
Mayor's Challenge Fund Tranche 5: Ashton Streetscape Scheme	Bee Network delivery in Ashton town centre.	Tameside	Phase 1
Mayor's Challenge Fund Tranche 6: A57 Denton to Hyde	Busy Beeway delivery on the A57 corridor between Denton and Hyde.	Tameside	Phase 1
Mayor's Challenge Fund Tranche 1: A5014 Talbot Road	Busy Beeway delivery through upgrade of the existing light segregation provision on the A5014 in Talbot Road in Old Trafford	Trafford	Phase 1
Mayor's Challenge Fund Tranche 2: Talbot Road Junction Upgrades	Busy Beeway delivery through upgrade of the existing light segregation provision on the A5014 in Talbot Road in Old Trafford	Trafford	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 4: Wharfside Way - Moss Road	Busy Beeway delivery on Wharfside Way and Moss Rd in Trafford Park.	Trafford	Phase 1
Mayor's Challenge Fund Tranche 5: Urmston Area Active Neighbourhood	Active Neighbourhoods delivery in Urmston	Trafford	Phase 1
Mayor's Challenge Fund Tranche 6: Seymour Grove Phase 1	Busy Beeway delivery on Seymour Grove in Old Trafford/Firswood	Trafford	Phase 1
Mayor's Challenge Fund Tranche 6: North Altrincham Bee Network	Bee network delivery in North Altrincham, including connecting Altrincham town centre to the Bridgewater Way	Trafford	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Sale	Active Neighbourhood Delivery in Sale	Trafford	Phase 1
Mayor's Challenge Fund Tranche 1: Victoria Street/Warrington Road Junction Improvements, Wigan	Junction improvement for cycling and walking to facilitate Bee Network connections to the west of Wigan town centre.	Wigan	Phase 1
Mayor's Challenge Fund Tranche 2: Standish Mineral Line Enhancements	Bee network delivery through connections and upgrades to the existing Standish Mineral Line facility between Standish and Wigan.	Wigan	Phase 1
Mayor's Challenge Fund Tranche 3: Toucan Crossings - Wigan Central	Bee Network crossing delivery in Wigan town centre.	Wigan	Phase 1
Mayor's Challenge Fund Tranche 4: Leigh Atherton Tyldesley	Bee Network delivery in the Leigh, Atherton and Tyldesley area.	Wigan	Phase 1
Mayor's Challenge Fund Tranche 5: Standish to Ashton	Busy Beeway delivery linking Standish, Wigan and Ashton-in-Makerfield.	Wigan	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: Golborne and Lowton	Active Neighbourhood delivery in Golborne and Lowton	Wigan	Phase 1
Mayor's Challenge Fund Tranche 4: GM Bike hire phase 1	Public bike hire scheme to increase access to bikes, starting in the regional centre and surrounding area.	GM Wide	Phase 1

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 5: GM Active Neighbourhoods Support	Delivery of ten further active neighbourhoods across Greater Manchester	GM Wide	Phase 1
Mayor's Challenge Fund Tranche 5: GM Safety Camera Digitisation and Upgrade	Digitisation of safety cameras and introduction of new camera locations targeted at the Bee Network to make streets safer for walking and cycling	GM Wide	Phase 1
Mayor's Challenge Fund Tranche 6: Bee Network Crossings	Bee Network delivery through targeted clusters of new or upgraded crossings of major roads across Greater Manchester.	GM Wide	Phase 1
Local Highways			
Trafford Road junction improvements	To support the continued growth of Salford Quays by improving traffic flow through junction and enhancing walking and cycling facilities on Trafford Road	Trafford	
Carrington Relief Road	To support growth in the Carrington area by improving accessibility to new developments. To support creating a safe environment for walking, cycling and public transport.	Trafford	
A560 Cheadle and Cheadle Heath Corridor resilience and reliability package.	To address capacity and resilience issues on the A560 corridor through Cheadle.	Stockport	
Poynton Relief Road	To address capacity and resilience issues on Cheshire East border	Stockport	
Traffic control enhancements, including continued roll-out of smart signalling technology at traffic signals	To reduce delays and minimise congestion at junctions, and improve reliability, thereby supporting economic growth and reducing impacts of traffic on communities through, for example, emissions.	GM Wide	
Network management improvements, including corridor management, a 24/7 control centre, and better management of roadworks	To reduce delays and minimise congestion at junctions, and improve reliability, thereby supporting economic growth and reducing impacts of traffic on communities through, for example, emissions.	GM Wide	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Better management of transport arrangements for major events, such as mid-week football match nights	To reduce congestion and minimise disruption on the road network.	GM Wide	
Minor Works programme **(see GM Local Implementation Plans in Appendix B for more information)**	To improve town centre connectivity, local access to public transport, access to development sites and active travel schemes through small-scale interventions	GM Wide	
Review of all non-essential roadworks to explore ways of working to minimise disruption	To complete works as quickly as possible and make travel as easy as possible for affected commuters.	GM Wide	
Enhanced roadworks permit scheme for greater coordination and control to limit disruption	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide	
Drainage remediation work along Wigan's section of GM's Key Route Network	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide	
Kingsway Loop Road	The completion of Michael Faraday Avenue to release land for 30,000m2 of employment space, 60 homes and improve access to Kingsway Metrolink stop	Rochdale	
Oldham Way KRN Structures Refurbishment: Waterloo Street and Wellington Street Bridge works	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham	
Strategic Roads and Motorways			
M60 J13/A572 improvement to support the RHS Bridgewater growth site	To support the RHS Bridgewater growth site and improve the operation of this congested junction.	Salford	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
A57 Hyde Road Localised Widening	To address a highways "pinchpoint" on the Hyde Road.	Manchester	
M58 Link Road	To provide better east-west connectivity between the M6, Wigan town centre and growth areas further east.	Wigan	
South Heywood M62 J19 Link Road	To relieve congestion and support long-term development proposals in Heywood, including 1,000 new homes off Pilsworth Road.	Rochdale	
M58/M6 junction upgrade (short term)	To increase the capacity of the M58/M6 interchange, providing better connectivity into Wigan and to the Port of Liverpool and support delivery of the M58 Link Road.	Wigan	
M56 Junctions 6-8 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	GM Wide	
M6 Junctions 21A-26 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	GM Wide	
Mottram Moor and A57(T) to A57 Link Roads	As part of the wider Trans-Pennine Upgrade, to reduce journey times and improve reliability between the Greater Manchester and Sheffield City-Regions, reduce traffic impacts on local communities and improve safety.	Tameside / GM Wide	
M62 Junctions 20-25 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	GM Wide	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Simister Island Improvements	To address existing congestion and reliability issues on the SRN and provide capacity for future growth	Manchester	
A663 Broadway/M60 J21 junction upgrade	To reduce congestion and improve safety on the Strategic Route Network.	Oldham	
Freight and Logistics			
Develop and implement Delivery and Servicing Plans for large organisations and retailers	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide	
Freight accreditation schemes e.g. Construction Logistics and Community Safety (CLOCS) and Fleet Operator Recognition Scheme (FORS)	To reduce the social and environmental external impacts of freight traffic.	GM Wide	
Influence Procurement practices such as waste collection	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide	
Support micro-consolidation in regional and town centres	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide	
Town Centres			
Manchester and Salford Inner Relief Route: Great Ancoats Street improvements	To minimise the severance impacts of the MSIRR for pedestrians and cyclists and enable the expansion of the regional centre outside of the MSIRR.	Manchester	
Princess Road Roundabout Improvement Scheme	To improve the Princess Road / Medlock Street roundabout beneath the Mancunian Way for all road users.	Manchester	
Stockport Town Centre Structure Enhancements	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.	Stockport	
Stockport Town Centre Access Plan	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.	Stockport	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 1)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham	
St. Mary's Way	Streets for All scheme on St Mary's Way, Oldham.	Oldham	Phase 1
Other minor works programmes (e.g. from the Greater Manchester Growth Deal) that support town centre regeneration	To support future facilitation of development and regeneration in town centres in Greater Manchester and improve the attractiveness of town centres for pedestrians, cyclists and public transport users.	GM Wide	
Maintenance			
Enhanced maintenance programme through successful bids to Pothole Fund and other initiatives	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide	
Committed long-term highway maintenance programme for Key Route Assets, to be delivered by the local authorities	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide	Phase 1 & 2
KRN Network Maintenance along the A635 Ashton Old Road and A5145 Barlow Moor Road.	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	GM Wide	
Our Integrated Network			
Clean Air and Carbon			
Early expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Retrofitting or renewing buses to comply with more stringent emissions standards and/or zero emission standards	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	
Community clean air and electric vehicle awareness campaigns	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	
Future Mobility and Innovation			
Mobility as a Service (Maas) projects, including the delivery of MaaS trials in Greater Manchester	To support the integration of various forms of transport services (e.g. taxi, public transport and cycle hire) into a single customer experience, which is accessible on demand and uses a single payment application.	GM Wide	
Connected and Autonomous Vehicles (CAVs) projects, including pilot projects	To support the development of new technologies to support improvement of the transport network in Greater Manchester.	GM Wide	
A series of collaborative projects with UK and international cities to ensure Greater Manchester remains at the forefront of transport innovation	To support the development of new a transport network that is at the forefront of technological advances and innovative thinking.	GM Wide	
Interchanges			
Pendleton town centre bus passenger facilities improvement (part of the Salford Bolton Network Improvements programme)	To make bus travel earlier and more attractive for local residents in the Pendleton area.	Bolton/ Salford	
Stockport Interchange redevelopment	To increase the accessibility of bus and rail from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Stockport town centre.	Stockport	

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In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Travel Hubs/ Park and Ride			
Travel Hubs/Park & Ride upgrades e.g. Mills Hill, Parkway, Radcliffe, Walkden, Whitefield and Withington	To provide better access to public transport through Travel Hub / Park and Ride facilities. This in turn will encourage modal shift in Greater Manchester.	GM Wide	Phase 1 & 2
Fares and Ticketing			
Provision of integrated travel information services	To provide integrated travel information to the travelling public. This in turn will encourage a modal shift in Greater Manchester.	GM Wide	
Behaviour Change			
Business and community engagement programme	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide	
Travel information and travel planning support programme	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide	
Development of behaviour change support packages for major infrastructure schemes	To reduce, re-mode, re-time or re-route journeys away from peak-hour congestion where possible, and to improve health.	GM Wide	
Safety and Security			
TravelSafe Partnership, including on-going security initiatives and the introduction of civil injunctions	To improve personal safety and security for the travelling public, and tackle crime and anti-social behaviour.	GM Wide	
Partnership working through Safer Roads Greater Manchester (SRGM)	To improve safety on the highways network	GM Wide	
Renewal of gullies and drainage assets - combined scheme for Wigan & Bolton	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Wigan/ Bolton	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus			
Local Bus			
Streets for All and Bus Corridor upgrade: A57 Manchester - Hattersley	To improve reliability and speed of buses between Manchester City Centre – Hattersley corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Tameside	Phase 1 & 2 (Bus Corridor Upgrade Interventions)
A6 Stockport to High Lane Streets for All and Bus Route Improvement Package	"To improve reliability and resilience of A6 corridor and to support new residential development at High Lane and in Derbyshire by: improving reliability and speed of buses between Manchester City Centre and High Lane; improving walking and cycling provision to and along the A6; formalising on-street parking provision; and providing localised junction improvements for all modes".	Stockport	Phase 1 & 2 (Bus Corridor Upgrade Interventions)
Further programme of bus stop enhancements to improve waiting facilities at stops	Improve accessibility to encourage mode shift by increasing the attractiveness of bus networks.	GM Wide	Phase 1 & 2 (Bus Stop Enhancement Programme)
Bus Marginal Gains	A programme of small measures to mitigate highway operational issues on the bus network	GM Wide	Phase 1 & 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	across Greater Manchester to avoid delays to bus services.		
Bus Pinch Point	To tackle known barriers on the local highway network that are restricting the movement of buses, facilitating enhanced bus journey reliability and easing congestion. To encourage greater use of bus on key corridors across the city region where demand is high, ensuring available road space is used efficiently.	GM Wide	Phase 1 & 2
Electric bus fleet investment	To support the bus fleet in GM and contribute to carbon reduction and improving air quality.	GM Wide	Phase 1 & 2
Bus Corridor Upgrade: Altrincham – Carrington	To serve new development at Carrington with improved public transport links.	Trafford	Phase 1 – Altrincham – Carrington bus priority
Sale West Improved Bus Services (Altrincham-Sale West-Sale)	A new busway enabling buses to get from Sale West to West Timperley avoiding traffic congestion on the A56.	Trafford	Phase 1 – Sale West to Broadheath Busway
Northern Gateway express bus corridor between Manchester and Heywood/Langley including new bus services connecting Bury/Rochdale Northern Gateway to its local	To support the GMA1 allocation by providing good public transport access, as well as improving wider public transport connectivity in the north of Greater Manchester.	Manchester / Bury/ Rochdale	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
area and nearby key centres e.g. Oldham			
Manchester Northern Gateway bus corridor	To provide a high-quality public transport corridor connecting the Manchester Northern Gateway development to the Regional Centre.	Manchester	
New Guided Busway stop to serve North of Mosley Common	To support the North of Mosley Common land allocation, providing dedicated access to the Guided Busway.	Wigan	Phase 2
Extension of bus services to GMSF sites – See LIP		GM Wide	
Package of measures to support the Timperley Wedge / Roundthorn Medipark allocation, including busway alongside spine road through allocation	To provide high quality public transport facilities to the Timperley Wedge allocation and also to provide a BRT connection between Altrincham and Manchester Airport.	Trafford	
City Centre Transport Strategy: bus routing, services and interchange improvements, Phase 1	To ensure the regional centre has the right balance between terminating and through bus services, minimise the negative impacts of bus movements on pedestrian and cycle movements, and better integrate the bus network with the Metrolink and rail network.	Manchester	Phase 1 - City Centre Bus Strategy
Quality Bus Transit			
Quality Bus Transit on key bus corridors: Wigan-Bolton	Whole-route upgrade of the Wigan - Westhoughton - Bolton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT,	Wigan/ Bolton	Phase 1 & 2 (Advance works on other

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. The Westhoughton section to be implemented as part of Westhoughton Multi-modal Package. Subject to DfT approval, the Wigan - Hindley section to be implemented as part of Wigan east - west road infrastructure.		corridors)
Quality Bus Transit on key bus corridors: Bolton-Bury-Rochdale	Whole-route upgrade of the Bolton – Bury - Rochdale bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to orbital car journeys on the Bolton - Bury – Rochdale corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	Bolton/ Bury/ Rochdale	Phase 1 & 2 (Advance works on other corridors)

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Quality Bus Transit on key bus corridors: Rochdale-Oldham-Ashton	Whole-route upgrade of the Rochdale – Oldham - Ashton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to orbital car journeys on the Rochdale - Oldham - Ashton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment. To include delivery of works in Oldham and Royton town centres to support masterplan and regeneration projects. This will deliver a high-quality urban realm environment that encourages people to visit and spend time in Oldham and Royton Town Centres.	Rochdale/ Oldham/ Tameside	Phase 1 & 2
Quality Bus Transit on key bus corridors: MediaCityUK-Salford Crescent	Whole-route upgrade of the Media City – Salford Crescent bus corridor, with the emphasis on quality, reliability, and	Salford	Phase 1 & 2 (Advan ce

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. A substantially higher non-car mode share is needed to sustain the growth of Salford Quays / MediaCityUK. The intervention will link Salford Quays/ Media CityUK with the National Rail Network on the north side of Greater Manchester by frequent and reliable Quality Bus Transit services to Salford Crescent Station, plus improvements to walking and cycling. This could then be transformed into a Metrolink connection in the longer term.		works on other corridors)
Quality Bus Transit on key corridors: A6 Manchester City Centre-Little Hulton	Whole-route upgrade of the A6 Manchester City Centre – Little Hulton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car	Manchester / Salford	Phase 1 & 2 (Advance works on other corridors)

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	journeys on the Manchester City Centre - Little Hulton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.		
Quality Bus Transit on key bus corridors: Wigan-Hindley – Leigh	Whole-route upgrade of the Wigan - Hindley - Leigh bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. Subject to DfT approval, to be implemented as part of Wigan east - west road infrastructure.	Wigan	
Bus Rapid Transit			
Additional buses on the Leigh-Salford-Manchester guided busway	To accommodate growing demand and offer more frequent services into the city centre and beyond.	Salford/ Manchester	Phase 1
Bus Rapid Transit network to connect Manchester Airport to housing developments in the east	To provide better public transport access to proposed GMSF developments and existing residential areas, and to help achieve the step-change in non-car mode share needed to support the growth of the Airport area.	Trafford	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Metrolink			
Metrolink			
Extension of the Airport Metrolink line to Terminal 2	To sustain the Airport and facilitate its continued growth, including Airport City – by connecting passengers and staff more effectively to the rail and metro networks, and helping to increase the effective population catchment area of the Airport.	Manchester	Phase 1
Interventions to improve Metrolink capacity and reliability e.g. - Velopark Turnback Upgrade - Victoria Turnback Upgrade - Sheffield St. Turnback Upgrade - Shudehill Crossing Upgrade - Highway Junctions Upgrades - Eccles Line Power Upgrades - Signalling Reliability Upgrades - Journey Time Upgrades - Depot Capacity Upgrades - Depot Control System Upgrades - Twin-Tracking Upgrades	To increase Metrolink capacity and reliability for the whole of Greater Manchester through a series of interventions.	GM Wide	Phase 1 & 2
Improved Metrolink frequency between Piccadilly and Victoria stations, including to address the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly	To increase service-frequency and provide a key link from the north of Greater Manchester (Oldham and Rochdale) to Piccadilly Station	GM Wide	
Extension of the Airport Metrolink line from	To provide a rapid transit service that better connects the	Manchester / Trafford	Phase 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Roundthorn towards Davenport Green (Western Leg Phase 2)	Regional Centre, existing residents on the west side of Wythenshawe, key employment centres near Wythenshawe Hospital, and future developments in the area as part of the Timperley Wedge and the Manchester Enterprise Zone.		
New Stops and Upgrades			
Metrolink Stop Improvements Package	Package of stop improvements to improve the customer experience	GM Wide	Phase 1 & 2
Cop Road Metrolink stop and Park & Ride/ Travel Hub	To support the Beal Valley and Broadbent Moss land allocations, providing a fast and frequent rapid transit option into the Regional Centre.	Oldham	Phase 2
Elton Reservoir Metrolink stop and Park & Ride / Travel Hub	To support the Elton Reservoir land allocation, providing a fast and frequent rapid transit option into the city centre.	Bury	Phase 2
Sandhills Metrolink stop to serve the Manchester Northern Gateway growth area	To support the Manchester Northern Gateway growth location, providing a fast and frequent rapid transit option into the Regional Centre.	Manchester	
Tram-Train			
Tram-Train Pathfinder North: Oldham to Heywood via Rochdale	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider	Oldham/ Rochdale	Phase 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	application in Greater Manchester. Includes Restore Your Railways study to investigate reinstating passenger services on the Bury-Heywood-Rochdale lines.		
Tram-Train Pathfinder South: South Manchester to Hale via Altrincham	A pilot scheme to maximise the utilisation of the existing Metrolink capacity in order to accommodate rapid transit demand growth to and through the Regional Centre. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester.	Manchester / Trafford	Phase 3
Tram-Train 'Pathfinder' Airport: Manchester Airport to Wilmslow via Styal	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider application in Greater Manchester.	Manchester / Cheshire	Phase 3
Our Rail			
Rail			
Partnership options for management and improvement of local rail stations	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits.	GM Wide	
Capacity, connectivity and journey time improvements: Warrington rail (CLC) line	The Warrington rail line also known as the Cheshire Lines Committee (CLC) line study	GM Wide	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	recommended investments such as resignalling. Such improvements will improve connectivity, increase service frequencies at many stations and improve reliability.		
Accessibility Improvements at Greenfield Station	To improve access for disabled people at Greenfield Station – the expectation is that this will be delivered as part of the TransPennine Route Upgrade but if electrification of the line between Greenfield and Huddersfield does not form part of TPRU, alternative options are being explored.	Oldham	
Manchester Airport Classic Station Capacity Increase/Upgrade	To allow for longer/ additional trains at Manchester Airport, maintaining present rail connectivity and accommodating future demand growth to/ from the Regional Centre of Greater Manchester.	Manchester	
Rochdale Station Gateway Improvements	To improve Rochdale Station as a key multimodal gateway to the town centre	Rochdale	
Rochdale Line Electrification	Electrification of the route between Manchester Victoria and Rochdale to support increased operational flexibility and reduced emissions	Rochdale	
Central Manchester rail network enhancements- Further Works	To further expand the capacity, capability and reliability of the rail network to and through Central Manchester.	Manchester	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Godley Green and Hattersley pedestrian/cycle bridge connection (potentially including Hattersley station south-facing access).	To support the development of the Godley Green allocation.	Tameside	
Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail)	To address medium-term capacity constraints and speed up journeys between Manchester and Leeds, through potential electrification of the full route, delivering wider economic benefits in both conurbations.	GM Wide	
Electrification between Bolton and Wigan	This intervention will improve connectivity and capacity on a key rail corridor in Greater Manchester. It will also improve access to HS2/NPR services connecting GM residents to the rest of the UK.	Bolton/ Wigan	
High Speed Rail			
Delivery of High Speed 2, including to Manchester Piccadilly, Manchester Airport, Stockport and Wigan.	To deliver transformational change to Greater Manchester's city-to-city rail offer, resulting in wider benefits for the city region as a result of the improved connectivity.	GM Wide	
Initial Stockport area rail infrastructure improvements	To undertake essential renewals and use the opportunity to upgrade the rail corridor for National Rail/HS2/potential Metro/tram-train services.	Stockport	Phase 1
Wigan HS2 Growth Strategy (early interventions)		Wigan	
Manchester Piccadilly HS2 Growth strategy (early interventions)		Manchester	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Stockport HS2 Growth Strategy (early interventions)		Stockport	
Stations			
New stations (tranche 1)	Potential early delivery of stations in the areas of Leigh, Lostock Parkway, Little Hulton, Golborne, Slattocks, Dewsnap, Gamesley, Stanley Green and Cheadle to provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.	GM Wide	Phase 2
Our Streets			
Walking and Cycling			
A long-term Local Cycling and Walking Infrastructure Plan (LCWIP) for Greater Manchester	To increase the number and proportion of short journeys made on foot and by bicycle, thereby reducing the impacts of traffic on local roads.	GM Wide	Phase 2
City Centre Transport Strategy: Pedestrian Improvements – pedestrian priority areas, crossing improvements and enhanced public space	To create improved and more space for people walking and spending time in the city centre.	GM Wide	Phase 2
Bromley Cross to Bolton Town Centre	Bee Network delivery between Bromley Cross and Bolton Town Centre	Bolton	Phase 2
Astley Bridge and Crompton Phase 2	Active Neighbourhood	Bolton	Phase 2
Westhoughton Phase 2	Active Neighbourhood	Bolton	Phase 2
Logistics North Connections	Links to Logistics North including a Busy Beeway through Four Lane Ends and	Salford/ Wigan	Phase 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	potentially a new bridge over the M60.		
Westhoughton to Bolton M61 Bridge	New cycling and walking bridge over the M61 to complete the missing link between Westhoughton and Bolton.	Bolton	Phase 2
Pilsworth	Delivery of Bee Network in Pilsworth area through Active Neighbourhood interventions	Bury	Phase 2
Bury Bridges	Upgrades to Milltown St and Nuttall Hall bridges	Bury	Phase 2
GM Public Rights of Way upgrades	Upgrades to various PROW in GM	GM Wide	Phase 2
Mayor's Challenge Fund Tranche 6: Oldham Road (Inner Radial)	Busy Beeway delivery on Oldham Road in Miles Platting.	Manchester	Phase 2
North Manchester Primary Schools Access	Bee Network and school access measures in north Manchester.	Manchester	Phase 2
North Manchester Secondary Schools Access	Bee Network and school access measures in north Manchester.	Manchester	Phase 2
City Centre Transport Strategy: Cycle Measures – Deansgate & Whitworth St (see Streets for All corridor improvements)	To support safe cycling in the city centre and delivery of the Bee Network	Manchester	Phase 2
Mayor's Challenge Fund Tranche 6: Park Bridge - NCN 626 - Ashton under Lyne	New cycling and walking bridge to deliver an improved traffic free Bee Network connection between Oldham and Ashton town centres.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Higginshaw Link to Royton	Bee network delivery in Royton.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Chadderton - Broadway Canal Link	Bee network delivery in Chadderton.	Oldham	Phase 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Active Neighbourhoods in Oldham	Active Neighbourhoods planned for communities in the Borough of Oldham.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Rochdale/Manchester/Oldham	Busy Beeway delivery on the Oldham Road and Lightbowne Road corridors delivering a major Bee Network connection to the city centre from the northeast	Oldham	Phase 2
Spotland Masterplan	Bee Network in the Spotland area	Rochdale	Phase 2
Mayor's Challenge Fund for walking and cycling Tranche 2: Monton	Bee Network delivery in Monton.	Rochdale	Phase 2
Mayor's Challenge Fund for walking and cycling Tranche 4: Ordsall Neighbourhood	Active Neighbourhood delivery in Ordsall.	Salford	Phase 2
Swinton Neighbourhood	Active Neighbourhood scheme in Swinton	Salford	Phase 2
Innovation Triangle	Bee Network delivery in University/Eccles/Salford Quays area	Salford	Phase 2
Walkden Crossings	Bee Network delivery in Walkden area	Salford	Phase 2
Trafford Greenway	New Bee Network connection linking Irlam to Altrincham along the former Cheshire Lines rail alignment.	Trafford	Phase 2
A34 Parallel Route	Potential Bee Network delivery parallel to the A34 in Cheadle/Gatley	Stockport	Phase 2
Cheadle Corridor Improvements	Bee Network delivery in Cheadle Heath	Stockport	Phase 2
Middlewood Way Improvements	Upgrade to surfacing and lighting from Rose Hill to Middlewood Station	Stockport	Phase 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Heatons Active Neighbourhoods	Active Neighbourhood delivery in the Heatons	Stockport	Phase 2
Mottram Road, Stalybridge	Bee Network delivery in Stalybridge	Tameside	Phase 2
Manchester Road Link Bridge	New cycling and walking bridge over Manchester Road and Metrolink in Audenshaw	Tameside	Phase 2
Mayor's Challenge Fund Tranche 6: National Cycle Network Upgrades	Upgrades to various sections of National Cycle Network in Greater Manchester to achieve Bee Network standards	Wigan	Phase 2
Active Neighbourhood: Hindley and Hindley Green	To include new active-only links between South Hindley and A577. Subject to DfT approval, to be implemented as part of Wigan east - west road infrastructure.	Wigan	
Mayor's Challenge Fund Tranche 6: Park Road - NCN 626 - Town Centre Connection	Bee Network delivery connecting Oldham Town Centre to National Cycle Network Route 626 to Ashton under Lyne.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 5: Sale to Sale Moor to Sale Water Park	Busy Beeway delivery between Sale town centre and Sale Water Park	Trafford	Phase 1
Mayor's Challenge Fund Tranche 6: Seymour Grove Phase 2	Busy Beeway delivery on Seymour Grove in Old Trafford/Firswood	Trafford	Phase 2
Mayor's Challenge Fund Tranche 1: Welkin Road - Town Centre Severance Package, Stockport Phase 1	Bee Network delivery in Brinnington/Portwood.	Stockport	Phase 1
Mayor's Challenge Fund Tranche 5: Heaton Norris Park Bridge Phase 1	Bee Network delivery in Heaton Norris.	Stockport	Phase 1

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 6: WR Heatons Neighbourhoods & Links Phase 1	Active neighbourhood delivery in the Heatons.	Stockport	Phase 2
GMSF Allocations walking and cycling improvements – See LIPs		GM Wide	
Local Highways			
Wigan east-west road infrastructure	To provide an alternative route for traffic to cross Wigan, providing existing communities with relief from congestion and noise pollution and improving air quality; support future growth and housing delivery; enhance active travel; and facilitate improvements to bus services. Subject to DfT approval, the scheme could include the following: - Wigan - Hindley section of Wigan - Bolton Quality Bus Transit - Wigan - Hindley - Leigh Quality Bus Transit - Hindley and Hindley Green Active Neighbourhood	Wigan	Phase 1
Oldham Mumps Area & Access to Southlink Development Site	To improve network performance and resilience, road safety, air quality and support new development.	Oldham	Phase 1
Quays Northern Access (Broadway Street/ Langworthy Road), The Quays	To upgrade the junction of Broadway with S Langworthy Road to reduce delays (including delays to trams),	Salford	Phase 1

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	improve conditions for sustainable modes and support development in The Quays. Passive provision will be made for delivery of MediaCityUK-Salford Crescent Quality Bus Transit.		
Liverpool Road/ Stadium Way, Peel Green	To remodel the A57 / Stadium Way junction, widen the existing bridge on Stadium Way south of the A57 junction and provide a stadium internal access road, reducing delays on the A57 and supporting further development in the local area.	Salford	Phase 1
Bolton KRN Structures refurbishment	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bolton	
Manchester Street Viaduct Refurbishment, Oldham	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham	
Heywood Queens Park Bridge Major Structure Enhancements	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Rochdale	
Highway Trees Improvement Programme	To support improved air quality and local environmental quality across the borough.	GM Wide	
Street Lighting Column Replacement Programme	To improve resilience of the street lighting network and	GM Wide	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	increase opportunities for 'smart uses'		
Manchester Airport expansion highway improvements	To improve the reliability of journey times to the Airport, enhancing its function as the primary global gateway for the North of England, to be coordinated with longer term highway improvements required to support HS2 and NPR Growth Strategy at Manchester Airport.	Manchester	
A58 St Marys Gate/Manchester Road Streets for All Package	Package of measures to improve cycle facilities and reduce pedestrian severance along the A58 dual carriageway to the west and north of Rochdale Town Centre	Rochdale	
A34 Area Access Package	To improve multi-modal access to existing and planned residential, employment and education locations along the A34 corridor between Handforth, Cheadle and Heald Green. Focus is on improving cycling and walking connectivity and reducing severance impact of the A34, plus junction improvements to provide access to GMSF development sites for all modes and potential new public transport hub at Stanley Green	Stockport	Phase 1
A560 Stockport Road / Mottram Old Road Travel Corridor, Hattersley Phase 1	Reducing former trunk road to single carriageway, with improvements to walk, cycle,	Tameside	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	and public realm, reducing severance in Hattersley		
A560 Stockport Road / Mottram Old Road Travel Corridor, Hattersley Phase 2a and 2b	Creating walk and cycle route alongside A560 at Godley Green Garden Village, junction improvements to facilitate that development, and replacement of life-expired bridge over railway line to facilitate separate carriageways for active travel and general traffic.	Tameside	
Elton Reservoir Link Road (to support development and relieve town centre congestion)	To support the Elton Reservoir allocation and significantly improving network resilience in Bury.	Bury	
Northern Gateway Distributor Road (enabling highway access)	To support the Northern Gateway allocation, facilitating access into and through the development from the M62 and M66.	Manchester	
Beal Valley / Broadbent Moss Spine Road	To support delivery of the Beal Valley and Broadbent Moss allocations GM14 and GM15.	Oldham	
Strategic Roads and Motorways			
Bredbury Economic Corridor Improvement (BECI) Package	To support delivery of new industrial development and GMSF housing growth by providing a new link between the M60 and Bredbury Gateway, J25 signalisation, widening of railway bridge to improve access for freight vehicles, pedestrians and cyclists, better linkages from residential areas of Bredbury, Romiley and Woodley to the M60 and Bredbury Gateway,	Stockport	Phase 1 & 2

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	upgrading of cycling and walking networks across the area, and passive provision to enable delivery of Ashton-Stockport Quality Bus Transit.		
Denton Island improvements	To address congestion and resilience issues on this key part of the SRN and accommodate anticipated growth.	Manchester / Tameside	
M6 J23 improvement	To address existing congestion and reliability issues on the SRN and adjoining LRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Manchester / Wigan	
A555 Electronic Signs and Information System	To improve signage and traffic management along the A555 and surrounding routes.	Manchester	
Improvements to local junctions to mitigate traffic associated with potential GMSF developments – see LIPs		GM Wide	
Further phases of Western Gateway Infrastructure Scheme (WGIS)	To facilitate future growth in the Western Gateway including Port Salford and Trafford Waters; provide relief to the M60 J10 and J11; relieve residential areas such as Peel Green; and improve network connectivity and resilience. New highway links to facilitate future growth in the Western Gateway including Port Salford and Trafford Waters; provide relief to the M60 J10 and J11;	Salford/ Trafford	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	through a package of complementary improvements to bus, walk, and cycle, improve non-car connectivity and improve the environment of residential areas such as Peel Green; and improve highway network connectivity and resilience.		
M60 Junction 19/A576 Improvements	Improvements to M60 J19 to reduce congestion and facilitate growth	Rochdale	
Trafford Greenway/ Cheshire Lines Connection	Includes Carrington Relief Road and improvements to various junctions around the site, including along the A56	Trafford	
Freight and Logistics			
Optimise traffic signals for freight traffic using smart signalling technology where appropriate	To reduce the social and environmental external impacts of freight traffic, including better Air Quality, increased fuel efficiency and reduced noise.	GM Wide	
Town Centres			
City Centre North West: Deansgate Streets for All proposal (part of Deansgate / Chapel St Area Improvements)	To improve the streets in the area for walking, cycling and placemaking, along with the reliability of bus journey times. Improvements include public realm enhancements, cycle facilities and bus gate improvements.	Manchester	Phase 1
City Centre Transport Strategy: Streets for All Corridor Improvements – Deansgate, Whitworth St and A34	To improve the streets for walking, cycling, public transport and placemaking whilst tackling issues such as	Manchester	Phase 1

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	congestion, air pollution, bus service reliability.		
Bolton Town Centre Junction Improvements	Improvements to key junctions in Bolton Town Centre for all road users.	Bolton	Phase 1
Radcliffe Town Centre Relief Scheme	To improve the operation of junctions to the east of Radcliffe town centre, relieving existing congestion and providing capacity for new development.	Bury	
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 2)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham	
Town Centre Streets for All Improvements: Farnworth	Town Centre Streets for All works to support increased footfall, more journeys by sustainable modes, and regeneration of town centre, through delivery of enhanced public realm, and improved pedestrian, cycle and bus facilities.	Bolton	Phase 1
Stockport Town Centre West Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of A6 Railway Road junction remodel to include	Stockport	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	increased capacity and east-west cycle route		
Stockport Town Centre East Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of Mersey Square remodel to improve bus movements.	Stockport	
Stockport Town Centre SUDS Package	Steppingstone spaces, Slow flow Streets, Stockport Southbank Sponge Promenade, Wearside Slipway and Grey water harvesting, Mersey Habitat Corridor	Stockport	
Streets for All – Hyde Town Centre	Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Hyde Town Centre. To link with masterplan work currently being undertaken in Hyde.	Tameside	
Stretford Town Centre Streets for All Improvements	To support walking, cycling and bus movements in Stretford town centre (including pedestrian movements to Stretford Metrolink stop) and to support the regeneration of Stretford.	Trafford	
Streets for All Improvements: Trafford Civic Quarter area	Pedestrian, cycle and public realm improvements to increase connectivity by foot, bike, bus and Metrolink, reduce through traffic and congestion and	Trafford	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	address road safety and air quality issues.		
Streets for All Improvements: Trafford Wharfside	Pedestrian, cycle and public realm improvements to increase connectivity by foot, bike, bus and Metrolink, reduce through traffic and congestion and address road safety and air quality issues.	Trafford	
Leigh Town Centre	Improvement of cycling, walking and public transport facilities at Leigh Centre. Includes proposals to deliver town centre improvements in Leigh to reduce impact of through traffic and to improve the public realm, including potential bus gate within Leigh Town Centre.	Wigan	
Maintenance			
Structures Improvement Package - Stockport	To support maintenance and resilience of key structures across the Stockport network, including: -Queens Road Bridge -Travis Brow Footpath Retaining wall -River Tame Footbridge -Stanley Road Footbridge	Stockport	Phase 1
A58 Angouleme Way Major Maintenance/Renewal	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Bury	
A58 Peel Way Major Maintenance/ Renewal	To support the economic performance, resilience and liveability of the city-region by	Bury	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	maintaining the network in good condition.		
Eccles New Road/South Langworthy Road Refurbishment	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester	
Mancunian Way A57(M) – Resurfacing and Viaduct Strengthening & Refurbishment Scheme	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester	
A57 Regent Road KRN Carriageway resurfacing	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Manchester	
Our Integrated Network			
Clean Air and Carbon			
Measures that will be identified within the Greater Manchester Clean Air Plan and identified as necessary to protect public health.	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	
Continued expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	Phase 1
Retrofitting or upgrading buses to comply with more stringent emissions standards and/or zero emission standards (continuation programme)	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Future Mobility and Innovation			
Further Mobility as a Service (Maas) and Connected and Autonomous Vehicles (CAVs) projects, as the market for these technologies matures	To further develop the integration of various forms of transport services into a single customer experience, which is accessible on demand and uses a single payment application.	GM Wide	Phase 1 & 2
Further collaborative projects with UK and international cities to ensure Greater Manchester remains at the forefront of transport innovation	To further support the development of new a transport network that is at the forefront of technological advances and innovative thinking.	GM Wide	
The roll-out of integrated private hire standards across Greater Manchester	To respond effectively to recent technological advance in the private ire sector to ensure consistency of standards for Greater Manchester customers.	GM Wide	
Interchanges			
Bury Interchange redevelopment	To provide multi-modal upgrade (to include Metrolink, bus, active travel) to increase the attractiveness and the efficiency of the Interchange as the focal point for urban growth and regeneration in Bury town centre.	Bury	Phase 1 & 2
Travel Hubs/ Park and Ride			
Travel Hubs/Park & Ride proposals, e.g. Rochdale Station	To provide better access to public transport through Travel Hub/Park & Ride facilities.	GM Wide	Phase 2
Fares and Ticketing			
Further phases of Greater Manchester's smart ticketing initiative	To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall GM	GM Wide	

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In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	public transport offer more attractive. This in turn will encourage a modal shift in Greater Manchester.		
Pan-northern integrated and smart ticketing, working with TfN	To make it easier for customers to plan, make and pay for their journeys using different modes, thereby making the overall GM public transport offer more attractive. This in turn will encourage a modal shift in Greater Manchester.	GM Wide	
Piloting of other targeted ticket offers to promote the use of public transport	To encourage people to travel at quieter times and to increase the accessibility of the public transport network to specific groups of travellers.	GM Wide	
Safety and Security			
Road Safety – Minor works improvement package **(see GM Local Implementation Plans in Appendix B for more information)**	To improve road safety at key points and junctions across GM, including improvement of safety signs.	GM Wide	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus			
Local Bus			
Streets for All/Bus Corridor Upgrade: A56 Manchester–Bury	To improve reliability and speed of buses on A56 between Manchester City Centre – Bury corridor, which forms part of one of the radial Streets for All corridors.	Manchester / Bury	Phase 2 (Bus Corridor Upgrade Interventions)
Streets for All/Bus Corridor Upgrade: A56 Bury-Ramsbottom	To improve reliability and speed of buses on A56 between Bury – Ramsbottom corridor, which forms part of one of the radial Streets for All corridors.	Bury	Phase 2 (Bus Corridor Upgrade Interventions)
Streets for All and Bus Corridor upgrade: A56 Manchester - Altrincham	To improve reliability and speed of buses between Manchester City Centre – Altrincham corridor, which forms part of one of the radial Streets for All corridors.	Manchester	Phase 2 (Bus Corridor Upgrade Interventions)
Using new technologies to introduce, where feasible, new flexible bus services into rail stations and Metrolink stops	To provide an alternative to the car for journeys into the Regional Centre where current public transport options are either non-existent or lacking in quality and frequency.	GM Wide	
City Centre Transport Strategy: bus routing, services and interchange improvements – Phase 2.	Phase 2 package of longer-term proposals to ensure the regional centre has the right balance between terminating and through bus services, minimise the negative impacts of bus movements on pedestrian and cycle movements,	GM Wide	Phase 2

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	and better integrate the bus network with the Metrolink and rail network.		
Further viable bus improvements to support the transport requirements of growth areas and GMSF allocations, identified through the planning process	To support future growth in Greater Manchester as set out in the new draft of GMSF.	GM Wide	
Quality Bus Transit			
Future phases of Quality Bus Transit routes	Whole-corridor upgrades of major bus corridors, delivering improvements to their quality and reliability and integrating bus, walking and cycling into a high-quality urban realm. Interventions to be determined.	GM Wide	
Quality Bus Transit on key bus corridors: Ashton-Stockport	Whole-route upgrade of the Ashton - Stockport bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys between the Ashton – Stockport corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	Tameside/ Stockport	Phase 2 (Advance works on other corridors)
Quality Bus Transit on key corridors: A6 Manchester	Whole-route upgrade of the A6 Manchester City – Stockport College	Manchester / Stockport	Phase 1 & 2

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
City Centre-Stockport College	bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys on the Manchester City Centre - Stockport College corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.		(Advance works on other corridors)
Bus Rapid Transit			
Bus Rapid Transit extension (to Lowton and Golborne, via Leigh or A580)	To provide a more attractive alternative to the car on the Regional Centre – Lowton – Golborne Corridor, particularly for the associated new developments.	Wigan	
Bus Rapid Transit corridor (Manchester Airport / HS2 to Altrincham)	To provide a more attractive alternative to the car for orbital journeys between Altrincham and the Airport, and to support the Timperley Wedge allocation.	Manchester / Trafford	
Bus Rapid Transit corridor linking the Northern Gateway allocation and surrounding towns to the Regional Centre	To effectively serve the major Northern Gateway allocation with rapid public transport links, particularly to and from the Regional Centre, as well as nearby key centres e.g. Oldham.	Manchester	
Our Metrolink			
Metrolink			
Further interventions to improve Metrolink capacity	To increase Metrolink capacity and reliability for the whole of Greater	GM Wide	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
and reliability, e.g. - Altrincham Line Upgrade - Cornbrook Upgrade - Irk Valley Junction Upgrade - Network Power Upgrades - Next Generation of Longer Metrolink Vehicles - Third Depot - Twin-Tracking Upgrades	Manchester through a series of interventions.		
Metrolink extension to Stalybridge	To provide communities east of Ashton with an alternative rapid transit option into the Regional Centre, thereby reducing pressure on the A635 and other roads.	Tameside	
Metrolink connection to Middleton	To provide communities in and around Middleton with an alternative rapid transit option into the Regional Centre, thereby reducing pressure on local roads.	Rochdale	
Oldham-Middleton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A669 and other local roads.	Oldham/ Rochdale	
Metrolink connection (MediaCityUK-Salford Crescent)	A substantially higher non-car mode share is needed to sustain the growth of Salford Quays / Media City, which will require faster links to key interchange nodes in and around the Regional Centre.	Salford	Phase 2
Further new Metrolink connections between Salford Crescent, Inner Salford and the City Centre	To provide enhanced rapid transit connectivity and capacity to /from the city centre.	Salford	
Completion of the Airport Metrolink Line (Western Leg Phase 3)	To join up rapid transit connections achieved in earlier stages of the Metrolink Western Leg and facilitate future connections using tram-train	Manchester	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	technology – to help achieve the step-change in non-car mode share required to sustain and support the growth of the wider Airport area, including a potential new stop at Timperley Wedge.		
Metrolink extension towards Port Salford/Salford Stadium	To effectively serve the major developments of Trafford Waters, and potentially Salford Stadium and Port Salford which are currently not connected to rapid transit.	Salford	
Improved link between Eccles Metrolink stop and rail station	To increase the accessibility between Eccles Metrolink and heavy rail stations to ensure it becomes a more significant transport hub.	Salford	
New Stops and Upgrades			
Further Metrolink Stop Improvements Package	Package of stop improvements to improve customer experience.	GM Wide	
Tram-Train			
Metro/Tram-Train from Manchester to Glossop	To provide much greater capacity and frequency on the Glossop corridor, both to address existing crowding issues and to facilitate further growth.	Manchester / Tameside/ Derbyshire	
Metro/Tram-Train from Manchester to Marple	To provide much greater capacity and frequency on the Marple corridor, both to address existing crowding issues and to facilitate further growth.	Stockport	
Metro/Tram-Train from Manchester to Wigan via Atherton	To provide much greater capacity and frequency on the Atherton corridor, both to address existing crowding issues and to facilitate further growth.	Wigan	
Metro/Tram-Train from Manchester to Warrington (CLC)	To provide much greater capacity and frequency on the Warrington corridor, both to address existing	Manchester / Trafford/ Warrington	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	crowding issues and to facilitate further growth.		
Metro/Tram-Train from Stockport to Hazel Grove	To provide much greater capacity and frequency for rapid transit to and from Stockport and/or Hazel Grove, both to address existing crowding issues and to facilitate further growth.	Stockport	
Metro/Tram-Train from Stockport to Manchester Airport	To improve access to the Airport from the Stockport, Cheadle and Gatley area, and encourage sustainable travel to it.	Stockport/ Manchester	
Metro/Tram-Train from Bury to Rochdale via Heywood	To complete the connection between Heywood and Bury following successful implementation of the early pathfinder North scheme between Oldham and Heywood via Rochdale.	Bury/ Rochdale	
Metro/ Tram-Train from the west and southwest (Mid Cheshire) to Manchester Airport	To improve access to the Airport from the Altrincham and Hale area and from towns in Cheshire, to encourage sustainable travel to it. See also: Manchester Airport Western Link.	Manchester / Trafford/ Cheshire	
Metro/Tram-Train from Stockport to Ashton via Denton and Reddish	To connect poorly served Denton and Reddish to strategic opportunities for employment, education and health at both ends of a freight line that has been without a regular passenger service since the early 1990s.	Stockport/ Tameside	
Metro/Tram-Train from Cornbrook to Manchester Airport via Timperley	To improve access to the Airport from the Timperley, Sale and Stretford area, and encourage sustainable travel to it (also: relieve Altrincham line crowding).	Manchester / Trafford	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Regional Centre Metro Tunnel	To deliver a step-change in rapid transit capacity to and through the Regional Centre in order to: • accommodate increasing demand on existing Metrolink lines • release capacity in the city centre to accommodate increased service frequencies, e.g. on the Bury line and to MediaCityUK via the Trafford Park line • facilitate conversion of shorter-distance-focused suburban rail lines to metro/tram-train operation, radically improving services on those corridors and releasing capacity on the National Rail network in the Regional Centre, so that it can reliably accommodate 2040 demand • provide the capacity to enable the rapid transit network to serve a wider range of middle-distance trips in Greater Manchester and to maximise the benefits of integrated fares.	GM Wide	
Our Rail			
Rail			
Rail capacity improvements on key commuting corridors: South East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester	
Rail capacity improvements on key commuting	To provide increased frequency and capacity for journeys into the	Manchester / Salford	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
corridors: Chat Moss and West Coast	Regional Centre, facilitating new developments and contributing to modal shift.		
Rail capacity improvements on key commuting corridors: North West Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.	Manchester	
Rail capacity improvements on key commuting corridors: North East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift. This could potentially include improvements between Rawtenstall and Manchester.	Manchester	
Rail Capacity Improvements on key commuting corridors; South Manchester (including HS2 readiness)	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift, and prepare for the arrival of HS2.	GM Wide	
Platform lengthening and increases in passenger capacity at stations, including through future rail commitments	To maximise existing heavy rail network capacity in order to accommodate growth in rail travel.	GM Wide	
Manchester Airport Western Rail Link	A new heavy rail link to the Mid-Cheshire line could release capacity on an already constrained network and provide greater rail access to Manchester Airport for those west and southwest of the conurbation (Cheshire and North Wales). See also: Metro/tram-train to Manchester Airport from the west (Mid Cheshire).	Manchester / Cheshire	
Stockport - Station Alliance Enhancement Programme	To identify regeneration opportunities at Bramhall, Cheadle Hulme, Rose Hill Marple and Hazel	Stockport	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	Grove stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide residential, commercial and community facilities.		
Rochdale - Station Alliance Enhancement Programme	Redevelopment opportunities at Mills Hill, Slattocks, Castleton, Smithy Bridge, Littleborough and Rochdale stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide residential, commercial and community facilities.	Rochdale	
Glossop Line Enhancements	To deliver an improved service on the Glossop line consistent with a potential longer-term metro/tram-train future for this line.	Manchester / Tameside/ Derbyshire	
Mossley Station accessibility improvements	Upgrade of passenger facilities at Mossley station	Tameside	
Port Salford rail freight link	To facilitate the delivery of Port Salford as a tri-modal logistics hub, reducing the impact of freight movement on the city region's congested motorway network.	Salford	Phase 1 & 2
High Speed Rail			
Manchester Airport HS2 and NPR Growth Strategy	To deliver transformational change to Greater Manchester's global rail offer from this new high-speed rail hub, and to ensure good onward public transport connections from across Greater Manchester to deliver wider benefits for the city-region as a result of the improved connectivity.	Manchester	
Stockport HS2 Growth Strategy	To address medium-term capacity constraints on the West Coast Main Line and at Stockport station, which	Stockport	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	will become more pressing between 2026 and 2033, when HS2 trains will start to arrive, but new tunnel to Piccadilly (HS2 Phase 2b) will not yet be complete.		
Wigan HS2 Growth Strategy	To better integrate Wigan Wallgate and North Western and therefore make the rail offer more attractive, creating a secondary long-distance rail hub for the city-region as an alternative to Manchester Piccadilly, particularly in the context of HS2.	Wigan	
HS2 Northern Chord	A new link to facilitate trains running Manchester Piccadilly – Manchester Airport – Wigan – points north. This would provide a step change in journey-time from Manchester Airport to Wigan and Scotland, and relieve capacity on the Manchester – Bolton – Preston and Manchester - Newton-le-Willows corridors, as well as in Manchester City Centre and Airport line.	GM Wide	
Northern Powerhouse Rail	To link Greater Manchester to the other economic centres of the North, support the growth of Manchester Airport and fully exploit opportunities to integrate with HS2.	GM Wide	
Stations			
New stations (tranche 2)	To provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.	GM Wide	
Our Streets			
Walking and Cycling			
Cheadle Access Package	New signal or priority junction with pedestrian and cycle links to Mill	Stockport	Phase 2

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	Lane and Cheadle District Centre and to improve cycling and walking access to the new proposed station in Cheadle.		
White City Circle	Delivery of a major junction improvement to facilitate Bee network connections at White City Circle in Old Trafford	Trafford	Phase 2
City Centre Wheel – cycle improvements on key corridors serving the city centre	To support safe cycling to / from the city centre and delivery of the Bee Network	GM Wide	Phase 2
Beeways Longer term delivery	Delivery of the remaining crossings and quiet streets identified on the Bee Network Map	GM Wide	Phase 2
Busy Beeways Longer term delivery	Delivery of the remaining 'Busy Beeway' major road corridors identified on the Bee Network Map	GM Wide	Phase 2
Active Neighbourhoods Longer term delivery	Delivery of Active Neighbourhoods across Greater Manchester	GM Wide	Phase 2
The Quays further connectivity improvements			
Wigan to Skelmersdale	Bee Network delivery between Wigan, Orrell, Billinge and Skelmersdale	Wigan	Phase 2
Local Highways			
Westhoughton Multi-Modal Package	To improve east-to-west connections, forming an extension of the Wigan E-W route (LLM); providing relief to Westhoughton town centre, enabling improvements for sustainable travel; and supporting local growth.	Bolton	Phase 2
Interventions to support the delivery of the Crescent masterplan	Interventions to support public transport and active travel as part of the sustainable regeneration and development of this key growth area.		

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Improvements to local junctions to mitigate traffic associated with potential GMSF developments – see LIPs		GM Wide	
Strategic Roads and Motorways			
Manchester Airport expansion highway improvements	To improve the reliability of journey times to the Airport, enhancing its function as the primary global gateway for the North of England, to be coordinated with longer term highway improvements required to support HS2 and NPR Growth Strategy at Manchester Airport.	Manchester	
A58/M66 Junction 2 Improvements	To reduce congestion and improve reliability of journeys to/from M66 and along the A58 between Rochdale, Heywood and Bury, and to support growth including that at Northern Gateway.	GM Wide	
A6 to M60 Relief Road	To address capacity and resilience issues from A6MARR to the M60 and facilitating reduced flows on the A6	Manchester	
A49 Standish Link Road (Almond Brook Road to Kingshill Court)	To provide relief to Standish town centre, reducing through traffic and enabling improvements for sustainable modes; and to accommodate growth due to local housing developments. Lane Head bypass from Atherleigh Way to Winwick Lane to reduce congestion and improve air quality at Lane Head junction. Landgate bypass, from Wigan Road to Bryn Road to bypass problem junction of Bryn Cross. Would also	Wigan	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	bring further housing at Landgate development site.		
Lane Head Improvements	Measures from Atherleigh Way to Winwick Lane to reduce congestion and improve air quality at Lane Head junction.	Wigan	
M60 Junctions 21-24 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Manchester / Oldham/ Tameside	
M66 improvements including improvements to Junction 3	To address existing congestion and reliability issues on the SRN and adjacent LRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Bury	
Further interventions to tackle congestion issues in Tintwistle and Hollingworth	To address congestion issues on the strategic A628 corridor and improve journey times and journey time reliability to South Yorkshire.	Tameside	
M6 J25 all-movements junction	To address congestion issues on this part of the Strategic Road Network and adjacent Key Route Network and increase access to the M6 Corridor.	Stockport	
Further improvements to the motorway network, to be delivered through Highways England's future Road Investment Strategy process (RIS3)	To support major growth in Greater Manchester and across the North of England. Details to be determined through Highways England's planning processes, in consultation with local partners.	GM Wide	
Strategic road improvements between Greater Manchester and Sheffield City Regions, to be determined through TfN	To transform city region-to-city region highway connectivity across the North of England, in line with TfN's vision for an efficient highway network that effectively connects	GM Wide	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
and Highways England's Trans-Pennine Tunnel Study	the labour markets of the North's major cities.		
Multi-modal interventions to tackle congestion on the M60 North West Quadrant	To address existing congestion and reliability issues on the SRN and adjoining LRN through a package of multi-modal connectivity and capacity enhancements, enabling anticipated growth both within the city-region and in neighbouring authorities.	Manchester / Bolton/ Bury/ Manchester / Salford and Wigan	
M60 South East Junctions Study	To address existing congestion and reliability issues on the SRN and adjoining LRN and provide the capacity for anticipated growth both within the city-region and in neighbouring authorities, supporting the proposed Hs" / NPR station at Manchester Airport.	Manchester / Trafford	
South Manchester Highway and Transport Study	To maintain journey times and reliability for traffic using the M56, including trips to/from Manchester Airport, enhancing its function as the primary global gateway for the North of England.	Manchester	
M62 J19 Improvements		Rochdale	
A57-M62 Link Road	To link the A57 at Barton with the M62 via a new motorway junction, supporting development at Port Salford and need to consider effects on local highway network.	Salford/ Manchester	
M61 J6 Link Road for West of Wingates	To support the M61 Junction 6 West of Wingates Allocation	Bolton	
M60 Junction 8 link road improvements	To support growth in the Carrington area by improving accessibility to new developments.	Trafford	
Freight and Logistics			
The creation of urban consolidation centres	To minimise the need to for road freight deliveries, thereby reducing	GM Wide	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	congestion and improving air quality.		
Measures to reduce impact of goods vehicles in centres	To reduce the social and environmental external impacts of freight traffic.	GM Wide	
Key enhancements to regional rail to support freight growth in Greater Manchester	To reduce the social and environmental external impacts of freight traffic.	GM Wide	
Demonstrating the potential of alternative fuel transport, aiming to achieve regionally and nationally competitive solutions	To reduce the social and environmental external impacts of freight traffic.	GM Wide	
Support joint procurement frameworks to reduce freight deliveries	To minimise the need to for road freight deliveries, thereby reducing congestion and improving air quality.	GM Wide	
Town Centres			
Heywood Town Centre Streets for All Improvements	Following completion of J19 link road, the scheme proposes to reduce levels of through traffic through town centre, and introduce new bus priority, cycling and walking schemes through the town.	Rochdale	
Middleton Town Centre Streets for All Improvements	Streets for All proposals seek to remove and rationalise roundabouts on the A576 to deliver improved pedestrian and cycle crossings, and improved traffic flows, alongside delivering enhanced cycling and walking environment, and new entrance to the bus station along the links.	Rochdale	
Our Integrated Network			
Clean Air and Carbon			
Retrofitting or upgrading Local Authority fleet	To improve air quality in the Regional Centre and other areas and	GM Wide	

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In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	improve the health of GM residents and visitors.		
Private hire and taxi alternative fuels	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.	GM Wide	
Future Mobility and Innovation			
Further future mobility and transport innovation priorities for Greater Manchester	To make travel easier across Greater Manchester through potential introduction of MaaS and new travel hubs.	GM Wide	
Interchanges			
Oldham Mumps Interchange redevelopment	To increase the accessibility of Metrolink and bus from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Oldham town centre.	Oldham	
New Stalybridge town centre transport interchange	Provision of a new transport interchange in Stalybridge which would better link the existing railway, bus and future Metrolink services together at a single location probably adjacent to the station.	Tameside	
Ashton-in-Makerfield bus interchange upgrade	To increase the accessibility of Ashton-in-Makerfield by public transport and increase the attractiveness of bus services for local residents.	Wigan	
Travel Hubs/ Park and Ride			
Further Travel Hub/ Park & Ride Proposals	To provide better access to public transport through Travel Hub/Park & Ride facilities.	GM Wide	

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Beyond this five year Delivery Plan, we will investigate…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus		**Our Metrolink**	
Bus Rapid Transit		**Metrolink & Tram-Train**	
In most cases, these interventions will require further investigation in order to determine the appropriate transport mode ('Rapid Transit Corridor'). For some, a likely mode is clearer and this is stated where relevant ('Metrolink Extension' or 'Bus Rapid Transit Extension').			
Airport-Carrington-Irlam Rapid Transit Corridor	To improve access to the Airport from the Carrington and Irlam areas, making use of a former rail corridor to encourage sustainable travel to it.	Manchester / Trafford/ Salford	
Ashton-Oldham Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the M60, A627 and other local roads.	Oldham/ Tameside	
Bolton-Bury Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A58 and other local roads.	Bolton/ Bury	
Bolton-Radcliffe Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the M61, M60, A665, A6053, A56 and other local roads.	Bolton/ Bury	
Marple-Stockport Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A626 and other local roads.	Stockport	
Oldham-Grotton-Greenfield Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A669 and other local roads.	Oldham	

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Beyond this five year Delivery Plan, we will investigate…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Oldham-Royton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A671, A663 and other local roads.	Oldham	
Tyldesley-Hindley Green-Wigan Bus Rapid Transit Extension	To link major growth areas with the Regional Centre and Wigan Town Centre, including the HS2 station and associated developments there.	Wigan	
Our Rail			
Rail			
Further electrification of rail lines to reduce carbon emissions and increase capacity	To reduce carbon emissions and increase capacity	GM Wide	
Explore the feasibility and business case for improved connections from the Airport to the South	Improved heavy rail services south of the Airport towards and beyond Crewe, to increase Airport catchment and encourage sustainable travel to it. See also: Tram-Train Pathfinder Airport (Manchester Airport to Wilmslow via Styal).	GM Wide	
Explore options for further increased rail network capacity in the Regional Centre	To transform city-to-city and suburban rail connectivity from Preston, Wigan and Liverpool to Manchester, addressing key constraints to capacity into the Regional Centre.	GM Wide	
Further new rail stations from tranche 2	New stations that have not been identified as early priorities could well become more relevant as demand for rail travel increases and investment in the network creates opportunities for changes to rail services.	GM Wide	

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Beyond this five year Delivery Plan, we will investigate…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Streets			
Local Highways			
M62 - Carrington - M60 Link	To address existing congestion issues on the SRN and provide the capacity for the scale of development proposed both within the city region and in neighbouring authorities.	GM Wide	
High Lane and Disley Bypass	A bypass of the settlements of High Lane and Disley, promoted by Cheshire East Council.		

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APPENDIX B: Greater Manchester Transport Strategy 2040 – Local Implementation Plans

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Bolton Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction

This Implementation Plan sets out how we will work towards our priorities including economic growth, improving the environment and social inclusion by building on Bolton's planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025).

While the 5-year Delivery Plan tends to consider large, medium- and long-term future transport schemes, this Implementation Plan is mainly focussed on local, neighbourhood level priorities and interventions to 2025.

Bolton Council in its Corporate Plan 2019 to 2021 outlines a vision where "Bolton will be a vibrant place, built on strong cohesive communities, successful businesses, and healthy residents. It will be a welcoming place where people choose to study, work and put down roots". As part of the Place function the Council looks to "deliver on key regeneration areas across the borough" and "lead on the development of a more cleaner and greener borough".

This document sets out the steps Bolton will take with partners to make good progress towards its transport vision and priorities in the short-term.

Alongside investment in health, education and homes, improvements in Bolton's transport connectivity and public realm are essential to realising these aims. To achieve these ambitions, we have set five key transport-related outcomes which we would wish to see achieved by 2025. These are:

- **Outcome 1**: Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in the 5 townships of the Borough of Bolton;
- **Outcome 2:** Enhance connections within Bolton town centre to support town centre master plan intervention area;
- **Outcome 3**: Enhanced connections to and within the centres of Farnworth, Westhoughton, Horwich and Little Lever;
- **Outcome 4**: Improvements to public transport, cycling, walking and highways network to support growth around Junction 6 M61 and along the De Haviland Way corridor;
- **Outcome 5:** Accelerate the uptake of low emission vehicles and reduce emission of air pollutants from vehicle traffic across the Borough.

This document sets out some of the steps Bolton will seek to take with partners to make good progress towards these outcomes in the next 5 years. The steps are ambitious and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require us to prioritise measures and to continue working with the GMCA and TfGM to secure the required funding from Government to develop and deliver these schemes.

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2. Bolton Borough Strategic Transport Issues

Achieving the 2040 Right Mix

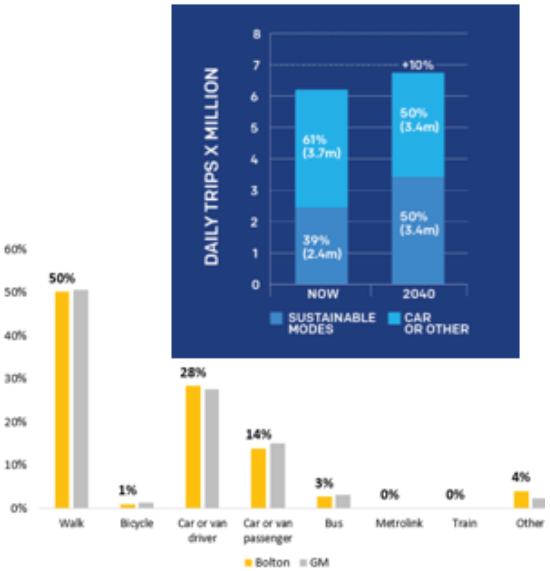
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester to be made by sustainable modes by 2040.

61% of all journeys starting in Bolton are made by car or van, and 35% by sustainable modes (28% active travel and 7% by public transport).



48% of journeys that start in Bolton are neighborhood trips that are under 2km and could be walked in just over 20 minutes.

50% of these neighbourhood journeys are walked, 28% are made by private car or van, and 1% are made by bike.



Supporting Economic Growth

New Homes and Jobs

The Greater Manchester Spatial Framework identifies the potential to deliver 486,000m^2 of new employment land and 13,226 new homes in Bolton borough.

In addition to this, we are committed to delivering 2,000 news homes and 7,400 new jobs as part of the Bolton Town Centre Masterplan.



Town Centres

Bolton Council is committed to supporting continued economic growth and Covid19 recovery in our five town centres.

Plans include the delivery of approved masterplans in Bolton Town Centre (£100m) and Farnworth, which includes the submission of a bid for Future High Street Fund (£19.25m) to transform Farnworth town centre delivering 200+ homes and high quality, flexibly community/retail space, alongside the development of masterplans in the remaining three town centres.



Protecting our Environment

Carbon

Bolton Council declared Climate Emergency in 2019, and we are committed to be a carbon neutral borough by 2038.



Improving Quality of Life

Health

Bolton has the lowest percentage of adults who are physically active across all Greater Manchester boroughs (59%). This is significantly less than the UK average of 67.2% of adults.

19% of Bolton's year six children are recorded obese, higher than UK average.



Bolton residents have a lower life expectancy than the UK average. Residents also have a higher than average mortality rate from cardiovascular disease.



Air Quality

There are 7 air quality management areas on Bolton highways that are forecast to exceed legal limit of NOX emissions beyond 2020.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

28% of households in Bolton do not have access to a car.



Road Safety

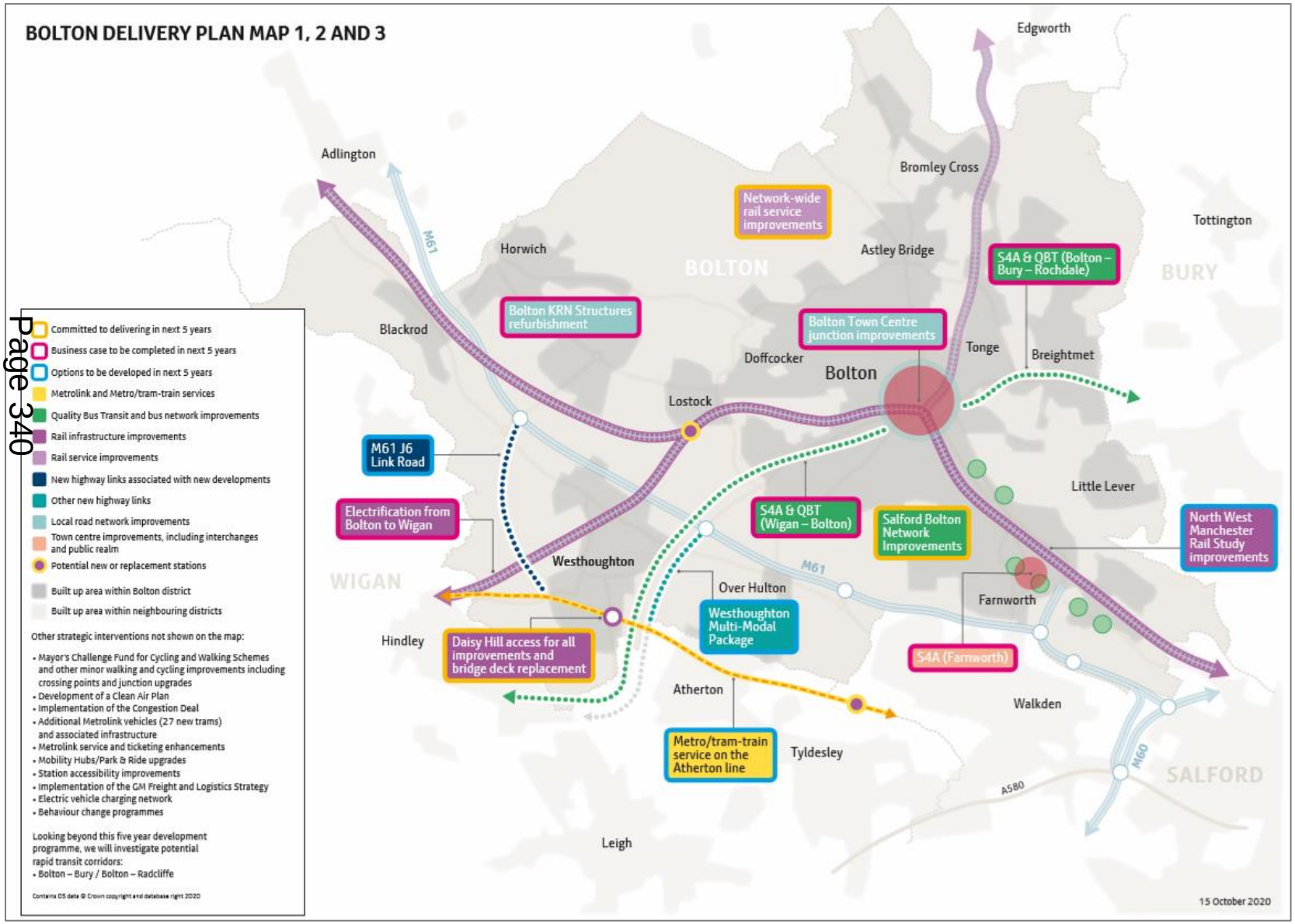
In 2019 there were 381 road traffic collisions resulting in 505 casualties on Bolton's roads.

Collisions resulted in 77 people being killed or seriously injured. 26 of the people killed or seriously injured were travelling by foot, 9 by bike, and 17 by motorbike.



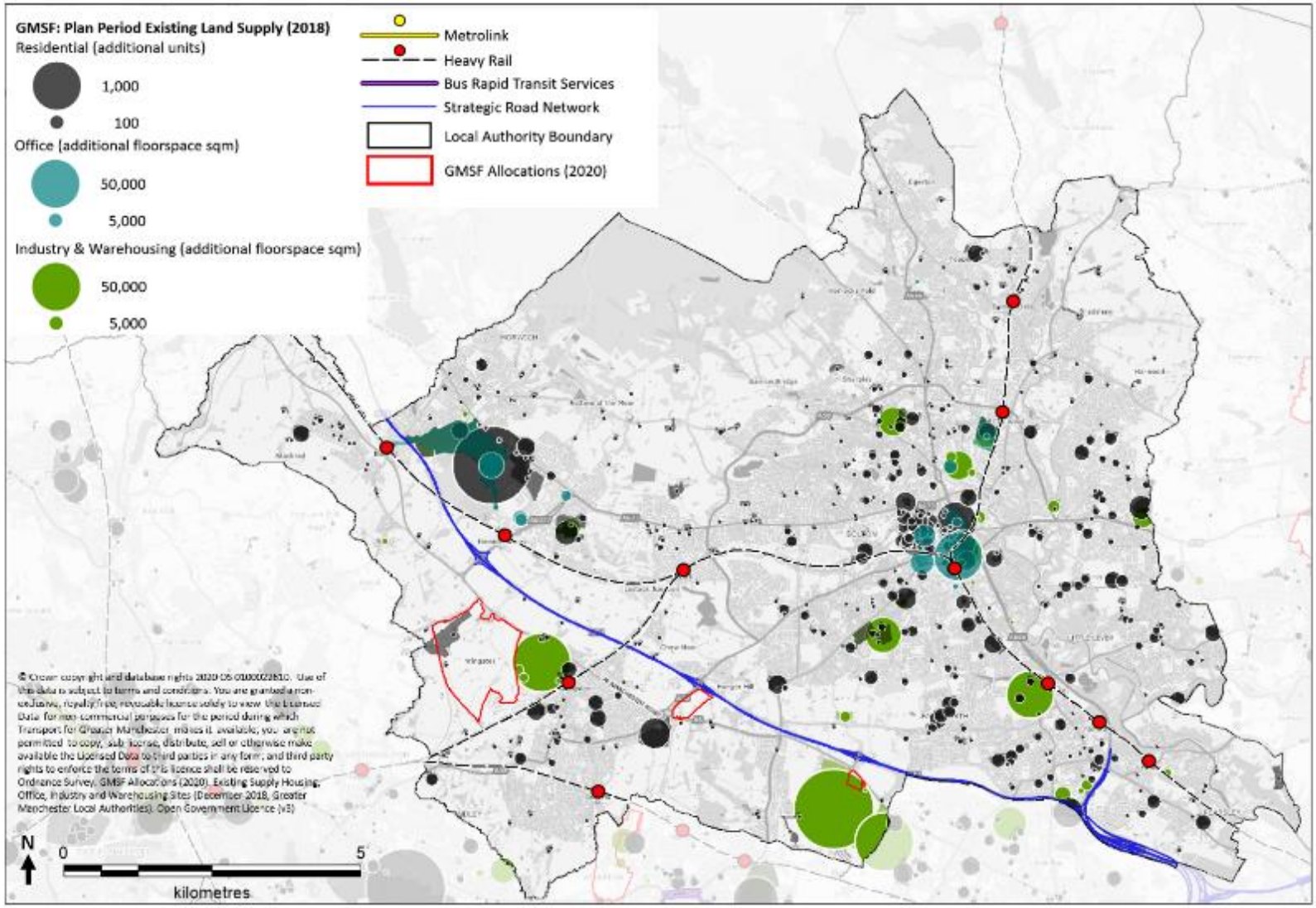
2.1. Bolton's Delivery Plan Scheme 2020-2025

Map 1 below shows interventions proposed within Bolton, included in the Five-Year Delivery Plan.



2.2. Bolton's ambitions and existing strategic allocations

Map 2 below sets out ambitions for the land supply and transport network within Bolton. This includes strategic employment allocations identified as part of GMSF, local road network improvements including improved east/west connectivity between the strategic road network, and town centre improvements offering new homes and employment opportunities.



3. Spatial Theme Challenges and Opportunities

3.1. Neighbourhoods

Of all trips that start in Bolton, neighbourhood trips are shared with wider city region trips as the most frequent type at 48% of all trips. Of these trips neighbourhood trips are less than 2km in length, 28% are made by private car (slightly higher than GM average) for which the majority of these could be walked or cycled (source: TRADS 2016/2017 database).

Road traffic levels and speeds have significant impact on walking and cycling for local trips, including actual and perceived levels of safety. Major roads create barriers and cause severance between neighbourhoods and destinations as well as pavement parking which restricts footway space and accessibility.

There are numerous challenges in areas with dense populations outside Bolton town centre, e.g. Farnworth, Horwich, Westhoughton and Little Lever. Within these areas are examples of traditional terraced rows where streets tend to be narrow and on street car parking at a premium to residential areas that act as 'rat-runs' to avoid congestion on the key route network and junctions operating over capacity in peak network periods. Despite this in some of our economically challenged areas there is a disproportionately high level of no car ownership and residents are reliant on public transport, taxis and active travel as their only means of getting to local centres and key destinations. However key destinations are difficult to access on foot and by cycle due to road traffic, severance caused by highway infrastructure and a lack of direct dedicated cycle and walking infrastructure and wayfinding within the borough's neighbourhoods.

Opportunities to address these issues will be delivered through the development of the Bee Network and access to and within new development that prioritises active travel following "Streets for All" design principles creating streets for people not just traffic. The emerging District Centre Masterplans for Horwich, Little Lever and Westhoughton will make linkages to these principles as in the approved Farnworth Master Plan where 'Streets for All' treatment to has been proposed for Market Street,

3.2. Bolton Town Centre

Within the context of The Bolton Economy: Our Strategy for Growth 2016-2030, the Council has adopted a Town Centre Strategy including a masterplan framework and key intervention areas. These documents set out Bolton's ambition and vision to achieve a £1bn regeneration of the town centre, creating more than 2000 new homes, 7,400 new jobs to sustain its immediate future to the benefit of the wider Borough and its residents, supported by £100m direct investment from the Council. Private sector partners and investors are signed up to the redevelopment of Crompton Place Shopping Centre, as well as Trinity Quarter, Church Wharf, Croal Valley, Cheadle Square and Blackhorse St.

The town centre has recently benefited from significant investment in a new bus station linked to the existing rail station to create a transport hub. This has included the installation of a cycle hub for secure cycle parking.

Key transport issues for Bolton town centre include:

- Congestion on the town centre outer highway box and at key junctions across the town centre.
- Barriers to walking and cycling into and across the town centre due to congestion and lack of facilities to support active travel.
- Traditional road layout impeding development opportunities.

It is estimated that the number of journeys to the town centre has fallen by 6% since 2010 which has resulted in a reduction in footfall (Source: TRADS). It is also estimated that only 45% of AM Peak journeys to Bolton Town Centre are made by active travel and public transport modes (Source: TRADS). Whilst most Town Centres across Greater Manchester has shown a decline, clearly the transport issues identified above has impacted on mode of transport used to get to the centre. It is also estimated that 72% of those travelling to Bolton Town Centre believed the town centre to be pleasant to walk around or spend time in (lower than the GM average) and 66% suggested they felt safe during the day and 23% during the night.

In support of the Town Centre Master Plan the Council is reviewing the Town Centre Transport Strategy with support of a town centre AIMSUM model. The model is able to estimate the impact of traffic generation from proposed development on the existing town centre highway network. Work is ongoing to identify mitigation measures to relieve congestion whilst implementing Bee Network and high-quality cycling and walking infrastructure to support modal shift and improve access to and around the town centre by active and sustainable modes.

Bolton council has set up a Town Deal Board to steer a bid as part of the Towns Fund, to be submitted in October 2020. The bid focuses on the key intervention area Cheadle Square, known as the Civic and Cultural district, and will include public realm improvements to ‘bind’ the schemes together. Proposals will be selected following consultation with residents and businesses carried out in August 2020.

£1m accelerated Towns Funding has been awarded to Bolton to bring forward schemes before the end of March 2021. Following consultation with the Towns Board and Cabinet, a public realm improvement scheme has been put forward, linking existing historical and cultural assets in the towns fund area, specifically Ashburner Street upgrades and meanwhile use of the site known as the former Odeon Cinema.

Bolton Council has submitted a second bid for £24.6m from the Ministry of Homes, Communities and Local Government’s Future High Street Fund, in addition to the Farnworth bid, to transform the north of Bolton Town Centre introducing new activities – aligned with the Bolton Town Centre Masterplan – to animate the area day and night and drive increased footfall, vibrancy and natural surveillance.

Designed to tackle challenges (including falling town centre footfall, limited evening economy, and growing levels of serious crime) and take advantage of opportunities (including the availability of sites for development and willing private sector partners), the scheme will diversify the town centre offer and improve safety and connections by; Strengthening the town centre cultural offer by providing a new facility to be used

by communities; Creating a new town centre residential neighbourhood bringing back young professionals and families (Church Wharf); and improving connectivity between new developments and the wider town centre.

3.3. Wider-City Region

48% of trips starting in Bolton borough are to the Wider City Region, for example to Bury or Wigan. 83% of these trips are made by private car, less than 15% of Wider City Region City trips made by PT (source: TRADS database).

There are poor alternatives to private car for accessing town centres and neighbourhoods apart from Bolton Town Centre (particularly Farnworth, Westhoughton, Horwich, Little Lever), which leads to high levels of car use for wider-city journeys. Key challenges with public transport include: Frequency; Punctuality; Capacity; most notably in the current pandemic to achieve social distancing.

Motorway traffic causes additional congestion and severance for other modes (bus, cycle, walking), for example, De Havilland Way. Particular issues at Junction 5 of the M61 is a barrier to cycling and walking from Westhoughton to Bolton town centre and surrounding area requiring a pedestrian, cycle and possibly bus bridge over the M61 in this location. Congestion and capacity at Junction 6 of the M61 and the adjoining De Havilland Way creates both significant delays to vehicle traffic but also discourages cycling and walking along this corridor which provides access to significant amounts of employment, retail and leisure uses.

There are currently 21 publicly available EV charge points across the borough. To enable an accelerated uptake of EV vehicles, particularly supporting residents with no off-road parking, we plan to enlarge this network across the borough. Due to limited availability on-street to deliver charging points on our residential roads, the primary focus will be on delivering charging points within public car parks.

Farnworth

The Council approved an ambitious and transformational Masterplan for the town centre in 2019. This Masterplan aims to repurpose vacant retail space into: a mixed use community of over 203 homes, a high quality, flexible community hub from which a range of services can be delivered; new commercial floorspace which will deliver job opportunities; a new public square and improved pedestrian and cycle connections; and deliver an extended and improved Leisure Centre to support health and wellbeing outcomes for the community.

The council submitted a Business Case, in June 2020, to MHCLG for Future High Streets Funding (FHSF) to transform Farnworth Town Centre into a vibrant, high quality place to live, work and visit. The scale of transformation, from existing conditions will be significant, and the economic and social benefits far reaching, delivering a high level of value for money for public investment. The amount being sought from FHSF is £19.25m.

A key project for implementation in the Masterplan is the redevelopment of a large site in the centre of the town, known as the Market Precinct. The FHSF money will be used, amongst other things to deliver the redevelopment of this key development

site along with ‘Streets for All’ connectivity interventions to improve pedestrian and cycle access to the town. These interventions will transform the town centre. The improvements will create a new housing market in the town centre, which will raise property values and create viable conditions for further inward investment. This will enable a further six development sites to come forward delivering over 240 additional homes.

3.4. District Centres

In October 2019, following a competitive tendering exercise via the Chest, BDP were successfully appointed to develop Masterplans and key development proposals for the District Centres of Horwich, Little Lever and Westhoughton. The draft Masterplans and key development proposals were taken out to a period of public consultation in January and February 2020. The masterplan reports are being finalised and will be presented for approval by Executive Cabinet Member in Autumn 2020.

In all 3 areas, common issues relating to transport have been identified. These include the need for remodelling of main streets in each of the district centres to improve access for pedestrians and cyclists and supporting the development of a café culture; developing a car parking strategy which takes account of capacity and usage, charging and EV points and public realm works.

3.4.1. Other Development Sites

Whilst Bolton Town Centre is a key focus for new residential development, retail and leisure, there is clearly a demand for B2/B8 employment along the M61 corridor. This is demonstrated by the rapid delivery of Logistics North that has come forward quicker than anticipated and has no available development plots left. Bolton Council is supporting 3 employment allocations along this corridor:

GM04 Bewshill Farm is for 21,000m2 of employment space situated adjacent to Logistics North at unction 4 of the M61. Given is size and previous highway improvements as part of Logistics North no further highway mitigation is required to bring this site forward.

GM05 North of Chequerbent is for 25,000m2 of employment space situated between the A6, A58 Snydale Way and M61 at Junction 5. Highway mitigation will be required to bring this site forward. Options are available to consider in more detail at the planning application stage, although the recent approval by the Secretary of State for the Hulton Park development, includes infrastructure that should be sufficient to accommodate trip generation from this allocation. However, the Hulton Park development is still subject to a successful Ryder Cup bid and timings of development and infrastructure will need to be further considered.

GM06 West of Wingates is for a 440,000m2 of employment space situated adjacent to the existing Wingates industrial estate off the A6 and accessible to Junction 6 of the M61. Part of the site is already the subject of a planning application that has been approved by planning committee and is now subject to a Secretary of State call in. Further analysis of highway mitigation will be required at the planning application stage although investigation of a new link road to Junction 6 via A6/De Havilland

Way junction is being considered set against additional measures at existing junctions along the A6.

An initial assessment of the interventions that may be required to support these sites has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

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4. Bolton 5-Year LIP Outcomes

The following outlines Bolton's Five-Year LIP outcomes and priorities for investment to achieve these. Map 3 below shows proposed Bee Network schemes within Bolton for the next 5-year period, and Map 4 shows local investment priorities to meet these outcomes.

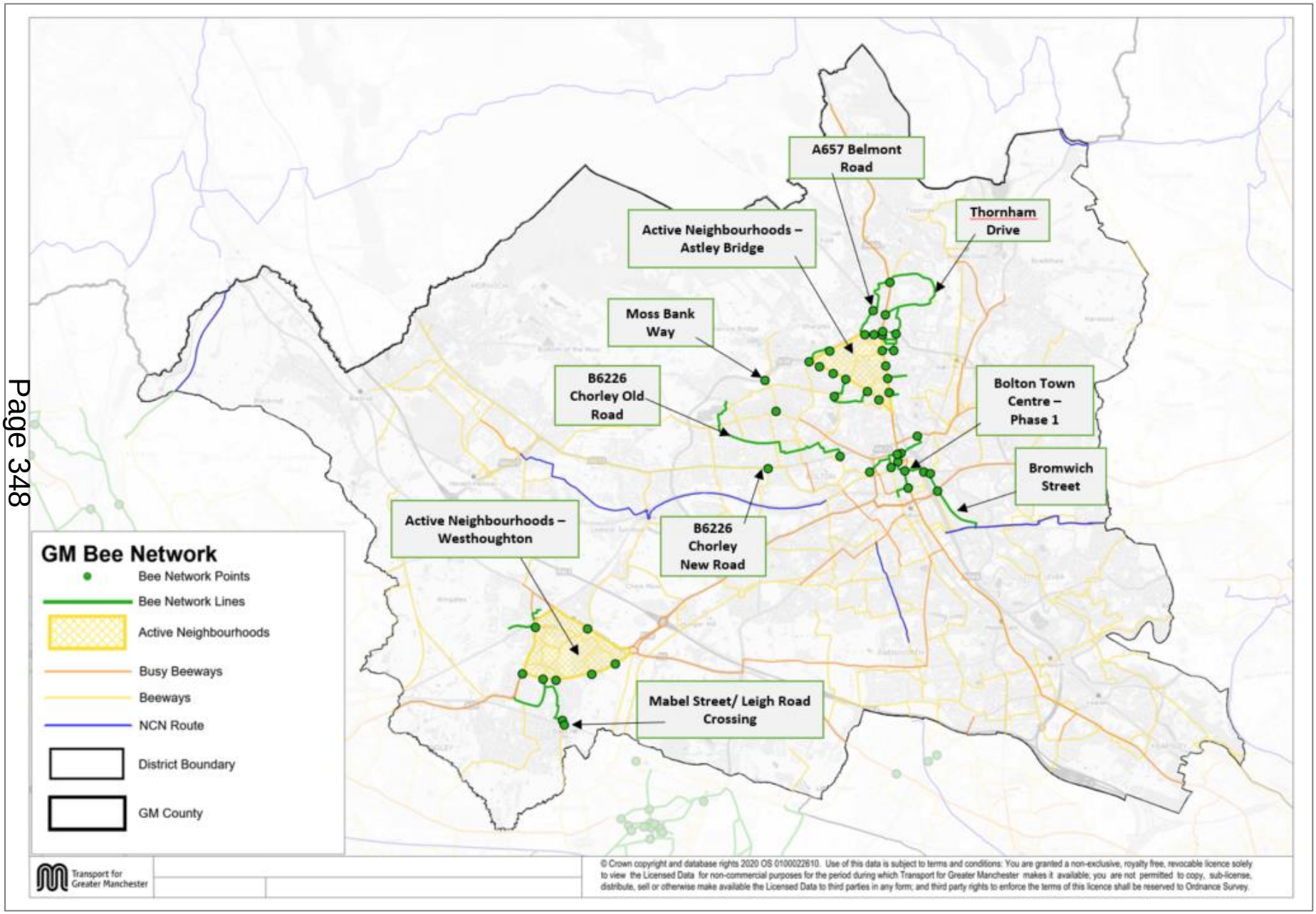
Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in the 5 townships of the Borough of Bolton

In the next 5 years this means delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in, and support people to make local trips by foot or by bike rather than by private car.

Priorities for investment over the next 5-years:

Scheme Name	Description
Active neighbourhoods implemented across the borough of Bolton	Measures to deliver low-traffic, active neighbourhood across Bolton, including Farnworth, Little Lever, Westhoughton, Horwich, and neighbourhoods around Bolton Town Centre.
School streets programme across Bolton borough	Establish and progress delivery of a School Streets programme across Bolton borough.
Bee Network walk and cycle schemes	Programmed Bee Network schemes at: • Doffcocker to Bolton town centre • Bolton town centre East Scheme • Westhoughton Bee Network and Active Neighbourhood Scheme • Astley Bridge/Crompton Bee Network and Active Neighbourhood Scheme
Bee Network supported regeneration of town centres	Bee Network Schemes to support regeneration in Farnworth, Horwich and Little Lever, through delivery of measures to support active modes and improved public space.
Wayfinding for local journeys	Wayfinding for local journeys across the Borough.
Borough-wide maintenance programme	Borough-wide maintenance programme on neighbourhood streets to improve the quality of local walking and cycling journeys.

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Map 3: Bee Network Proposals in Bolton Borough

Outcome 2: Enhance connections within Bolton town centre to support town centre master plan intervention areas.

In the next 5 years this means creating “Streets for All” in the Bolton town centres to support town centre regeneration and increased journeys by active travel to key destinations.

Priorities for investment over the next 5-years:

Scheme Name	Description
Tranche 5 Bee Network scheme implementation supported by SBNI scheme for main junctions along Trinity Street and Newport Street.	Seven new crossings will be included, as well as two upgraded junctions which will make it safer for pedestrians and cyclists to cross key roads. Two-way cycle tracks on one-way streets will make it safer to cycle and extra cycle parking will also be included.
Town Centre Junction Improvements	Junction improvement schemes to reduce congestion and improve air quality, supported by improved walking and cycling facilities.
Town Centre Regeneration	Road closures or narrowing’s in support of town centre regeneration schemes.
Improved connectivity with the Education Quarter	Measures to support connections by walking, cycling and public transport to and from Bolton’s Education Quarter.

Outcome 3: Enhanced connections to and within the centres of Farnworth, Westhoughton, Horwich and Little Lever

In the next 5 years this means creating streets for all in the centres of Farnworth with similar initiatives at Horwich, Westhoughton and Little Lever through improvements to the Public Realm. Access to the centres will also be improved by bus, walking and cycling.

Priorities for investment over the next 5-years:

Scheme Name	Description
Farnworth Masterplan proposals	Streets for All improvements in Farnworth town centre to increase connectivity by foot, bike, rail and bus, improvements to the public realm, reduce through traffic and congestion and address road safety and air quality issues.
Westhoughton Masterplan proposals	Streets for All improvements in Westhoughton town centre to increase connectivity by foot, bike, rail and bus, improvements to the public realm,

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Scheme Name	Description
	reduce through traffic and congestion and address road safety and air quality issues.
Horwich Masterplan proposals	Streets for All improvements along Winter Hey Lane to increase connectivity by foot, bike and bus, improve the public realm, reduce through traffic and congestion in the town centre and address road safety and air quality issues.
Little Lever Masterplan Proposals	Pedestrian and cycle infrastructure improvements, including junction and public realm improvements to increase connectivity to the town centre by foot and bike and address road safety and air quality issues.
Borough-wide maintenance programme.	Borough-wide maintenance programme on town centre streets to improve the quality of local walking and cycling journey, and quality of public space in these destinations.

Outcome 4: Improvements to public transport, cycling, walking and highways network to support growth around Junction 6 M61 and along the De Haviland Way corridor

In the next 5 years this means developing and delivering measures along De Haviland Way to support new development in Bolton. This will include measures to enable people to travel by foot, bike and public transport, as well as improving the resilience of the highway network, and reducing its impact on the local area, such as congestion.

This will build on the existing VISSIM model to develop and deliver measures at:

- Rivington Chase Link Road
- Beehive Roundabout Junction Improvement Scheme
- Spirit of Sport Roundabout

We will also look to identify solutions for the A6/De Haviland Way roundabout in conjunction with GMSF West of Wingates Allocation.

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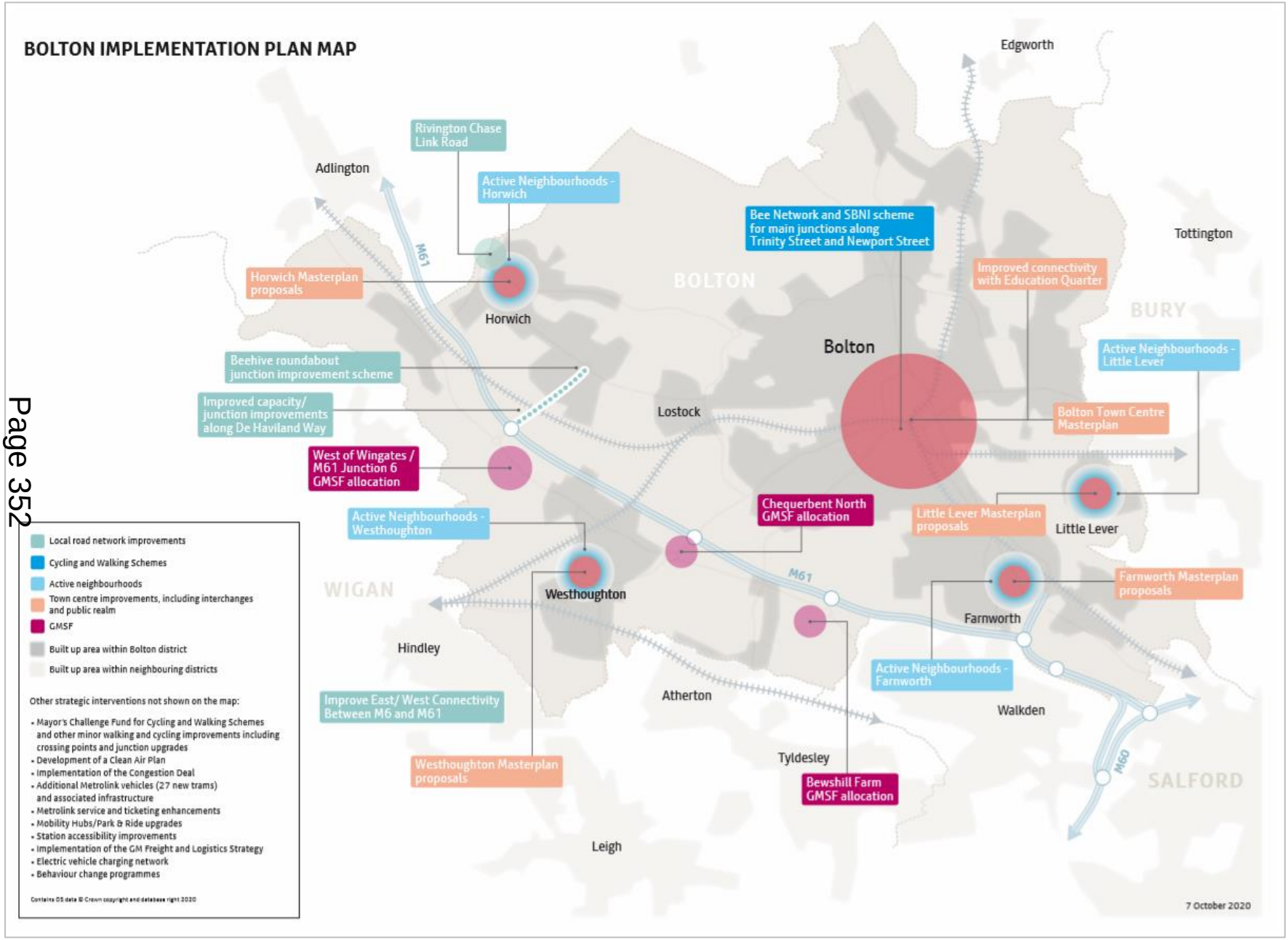
Outcome 5: Accelerate the uptake of low emission vehicles and reduce emission of air pollutants from vehicle traffic across the Borough

Bolton will aim to reduce the environmental impact of roads in Bolton Borough through interventions that accelerate the uptake of low emission vehicles and reduce emission of air pollutants from vehicle traffic across the Borough.

Priorities for Investment over the next 5-years:

Scheme Name	**Description**
Air Pollution Reduction Actions	Measures to reduce emission of pollutants in areas that are expected to exceed, or are at risk of exceeding air quality thresholds, for example the A58.
Increasing the number of electric vehicle charging points across the Borough	Programme to increase the number of electric vehicles charging points across the Borough.

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Map 4: Bolton Implementation Plan Schemes

5. Indicators

Bolton Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Bury Summary GMTS2040 Implementation Plan 15.10.20

1 Introduction

1.1 Purpose of the Local Implementation Plan

Transport for Greater Manchester (TfGM) has been working with the Greater Manchester Combined Authority (GMCA), the ten Greater Manchester councils and the Greater Manchester Mayor to prepare new, and updated, transport strategy documents that cover the entire city-region. This work includes a refreshed version of the Greater Manchester Transport Strategy 2040 and a final version of TfGM's Five-Year Delivery Plan (2020-2025) which sets out the practical actions planned to deliver the Transport Strategy over the next 5 years. Map 1 below shows interventions proposed within Bury Borough within the 5-year Delivery Plan.

To further support the Refreshed Transport 2040 Strategy and Delivery Plan, a Local Implementation Plan (LIP) has been prepared for each district, including Bury. This Implementation Plan enables Bury, in partnership with TfGM and others, to set out the Council's position at a more fine-grained level, focussing on the town-level and neighbourhood priorities, particularly on active travel: walking and cycling which, for the most part, does require local level interventions.

The LIP has been designed to:

- Complement the 2040 Transport Strategy and the Five Year Delivery Plan, providing details of how their outcomes will be achieved locally, focusing particularly on supporting local trips within neighbourhoods and to local centres;
- Support wider Greater Manchester (GM) and council strategy and policy documents (e.g. Local Plans, Town Centre Masterplans, GM Clean Air Plan and the Greater Manchester Spatial Framework (GMSF));
- Summarise key local transport issues and opportunities in each local authority, providing an added layer of local detail that is not provided in the 2040 Transport Strategy document.

The LIP will be 'live' document and will be updated as the Council develops its transport plan and strategy or as new schemes are developed or delivered.

At the heart of Bury Council's growth ambitions is the goal to ensure that the residents of Bury are able to access family, friends, jobs, education, recreation and health in an efficient, economic and eco-friendly way. Growth must be inclusive and create vibrant and thriving communities that are well connected. It is therefore important that infrastructure is delivered alongside new developments to support sustainable neighbourhoods and to create a competitive local economy within a high quality built and natural environment. All modes of transport are important and due consideration needs to be given to improving each one.

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Our collective aim is to ensure that growth is planned for in a managed way that embraces all the key ingredients that make each township unique. Growth involves not only physical development that caters for an increasing population, but is also about creating the right circumstances for fostering growth through economic development initiatives, supporting social growth and creating thriving, healthy and equitable communities. At the same time, it requires interventions to address issues associated with climate change and to mitigate against negative environmental impacts.

Transport investment will be key in achieving sustainable neighbourhoods. It is important that the Council works in partnership with TfGM to encourage greater use of public transport, walking and cycling and the provision of infrastructure for the refuelling of low and ultra-low emission vehicles; and to develop a fully inclusive, integrated and affordable sustainable transport system for all.

We have set four key transport outcomes which we would wish to see achieved by 2025. These are:

- Outcome 1: Increase the number of neighbourhood journeys (under 2km) made by foot and by bike across the borough of Bury
- Outcome 2: Enhance connections to/from and within the centres of Bury, Prestwich, Radcliffe, Ramsbottom, Tottington and Whitefield by foot, bike, and public transport
- Outcome 3: Create clean, green streets, and relieve local communities from the impacts of congestion
- Outcome 4: Improve access to Metrolink for residents, workers and visitors

This document sets the steps we will seek to take to make good progress towards these outcomes in the next 5 years. The steps are ambitious, and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require us to prioritise measures and to continue working with the GMCA and TfGM to secure the required funding from Government to develop and deliver these schemes.

The document is also helpful when it comes to setting out a programme of priority local transport and minor works interventions for the next five years, and will help to provide a basis against which future local transport and minor works funding is allocated for local delivery.

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2 Strategic Transport Issues in Bury

Achieving the 2040 Right Mix

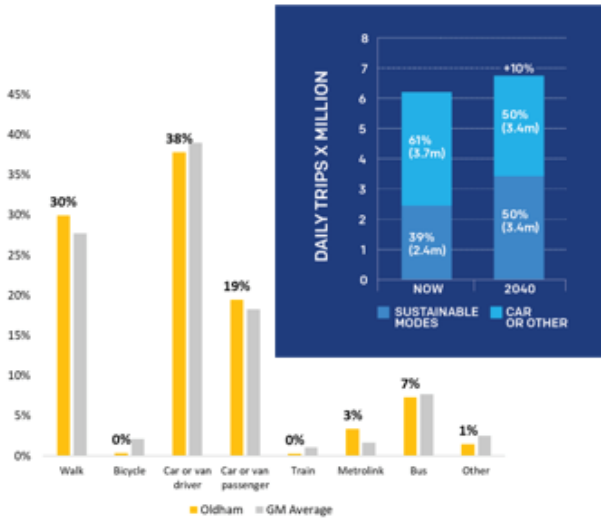
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester to be made by sustainable modes by 2040.

65% of all journeys starting in Bury are made by car or van, and 33% by sustainable modes (26% active travel and 7% by public transport).



52% of journeys that start in Bury are neighborhood trips that are under 2km and could be walked in just over 20 minutes.

46% of these neighbourhood journeys are walked, 48% are made by private car or van, and 1% are made by bike.



Supporting Economic Growth

New Homes and Jobs

The Greater Manchester Spatial Framework identifies the potential to deliver 7,667 new homes and 500,000 sqm of industry and warehousing and 40,000sqm of offices in Bury within the plan period.

We committed to delivering 451 new homes a year in the period 2018-37, double the number of homes built annually over recent years.



Town Centres

Bury Council is committed to supporting continued economic growth and recovery from COVID19 in our six town centres.

Plans include delivery of a new masterplan for Bury town centre, and a Strategic Regeneration Framework for Radcliffe.



Protecting our Environment

Carbon

Bury Council declared Climate Emergency in July 2019, and we are committed to becoming a carbon neutral borough by 2030.



Improving Quality of Life

Health

In Bury, 65% of adults are physically active. This is less than the UK average of 67.2% of adults.



Bury residents have a lower life expectancy than the UK average, particularly amongst females. Residents also have a higher than average mortality rate from cardiovascular disease.



Air Quality

The GM AQMA includes many of the Borough's major roads and there are 10 areas on Bury highways that are forecast to exceed legal limit of NOX emissions beyond 2020.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

Nearly a quarter (24%) of households in Bury do not have to a car.

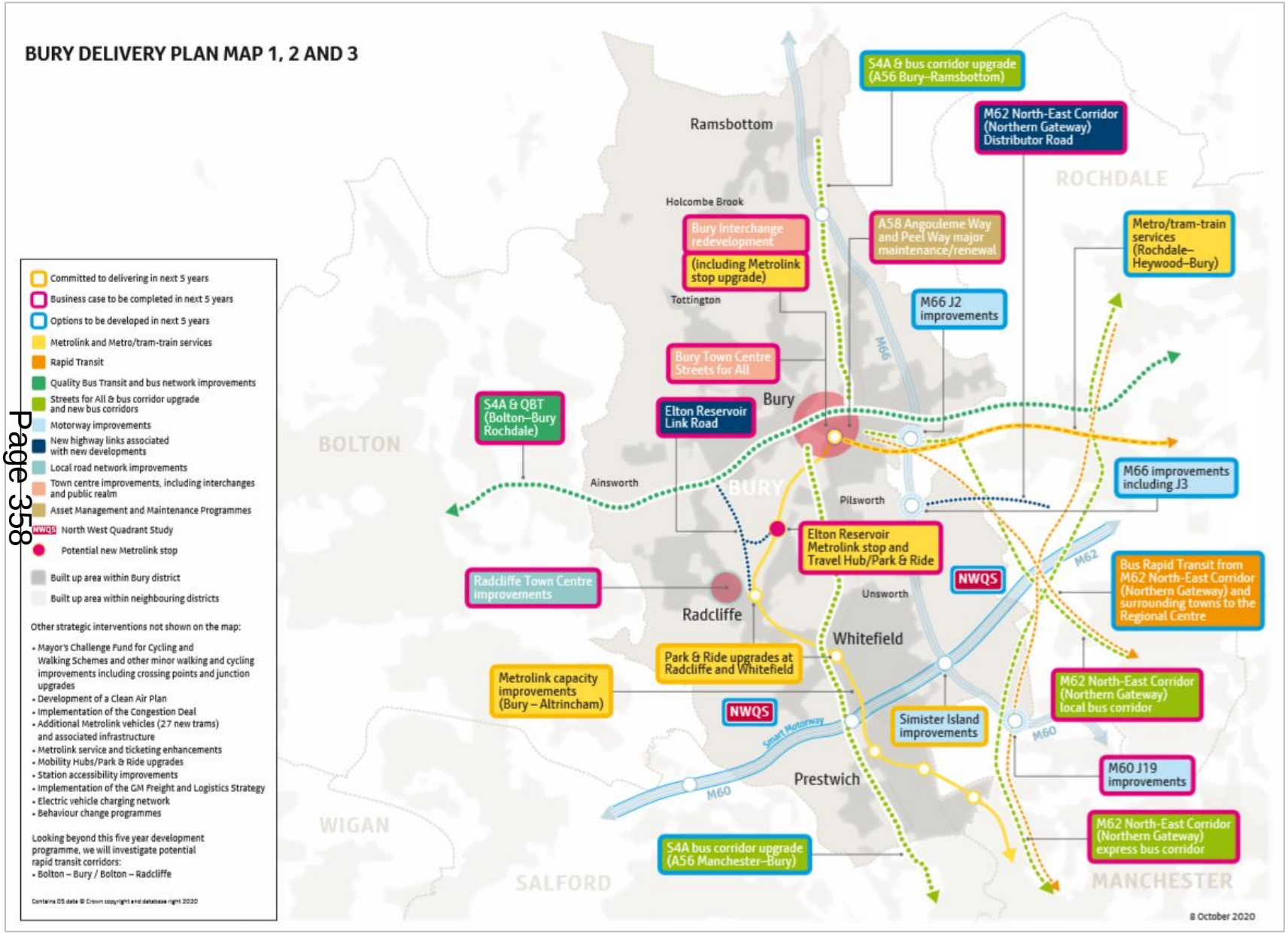


Road Safety

In 2019 there were 350 road traffic collisions resulting in 335 casualties on Bury's roads.

Collisions resulted in 37 people being killed or seriously injured. 37% of the people killed or seriously injured were pedestrians (14), 5% were cyclists (2), 24% were motorcyclists (8).





Map 1: GMTS 5-Year Delivery Plan Interventions

2.1 Covid-19 Recovery

The Coronavirus pandemic represents the biggest challenge for Bury since the Second World War. To enable the borough to 'build back better', we are implementing a number of measures to enable Covid-19 recovery, including:

- Continued support to develop strategic housing and commercial development;
- The Council has also approved around a dozen pavement café licences under the new Business and Planning Act 2020. This is to allow food and drink related businesses to conduct their operations outside of their premises on the highway. This provides some support for them through these difficult economic and public confidence times.
- Delivering temporary or semi-permanent measures to support cycling and walking as an alternative to public transport as part of the #SafeStreetsSaveLives campaign and the Department for Transport's Emergency Active Travel Fund (EATF);

EATF was launched on 23/5/2020. On 2/7/20 it was announced that GM was to be awarded £3.2m in Tranche 1 and indicatively £12.7m in Tranche 2. The EATF seeks to deliver measures that will address immediate challenges presented by COVID-19, such as reduced public transport capacity and its adverse economic impact on town centres and on access to employment and services for the most deprived communities. The measures will also help tackle longer-term critical public health challenges associated with physical inactivity and road safety, the climate emergency and the impact of congestion on the local economy. Some of the measures we are seeking to implement are set out later in this Plan. Bury's share of Tranche 1 was around £0.3m. Bury has also bid for £0.75m in Tranche 2.

Alongside this work, major strategic projects such as the regeneration of the borough's town centres remain the key focus of the council's growth agenda. Officers are continuing to support development of these sites, including planning transport measures to support and unlock development.

3 Spatial Theme Challenges and Opportunities

3.1 Neighbourhoods

The majority (52%) of trips made in the Borough that start in the district are at the neighbourhood level and are under 2km in length. While a significant number of these journeys are made by foot (46%), 48% are made by private car and only 1% by bike.[1] As these journeys could be completed on foot in around 20 minutes or cycled in 8 minutes, there is significant potential to shift these trips from cars to active modes of travel.

However, many people are discouraged from walking and cycling due to high levels of road traffic; lack of dedicated cycling infrastructure and signage; and major roads

[1] Source: TRADS database).

which create severance between neighbourhoods and destinations. Many areas are also blighted by having vehicles parked on pavements, which restricts footway space for people walking.

These challenges are particularly pronounced in areas with dense populations outside Bury's main centres, such as Fishpool and Pimhole. They also have a particular impact on the third of households in Bury who do not have access to a car, and rely on making trips by foot, bike and public transport, while also exacerbating prevalence of the environmental and health issues that are caused by short car trips.

Opportunities to address these challenges include development and delivery of the Bee Network (The Bee Network is a proposed Greater Manchester network of safe walking and cycling routes built to agreed standards https://tfgm.com/bee-network/) and active neighbourhoods (including better crossing provision on main roads), continued roll-out of traffic calming and 20 mph zones, and new development/regeneration prioritising active travel, for example in work around the Bury Town Centre and Prestwich (Longfield Centre) masterplans and Radcliffe Strategic Regeneration Framework. The proposed allocation of new areas for development within the borough being considered through the Greater Manchester Spatial Framework (GMSF), for example Elton Reservoir and Northern Gateway, will also be expected to deliver strategic cycle and walking connections, to enable sustainable journeys to and from these sites.

3.2 Bury Town Centre

Bury Town Centre is an established retail centre in Greater Manchester, attracting a high, and increasing, number of visitors. There has been a growth of 12% in the number people of travelling to the town centre between 2013 and 2017[2] . We will seek to continue to build on this success to develop the town centre as a destination for retail and employment, as well as increasing the number of homes built within or close to the town centre.

However, despite the success of Bury Town Centre, there are a number of challenges arising. These include a high proportion of journeys made to the town centre by private car (45%), and a poor perception of safety at night (89% of people visiting Bury felt safety was good during the day, dropping to 35% at night[3]). Key issues for Bury Town Centre include

- Severance due to the Ring Road (Angouleme Way, Jubilee Way and Peel Way) which separates Bury Town Centre from neighbourhoods on all sides, particularly by foot or by bike. Crossings are often poor, with limited space on central islands for example; where subways are provided (e.g. under Angouleme Way) they are sometimes perceived as being unsafe.
- Poor permeability of Bury town centre for cycling, given major road barriers and a ban on cycling in pedestrian areas.

[2] GM Town Centre Cordon Counts
[3] GM Town Centre Perception Surveys

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- The poor connectivity between Bury Interchange and the Rock shopping and leisure area, with a lack of coherent walking routes (particularly when the Millgate Shopping Centre is closed).
- The River Irwell to the west which creates major severance due to limited crossing points. The single vehicular crossing at Bury Bridge is severely congested during peak periods; and
- Unreliable bus links to the town centre from surrounding neighbourhoods which lead to a large number of these relatively local journeys being made by taxi or private car.

Work is in progress on developing a masterplan for Bury Town Centre. This will complement delivery of the new Interchange (on which we are working with TfGM), support new high-density homes on brownfield sites in the Town Centre, and seek to provide better connectivity to and from the town centre to local neighbourhoods and the wider city region, alongside maximising the potential of community, visitor and heritage assets such as Bury Market and the East Lancashire Railway.

3.3 Wider-City Region & Regional Centre Access

Compared to the GM average, Bury has a high number of trips that are made across the Wider City Region (43%). These are trips over 2km to destinations that are not the regional centre, such as to the Districts town centres, to and from the district's employment sites, or to Rochdale or Bolton for example.

Across Bury there are poor alternatives to the private car for accessing some of the Borough's town centres and neighbourhoods, particularly Ramsbottom and Tottington, and for journeys to the east (Rochdale and Heywood) and west (Bolton). Alongside capacity, reliability and connectivity challenges for the public transport networks this leads to high levels of car use for wider-city region journeys with 78% of these trips made by private car, 13% bus, 4% Metrolink, and 2% cycling and walking.[4]

3.3.1 Other District Town Centres

The following table outlines transport related challenges and opportunities within Bury's wider town centres.

Centre	Challenges	Opportunities
Prestwich	A56 has been recently improved to support pedestrian movement and public realm. However, the road is heavily trafficked and still forms a barrier to sustainable journeys to the town centre. There is poor access to/from Prestwich Metrolink stop by foot,	The Council is currently developing plans to regenerate the Longfield Centre. These include potential measures to improve access to the Metrolink stop.

[4] Source: TRADS database

Centre	Challenges	Opportunities
	and the stop is not visible from around the town centre.	The imminent EATF scheme will improve the A56 south of Prestwich for cycling. It will also provide new controlled crossings of the A56.
Radcliffe	Town Centre has been in decline, and there are high levels of vacant retail property. There has been recent investment in the Market and bus station, however walking and cycling routes between the town centre core and Metrolink stop are unclear and poor quality.	A Strategic Regeneration Framework has been prepared for the town. One of the key themes of this framework is car parking and the development of a detailed Transport Strategy. The Framework seeks to deliver an integrated approach to regeneration in Radcliffe, including investment in infrastructure alongside improvement in education, skills and employment**.** The proposed infrastructure investment includes measures to improve access to the Metrolink stop.In addition the MCF T6 scheme under development will improve a route from Milltown St to Radcliffe Station.
Ramsbottom	The town centre suffers from traffic congestion at peaks and at weekends, especially around Bolton Road West. Parking for cars and coaches is insufficient given the attractiveness of the town as a visitor destination.	A Town Plan is proposed for Ramsbottom, which will build on the town's success and tourism assets (including the ELR). This will need to include a parking and transport strategy to help local businesses whilst ensuring free flowing traffic.
Whitefield	The town centre suffers from high levels of peak period congestion on the A56 Manchester Road.	There are a number of development opportunities for Whitefield, to provide

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Centre	Challenges	Opportunities
	The A56 also creates severance for pedestrians and cyclists through the working day and hinders access to Metrolink stop from the west.	some social infrastructure. This includes a review of the facilities at Uplands.

3.3.2 Greater Manchester Spatial Framework (GMSF)

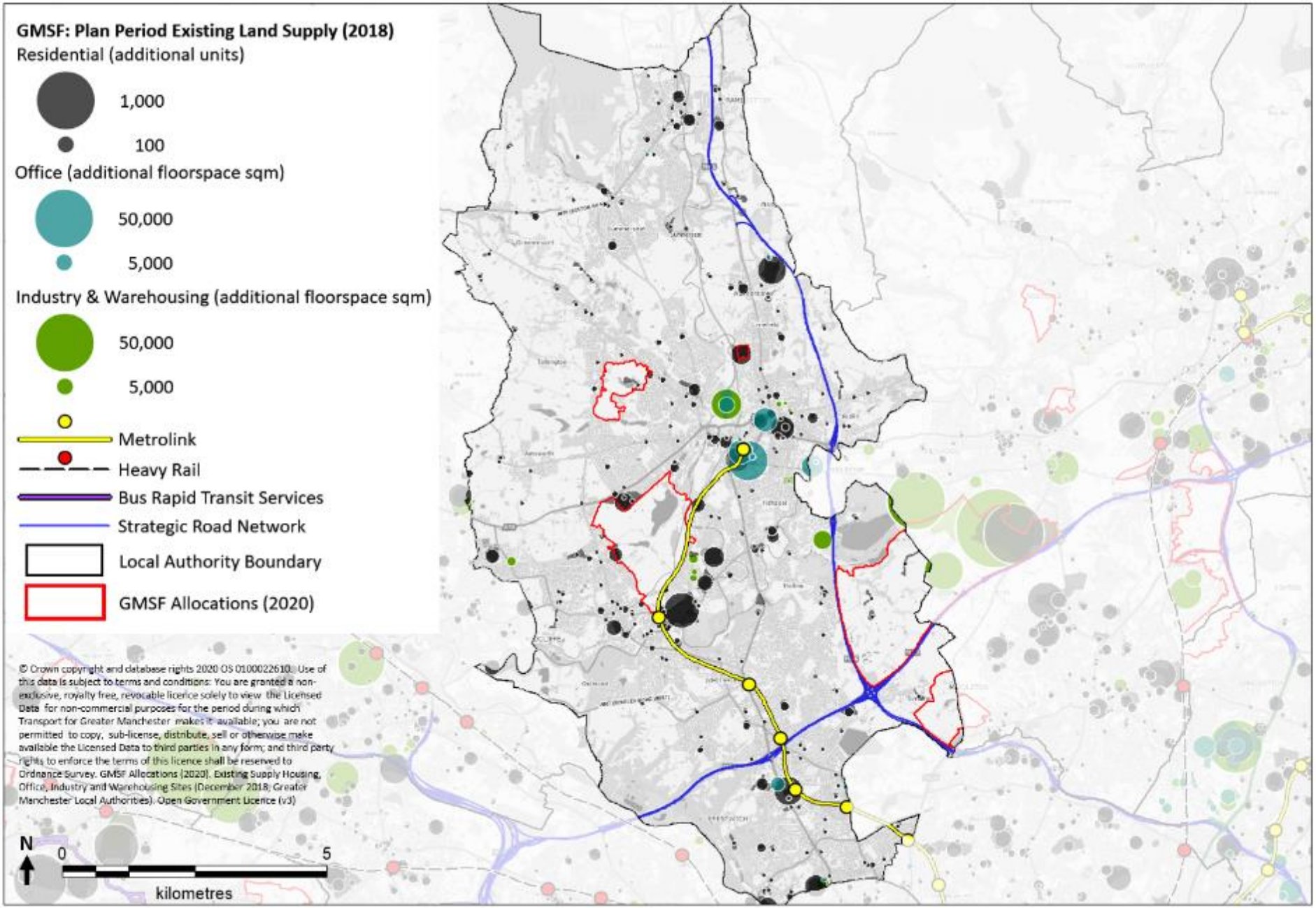
Housing, commercial and job growth have taken place in recent years in Bury, and this is expected to continue. The Bury Growth Plan and the Greater Manchester Spatial Framework (GMSF) set out Bury's plans for growth in sustainable locations by 2037.

The draft GMSF sets a target for delivery of 7,667 new homes in Bury by 2037, alongside about 500,000 sqm of industrial and warehousing floorspace, and 40,000 sqm of office floor space. This excludes the nationally significant employment site at the Northern Gateway, just over the boundary with Rochdale, which seeks to deliver 700,000sqm of employment workspace up to 2037, around 490,000sqm of which falls within Bury.

If unmitigated, this proposed level of development has the potential to bring extra vehicular traffic to Bury's roads, so new infrastructure would be needed to support this growth in a sustainable manner, maximising access by walking, cycling and bus and for people who live in or travel to or from Bury, alongside wider improvements to the road network. Map 2 sets out the existing transport network alongside GMSF land supply allocations.

An initial assessment of the interventions that may be required to support these sites has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

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Map 2: Bury Transport Network and Land Supply

3.4 Public Transport Challenges

Alongside challenges within town centres, there are number of public transport reliability, capacity and connectivity challenges in Bury.

There has been steady growth in Metrolink patronage. This has created issues with peak period overcrowding on trams and led to demand for the available park and ride spaces at stops in the Borough exceeding supply. There are also issues arising due to the age of Bury Interchange and other stops along the Bury line which are now quite dated relative to other stops on the Metrolink network. While there are high frequency bus services on the primary east-west (Bolton, Rochdale) and north-south (Regional Centre) corridors, these services can be unreliable and the network of services away from the main corridors has been significantly reduced in recent years.

The key challenges for public transport in Bury can be summarised as follows:

- Peak-period overcrowding issues on trams caused by growth in Metrolink patronage;
- The dated form and design of Bury Interchange, which was one of the first to be built in Greater Manchester and is now over 40 years old;
- The form and design of Metrolink stops in the Borough, which are largely as they were in the days of heavy rail operation and do not meet current passenger expectations of quality or accessibility;
- Poor east-west public transport connectivity, and poor connectivity with East Lancashire to the north of the Borough. Connections to Rochdale or Bolton are particularly poor and reliant on a small number of bus services which, whilst frequent on some routes, are also slow and unreliable;
- Low levels of, or no public transport connectivity to key employment sites including Pilsworth and Heywood Distribution Park/ Hareshill, and to Fairfield Hospital.
- Poor first mile/last mile links to Metrolink stops at Radcliffe, Whitefield, Prestwich and Heaton Park;
- Ticketing, integration and affordability issues, which discourage people from taking public transport; and
- Park and Ride capacity at Metrolink stops, with current facilities at Bury Interchange, Radcliffe and Whitefield operating at capacity.

A number of proposed development allocations with significant potential for housing and commercial development identified in the GMSF are also poorly connected to the wider-city region by public transport. Key allocations which will require public transport interventions include Northern Gateway, Elton Reservoir and Walshaw. Interventions needed for these sites will be identified/ through the GMSF process.

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3.5 Local Highways Challenges

Car availability is higher in Bury than Greater Manchester as a whole. 76% of households have access to a car (compared with 69% across Greater Manchester as a whole) and around a third of households have access to more than one car. This contributes to the high proportion of trips being made by private car in Bury.

Key challenges arising from this high level of car use include:

- **Congestion** – As levels of car travel has increased congestion on Bury's road network has become more prevalent. Weekend congestion associated with the success of the retail and leisure offer has become an issue in Bury town centre. Congestion has a significant effect on journey times and reliability, which are particularly costly to business and bus users, and increases air pollution. Key areas of traffic delay include the A56 and A58 corridors, around the junctions with the M66 (Heap Bridge and Pilsworth) and M60 (at Simister Island and Whitefield), and on other routes around and through the Boroughs town centres, and connecting routes to the M60 and M66 such as A56 Bury New Road/Manchester Road, A58 Rochdale Road and Hollins Brow/Croft Lane, which often suffer additional problems when there are incidents on the M60 and M66.
- **Maintenance** – Bury continues to deliver a programme of capital investment in highways maintenance, prioritising areas in accordance with highway asset management principles and best practice. However, considerable investment is needed to deliver footway maintenance address surface condition issues with the carriageways of the unclassified network and long-term structures work on the Key Route Network. Over the 6 year period of 2017/18 to 2022/23, Bury will have invested an additional £20 million pounds into improving the condition of the highway network through Tranches 1 & 2 of its Highway Investment Strategy which will see over 40 km of carriageway resurfaced, many more roads receiving preventative maintenance treatments and thousands of potholes repaired.
- **Road Safety** - Road safety challenges exist across the borough, with particular hotspots at Bury and Prestwich Centres. While planned schemes such as those being delivered through the Bee Network will deliver improvements at some locations, further funding will be needed to resolve local safety issues across the borough.
- Freight – Bury has a number of areas which generate significant freight traffic, such as Pilsworth, and is impacted by major commercial development beyond its boundary including the Heywood Distribution Park. Nearly all freight in Bury is carried by road. This increases the economic impact of congestion, but also results in more vehicles on our roads, carbon emissions, poor air quality, noise pollution and conflict with vulnerable road users.
- **Borough Cycle Network** - Although some high quality cycle facilities have been delivered or are planned in the future, the facilities on our current cycle network are not to a consistently high standard and the network does not yet provide the required connectivity, limiting new journeys to be made by

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bike between neighbourhoods and the Wider City Region. Focus for the next 5 years will be unlocking this network.

- **Electric Vehicle Charging** – There are currently public access EV charging points in various locations across the borough, with the majority of these located around our town centres. Due to the large number of streets across the borough without off-street parking, a significant increase in public access charging points will be required to support the uptake in electric vehicles needed to meet local and GM carbon and clean air targets.

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4 Bury 5-Year LIP Outcomes

The following outlines Bury Borough's 5-Year outcomes and priorities for investment to achieve these. Map 3 below shows proposed Bee Network schemes within Bury for the next 5-year period, and Map 4 shows local investment priorities to meet these outcomes.

Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by Active Travel (by foot and by bike) across the Borough of Bury

In the next 5 years this means delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in, and support people to make local trips on foot or by bike rather than by private car, though delivery of a first class walking and cycling network (the "Bee Network").

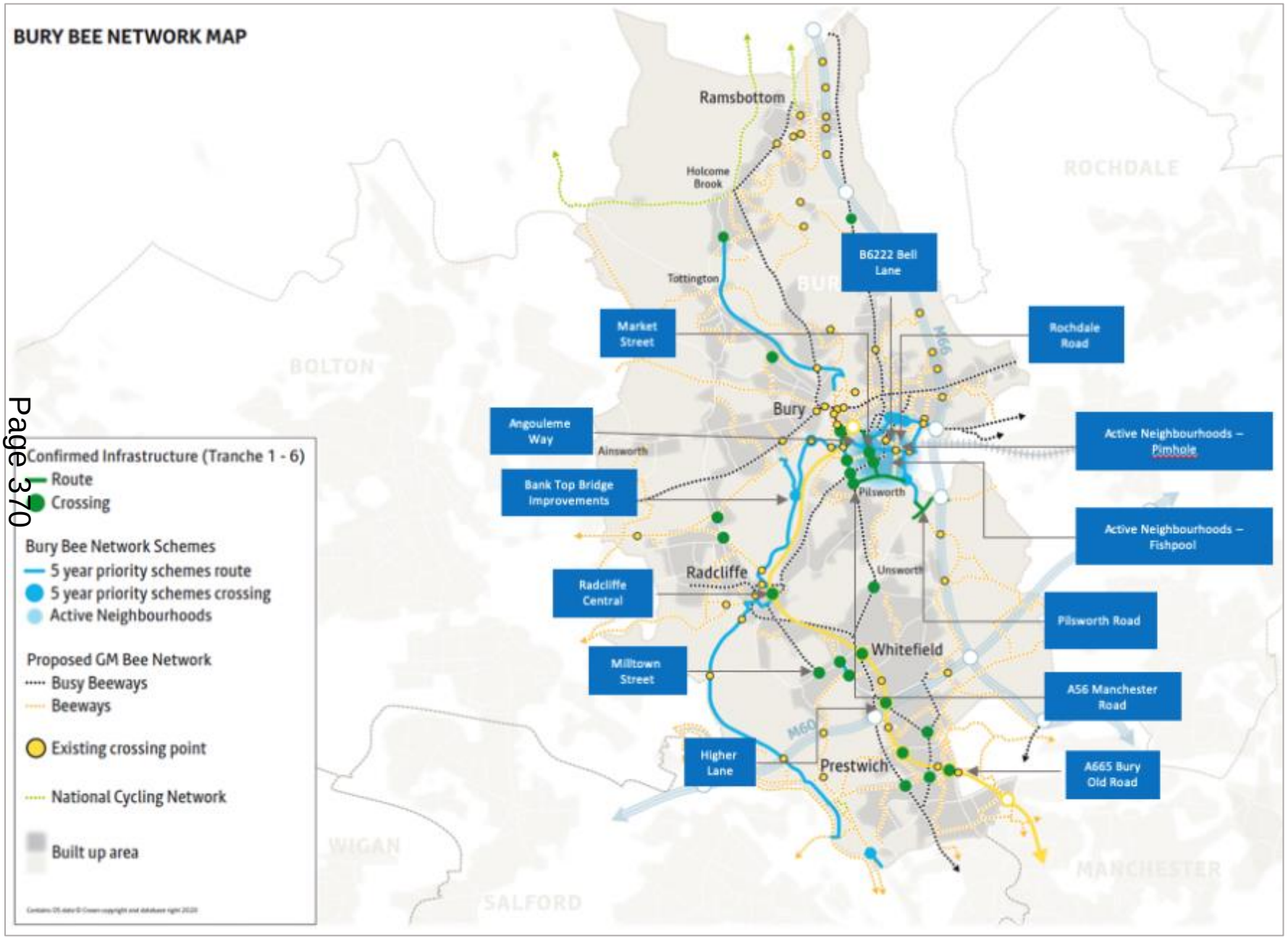
The Emergency Active Travel Fund (EATF) launched by Government in May 2020 has enabled us to move forward with the implementation of a number of interventions to support active travel (see Section 2.1 above for further information on EATF). Tranche 1 of the EATF has provided funding for measures in Bury. Bids included in Tranche 2 include proposals for the Fishpool and Pimhole Active Neighbourhoods as referenced below.

Priorities for investment over the next 5-years:

Investment Priority	Description
Fishpool Active Neighbourhood	Scheme to make it easier, safer and more pleasant for people to travel by bike or on foot in and around the Fishpool area of Bury, through the introduction of measures such as new/upgraded crossings, new cycle parking, protected cycle infrastructure and modal filters. Proposals for interventions at Pimhole and Fishpool were submitted for MCF funding as they are considered to be good target areas for encouraging walking and cycling, being close to Bury Town Centre.
Metrolink Walking and Cycling Accessibility	Development of Local walking/cycling investment plans to better connect local neighbourhoods to Bury Interchange and with the Metrolink stops in Radcliffe, Whitefield, Besses, Prestwich and Heaton Park ("first mile-last mile").
School Streets	School streets programme across the borough, including roll-out of further 20 mph zones.
Bury Metrolink cycle parking	Sheffield stands with lighting and CCTV in highly visible and accessible locations along the Bury Metrolink Line. This will make it easier for people to complete part of their journey by bike before they join the Metrolink network.

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Investment Priority	Description
Crossings and junctions in Bury	New and upgraded junctions across the borough (Jubilee Way/Manchester Road, Kersal Vale Road), making it easier and safer for people on foot or on a bike to cross busy roads.
Pimhole Cycling & Walking Scheme	To develop a network of walking and cycling routes between Pimhole, Bury town centre and the Pilsworth Industrial Estate, including new/upgraded crossing points, 20mph zones, traffic calming and filtered neighbourhood features. Proposals for interventions at Pimhole and Fishpool were submitted for MCF funding as they are considered to be good target areas for encouraging walking and cycling, being close to Bury Town Centre
Rectory Lane link	The scheme provides links from residential and employment areas to south of the River Irwell into Radcliffe town centre and Metrolink stop, incorporating a new bridge over the Irwell and linking with other recent projects.
Bury-Radcliffe link	This scheme will complete a pleasant, direct route from Bury to Radcliffe via the canal towpath, providing a new 3.5m-wide bridge over the River Irwell and restoring Bank Top bridge over the canal. A shared path for pedestrians and cyclists will provide direct, convenient access to both town centres and local schools.
Radcliffe Central	New crossings and walking infrastructure within the Bell Lane area.
New Development	Development led and funded measures, to deliver high quality cycle and walking infrastructure within new development. To include layout design, strategic links, changes to the local highway network and complementary measures, such as cycle parking and behaviour change activities make it more convenient and attractive to walk and cycle than drive. To be reflected in the GMSF, and Local Plan policies.
District Wayfinding	Wayfinding for local journeys across the Borough as part of the Bee Network way finding programme.
Neighbourhood Street Maintenance	Footways and carriageways will continue to receive resurfacing, patching, pothole repairs and surface treatments as a consequence of programmes of planned, preventative and reactive maintenance
Behaviour Change Activities	Deliver behaviour change to support the Bee Network, active neighbourhoods, and new development. To include cycle training to primary school children.



Map 3: 5-Year Bee Network proposals

Outcome 2: Enhanced connections to/from and within the centres of Bury, Prestwich, Radcliffe, Ramsbottom, Tottington and Whitefield by foot, bike, and public transport

In the next 5 years this means creating streets for all in the Borough's town centres, through improvements to the Public Realm and the design of our streets, including the allocation of space, which focus more on the needs of people rather than vehicles. Further details of this "Streets for All" initiative can be found in the 2040 Delivery Plan.

Access to these centres will also be improved by bus, walking and cycling. For bus this means focusing on improving the reliability, comfort and attractiveness of bus journeys, including those on the key corridors of the A56 and A58,

Proposals to enhance sustainable travel that emerge from the Bury Town Centre Masterplan and Bury Interchange development will support this outcome. Bury Council are working with TfGM on the design and business case for the new Interchange at Bury, the Metrolink Additional Capacity Programme (additional trams and power infrastructure), expansion of park and ride at Radcliffe and Whitefield, and Metrolink stop improvements, and have contributed to the TfGM Bus Opportunities Study which considered bus connections to/from Northern Gateway. This work is reflected in the GMTS2040 Delivery Plan 2020-2025 which also includes, for example, development and delivery of Quality Bus Transit corridors to Bolton and Rochdale, direct links from Northern Gateway to Bury and Oldham town centres, and further development of a Northern Gateway Bus Rapid Transit service, linking the Regional Centre with Heywood and Norden/Bamford.

Priorities for investment over the next 5-years:

Investment Priority	Description
A56/ A58 Ring Road Crossings	Improvement of pedestrian and cycle crossings of the A56/ A58 Ring Road, around Bury Town Centres to connect surrounding neighbourhoods.
Angouleme Way Streets for All	Development and delivery of Streets for All proposals for Angouleme Way, including potential reallocation of space for cycling and walking, new crossings for pedestrians and cycles from the south of Bury Town Centre, and junction improvements for bus and general traffic.
Prestwich Longfield Centre Regeneration	Development and delivery of regeneration plans for Prestwich, applying principles of Streets for All.
Radcliffe Strategic Regeneration Framework	Development and delivery of Radcliffe Strategic Regeneration Framework, including measures to improve public realm, accessibility by foot, bike and public transport within Radcliffe Town Centre (see section 3.3.1 for further information).

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Investment Priority	Description
Town Centre Bus Connectivity	Enhancement of bus links to town centres from surrounding local neighbourhoods, for example expansion of Local Links service to wider communities.
Development of Bus Priority Measures	Develop and deliver opportunities to deliver bus priority across the borough, including delivery of Quality Bus Transit corridors to Bolton and Rochdale, as well as Bus Corridor Upgrades to Manchester City Centre.
Enhanced Bus Connectivity to neighbourhoods and town centres	Improved bus connections to key destinations in the borough outside Bury TC (especially the other five town centres, key employment zones, and Fairfield Hospital).
Structures Maintenance	Continued investment in structures using the Bridges Asset Management system and inspections, including Angouleme Way and Peel Way, to ensure resilience and maintain safety for all users.

Outcome 3: Create clean, green streets, and relieve local communities from the impacts of congestion

In the next 5 years, this means reducing the environmental, economic, and health impacts of roads and motor traffic in the Borough. To achieve this, we will deliver interventions that accelerate the uptake of low emission vehicles, enable an increase in sustainable journeys, reduce motor traffic on neighbourhood and town centre streets, and tackle congestion hotspots that delay bus services and goods deliveries, and create air pollution.

Strategic interventions to deliver this outcome within the GMTS2040 Delivery Plan 2020-2025 include delivery of measures at M66 Junction 2 to relieve congestion and reduce its impact on bus journey times, and further development of the Elton Link Road, which would support growth at the Elton Reservoir GMSF allocation. Local priorities for investment over the next 5-years include:

Investment Priority	Description
Delivery of Clean Air Plan Measures	Measures to reduce emission of pollutants in areas that are expected to exceed, or are at risk of exceeding air quality limits, for example the A58 and clean air zone.
LED Streetlight Replacement Programme	Replacement of existing streetlights with more efficient LED units which will contribute to reducing the council's carbon footprint.
Delivery of Electric Charging Network	Increasing the number of electric-vehicle charging points across the Borough, and particularly in Bury Town Centre.

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Investment Priority	Description
Pinch Point Removal	Improvements to the road network to address key hotspots and improve network reliability including a scheme to improve the operation of the Wash Lane and A58 junction, and development of options for improvements at M66 Junctions 2 and 3.
Bury Bridge Multi-modal Improvements	Explore opportunities to make operational improvements at Bury Bridge which will contribute to improving air quality; including congestion relief, measures to improve bus journey times, and enhancement of bus facilities.
eHubs	Delivery of eHub trials which provide access for residents and businesses to electric car club vehicles, publicly accessible EV charging points, and electric cargo bike /e-scooter facilities. Potential sites include Ramsbottom, Bury Town Centre, Fairfield Hospital, and Prestwich.
Signal and Traffic Management Technology	Working with TfGM to explore approaches to improve the efficiency at junctions for all users, including incident/ accident reporting, retiming of signals to match demand, video activated pedestrian and cycle signals.
Hollins Brow/Hollins Lane Junction Improvement	Signalisation of the junction to support local growth through GMSF.

Outcome 4: Improve access to Rapid Transit for residents, workers and visitors

In the next 5 years this means delivering improvements to the accessibility and capacity of Metrolink, supporting more residents, workers and visitors to travel to and from the Borough by sustainable modes and enabling new public transport focussed developments to be created where appropriate around our existing and proposed infrastructure.

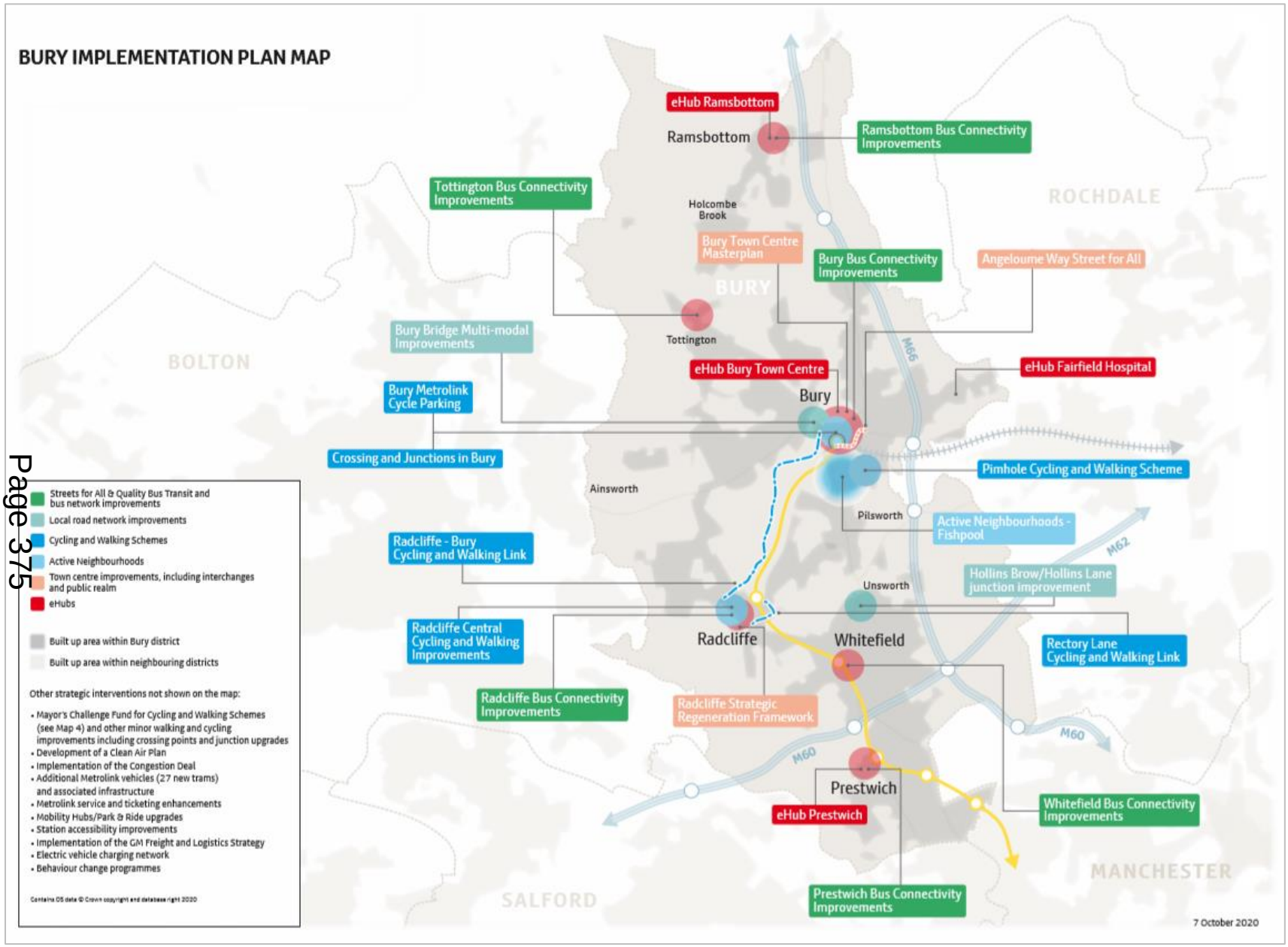
Strategic interventions to deliver this outcome included within the GMTS2040 Delivery Plan 2020-2025 include delivery of a new interchange in Bury town centre, increased capacity on Metrolink services and increased park and ride capacity at Metrolink stops; and development of proposals for Northern Gateway Bus Rapid Transit, linking the GMSF Northern Gateway site; tram-train connection to Heywood and Rochdale, and a Metrolink connection to Bolton.

Local priorities for investment over the next 5-years include:

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Investment Priority	Description
Cycling and Walking links to Metrolink	Improving walking, cycling and public transport links to all Metrolink stops from surrounding neighbourhoods.
Metrolink Mobility Hubs/ eHubs	Mobility hubs at key Bury Metrolink stops, focusing on shared mobility interventions (bike, car club, cargo bike), provision of information on journeys, improvements to interchanges and EV charging facilities.
Prestwich Metrolink Stop Access and Wayfinding	Improvements in access to Prestwich Metrolink station, delivered alongside Longfield Centre regeneration, including wayfinding and legibility from the town centre.

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Map 4: Bury Implementation Plan Schemes

5 Indicators

Bury Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Manchester Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction to Implementation Plan

This Implementation Plan sets out how we will work towards our priorities including economic growth, improving the environment and social inclusion by building on Manchester's planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025). It complements the GM-level transport interventions in the 5-year Delivery Plan by focusing particularly on more local neighbourhood and district centre priorities to be prioritised for delivery in the period to 2025. Map 1 below shows interventions proposed within Manchester in the 5-year Delivery Plan.

The transport interventions and initiatives set out in this Delivery Plan should be seen as more than just measures to make it easier to move around the city. By enabling walking and cycling to become the most convenient positive choice for shorter trips, we hope to improve our air quality, make our district centres and neighbourhoods more attractive, prosperous places and make Manchester a more pleasant, greener, people-friendly place to live.

The neighbourhoods of the most successful cities of the 2020s and beyond will be focused not on the private car but on walkable, breathable streets, green spaces and sufficient footfall and population to support a diverse range of shops, culture and other aspects of daily life. This Delivery Plan aims to set the context for investment priorities to achieve these goals.

1.1. Our Manchester Strategy

Manchester City Council sets out its overall priorities and objectives, and how they will be achieved, in the Our Manchester Strategy (2016). This strategy provides a framework for actions not just by the City Council but by partners working across Manchester in collaboration. The Our Manchester Strategy organises its objectives and outcomes into the following topics:

- A thriving and sustainable city
- A highly skilled city
- A progressive and equitable city
- A liveable and low carbon city
- A connected city

The interventions set out in the Greater Manchester Transport Strategy 2040, its 5-year delivery plan (2020-2025) and this Local Implementation Plan will all be key to achieving these cross-cutting aims, by fostering economic growth through increased connectivity, moving towards zero carbon by 2038 and creating a more liveable and sustainable city.

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To achieve these ambitions, we have set four key transport-related outcomes which we would wish to see achieved by 2025. These are:

- Outcome 1 - Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike across the city
- Outcome 2: Enhancing sustainable travel to and from district centres and improving Manchester's streets and public realm
- Outcome 3: Manchester is Clean and Green and will support innovation
- Outcome 4: Improved access to bus services across Manchester

This document sets out some of the steps Manchester City Council will seek to take with partners to make good progress towards these outcomes in the next 5 years. The steps are ambitious and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require us to prioritise measures and to continue working with the GMCA and TfGM to secure the required funding from Government to develop and deliver these schemes.

1.1. Covid-19 Recovery

The Council is at the early stages of a reset of the Our Manchester Strategy, in the context of the time elapsed since it was published, progress to date, and responding to the changing economic and social circumstances of the COVID-19 crisis and its aftermath.

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2. Manchester Strategic Transport Issues / Challenges

Achieving the 2040 Right Mix

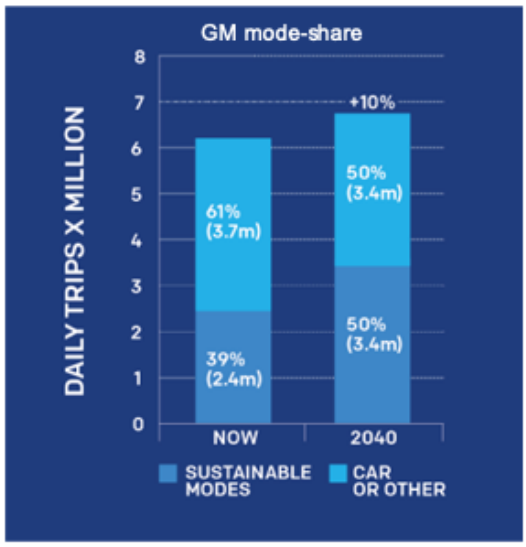
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester being made by sustainable modes by 2040.

39% of all journeys starting in Manchester are made by car or van, and 57% by sustainable modes (43% active travel and 15% by public transport).



36% of journeys that start in Manchester are neighbourhood trips that are under 2km and could be walked in just over 20 minutes.

60% of these neighbourhood journeys are walked, 18% are made by private car or van.



Supporting Economic Growth

<u>New Homes and Jobs</u>

The City Council's Strategic Regeneration Frameworks set out a vision to see an increase of jobs from 140,000 to 250,000 by 2040, with 100,000 residents in the City Centre.

Plans could see could see 12,500 of the current supply of 30,000 off-street car parking spaces repurposed.



In North Manchester, Manchester's Northern Gateway has the capacity to deliver up to 15,000 new homes over the next 15-20 years, and the redevelopment of North Manchester General Hospital will aim to deliver new housing and medical and bioscience employment space.

The City Council are supporting wider transformation and residential development at Grove Village, Brunswick and West Gorton.



Protecting our Environment

Carbon

The City Council has declared a climate emergency and is committed to work towards ensuring the city is carbon neutral by 2038.



Improving Quality of Life

Health

66% of adults in Manchester are physically active, less than the UK average of 67.2% of adults.

41% of Manchester's year six children are recorded overweight, higher than UK average. 60% of adults are recorded overweight.



Manchester residents have a lower life expectancy than the UK average, particularly amongst females. Residents also have a higher than average mortality rate from cardiovascular disease.



Air Quality

There are a significant number of areas across the Greater Manchester highways network where NOx emissions are forecast to exceed legal limits by 2021, 10 of which are in Manchester.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

44.5% of all households in Manchester have no car/van, considerably higher than the England-wide proportion (25.8%), and GM average 31%.



Road Safety

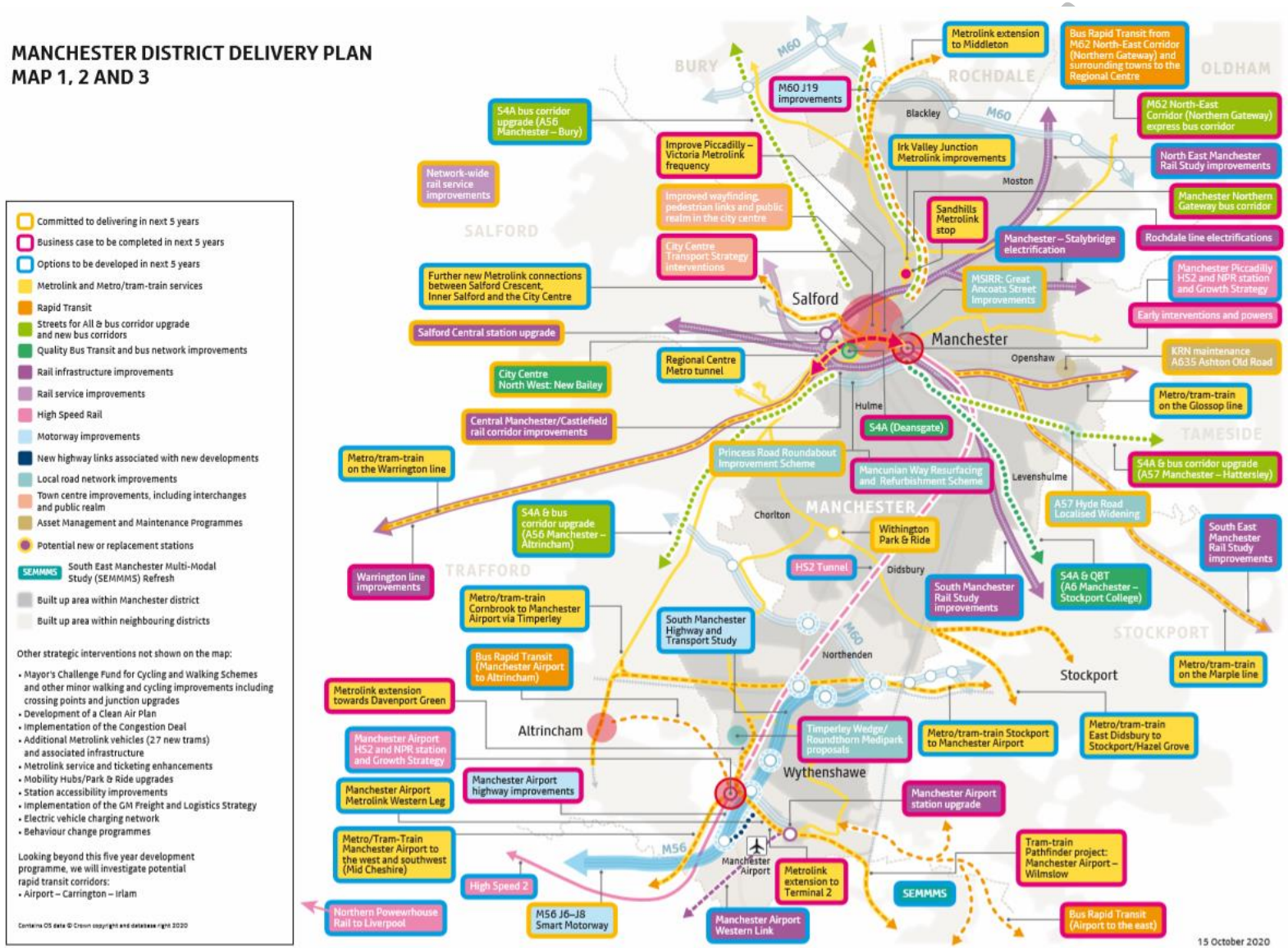
There were 173 road collision that resulted in 188 people being killed or seriously injured in Manchester in 2019 (a 37% decrease on 2005-2009 baseline of 222).

58 of the people killed or seriously injured were walking, 18 cycling, 10 riding a motor bike, and 48 driving a car.



2.1. Manchester's Delivery Plan Schemes 2020 – 2025

Map 1 below sets out schemes committed for delivery, business case development or option development in the GMTS2040 Delivery Plan.



2.2. Achieving 2040 Right Mix

The Right-Mix aim is for 50% of trips to be made by sustainable modes across GM. This will require zero net growth in motor vehicle traffic between 2017 and 2040, and non-car mode share to increase from 39% of all trips in 2017 to 50% of trips in 2040.

Currently 39% of all trips that start in Manchester are made by car or van, 15% by public transport and 43% by active travel, which is more than the GM average) (source: TRADS database). A reduction in the number of trips made by private vehicle is needed to meet Right Mix Targets and ensure health and air quality benefits for people who live in Manchester. Manchester is performing well against the Right Mix targets, but for GM as a whole to achieve the Right Mix vision, the city will need to take advantage of its geography at the centre of the city-region and reach a figure significantly in excess of 50% of all trips being made by sustainable modes.

Of commute trips starting in Manchester, 42% are made by car or van, 24% are made by public transport, 20% are made by walking and 11% by cycling (source: TRADS database).

2.3. Zero Carbon

In November 2018, the Council agreed to the establishment of science-based carbon-reduction targets for Manchester. This requires the city to become zero-carbon by 2038. The targets are based on work undertaken by the Tyndall Centre for Climate Change Research, which established a carbon budget of 15million tonnes of carbon dioxide (CO_2) for the city up to 2100. The Climate Change Framework 2020-25 was adopted by the Council in March 2020.

Manchester is working to reduce the carbon impact of transport, including supporting measures to increase sustainable journeys, increase public transport capacity and coordinate strategic interventions in the city centre.

Ground transport accounts for 32% of Manchester's direct CO2 emissions, therefore decarbonising the way we travel is an essential component of meeting the city's zero carbon goal. Staying within the city's carbon budget in order to reach zero carbon by 2038 will necessitate a 50% reduction in direct emissions between 2020 and 2025.

The headline ground transport actions set out in the Climate Change Framework are to increase walking and cycling, increase public transport use and to use electric vehicles where private car travel is necessary.

The City Council is working with TfGM and GM districts to deliver the GM Clean Air Plan, and will be delivering electric vehicle charging with 30 new charging points funded through the Clean Air Plan, located in the city centre and around the city.

The GMEV network has predominantly focused on public car parks and destination locations although it does include a small number of on-street locations such as Chorlton. The Council is working with TfGM to develop plans to expand the network further to support a range of vehicles, including taxis.

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Further EV charging infrastructure will not be funded through Clean Air Plan funds, but government has committed to working with TfGM and GM districts to access funding from the Office of Low Emission Vehicles (OLEV) streams.

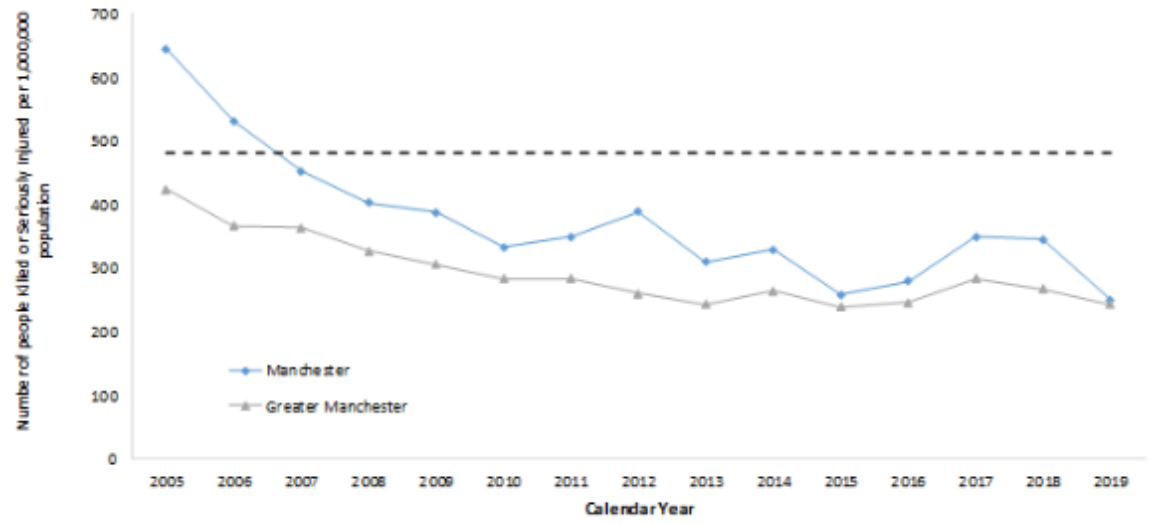
2.4. Road Safety

There were 122 road collisions that resulted in 137 people being killed or seriously injured in Manchester in 2019 (37% decrease on 2005-2009 baseline) (source: GMTU reports);

The Council works in close partnership with TfGM and Greater Manchester Police to improve the safety of our highway network, including investment in infrastructure to reduce accidents, and targeted enforcement operations to prevent dangerous driving.

Existing data shows a 60% decrease in the rate of people being killed or seriously injured on our roads between 2005 and 2015. However, between 2015 and 2018 there was a marked increase of 34%, with a rate of 345 per one million population killed or seriously injured in 2018, but this has seen a significant reduction to 250 in 2019.

Interventions to improve road safety will be a priority for investment as set out in Outcome 5 below.



2.5. Air Quality

Clean Air Plan – Greater Manchester is a single Air Quality Management Area where concentrations of nitrogen dioxide are forecast to exceed legal limit values beyond 2020 (locations) (GM Clean Air Plan Mapping);

The Council is working with the other nine GM districts and TfGM to deliver a Clean Air Plan with a charging zone for non-compliant commercial vehicles to be

implemented from 2022, with the aim of bringing nitrogen dioxide levels to within legal limits in the quickest possible timescale.

2.6. Supporting Economic Growth with Strategic Infrastructure

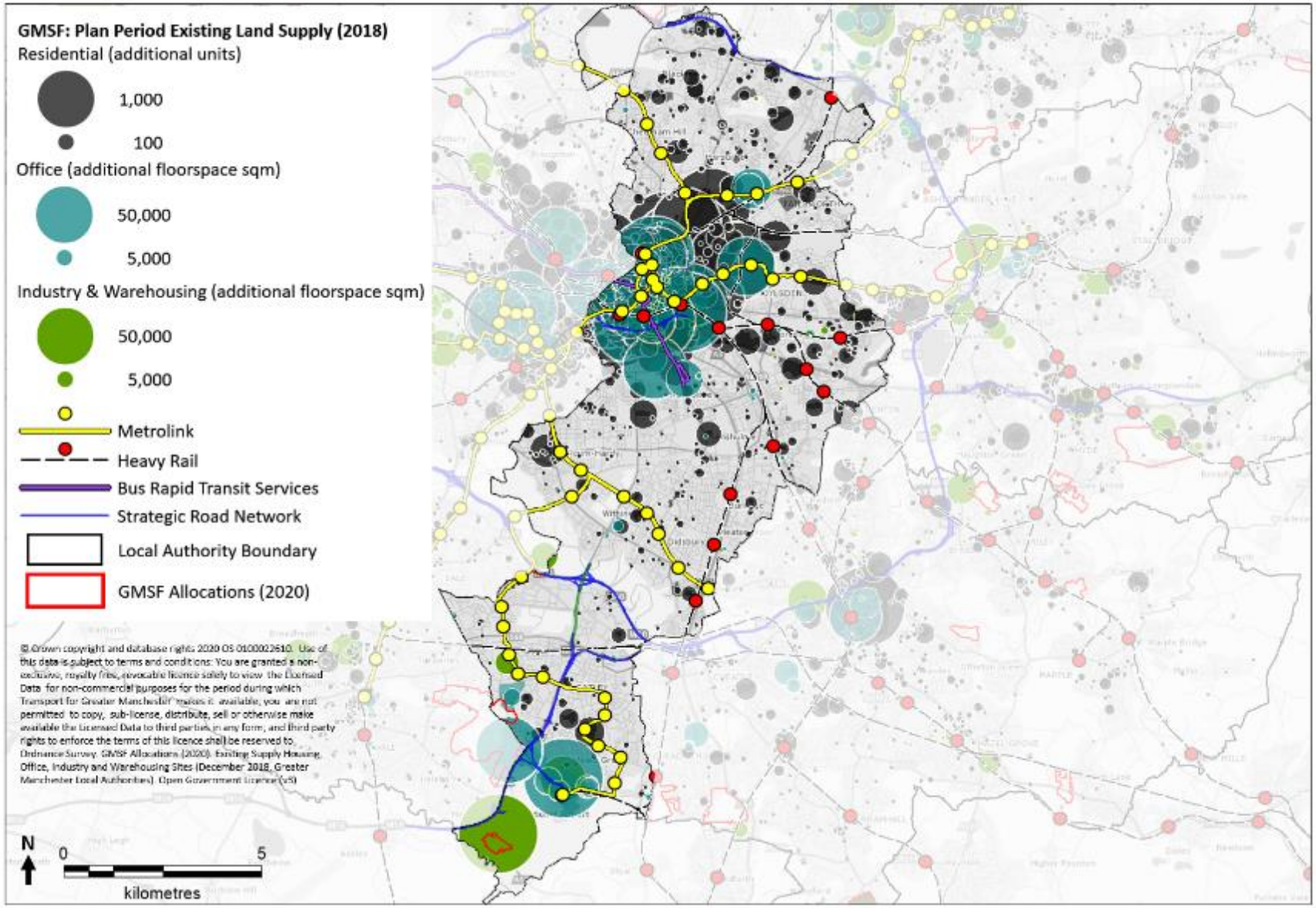
The city of Manchester lies at the heart of a major European city region of almost three million people. It is home to a fast-growing residential population and the largest student campus in Europe. It is the most important commercial, retail and entertainment location in England outside of London, and is the main engine for the region's economy.

Planning for the future of the city requires us to balance a number of, sometimes competing, demands, accounting for additional pressure on transport systems and city streets with limited space for growth.

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2.7. Manchester's Existing Transport Network and Spatial Allocations –

Map 2 below sets out the current land supply and transport network within Manchester.



3. Manchester Spatial Portrait Themes and Opportunities

Spatially, the Council seeks a rebalancing within the city, with the focus of development of and investment in infrastructure, homes and jobs on the north and eastern sides of Manchester, in order to reduce the inequalities in prosperity and quality of life that exist.

Increasing capacity on public transport and for active travel will be vital in delivering a zero carbon city and achieving the Right Mix vision. Ensuring all of Manchester's residents are able to access job and leisure opportunities across the city is a critical objective, including the Airport, Wythenshawe, Regional Centre and other clusters of activity.

One of the key transport priorities for Manchester is to improve the capacity of national rail through the city centre, in order to improve services and increase connectivity across the North of England and beyond. An Integrated Rail Plan is needed, to combine the benefits of Castlefield Corridor capacity improvements at Piccadilly and Oxford Road stations, HS2 Phase 2b completing high speed rail connection between London, Manchester and the airport, and Northern Powerhouse Rail (NPR) connecting Manchester and the airport with other major cities across the north.

The redevelopment of Piccadilly station and the surrounding area to deliver HS2 and NPR is supported by a Strategic Regeneration Framework. It is essential that full advantage is taken of this opportunity to maximise growth benefits for the Piccadilly area, wider city and UK as a whole. The City Council has been and will continue to work with partners through Transport for the North (TfN) and make the case to central government for investment to deliver these strategic priorities.

The strategic interventions that the Council wishes to deliver with TfGM in Metrolink, Rapid Transit and Local Bus are set out in the 2040 Transport Strategy and the associated Delivery Plan (2020-25).

The Council has eight 'Bee Network' cycling schemes with funding approval through the Mayor's Challenge Fund, all of which the Council has committed to starting on site by the end of 2020. Two further schemes have been proposed by neighbouring authorities in partnership with the Council, which would involve infrastructure on the city's roads.

3.1. Neighbourhood level

Only 36% of trips made in Manchester that start in the District are at the neighbourhood level compared to 44% across GM. Whilst this is below the GM average it is still significant. Neighbourhood trips are under 2km. The majority of these trips are made by walking (60%) but 18% are made by private car – a large number of these short car trips could be walked or cycled (source: TRADS database).

Manchester's Bee Network proposals will examine the potential for quieter streets to provide connections from residential neighbourhoods to district centres through

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interventions such as modal filters and improved crossing points to enable shorter neighbourhood-level journeys for local shopping, school travel and leisure. New developments and planned changes to road corridors will follow ‘Streets for All’ design principles creating streets for people not just traffic.

The key challenges for Manchester at a neighbourhoods level include

- Increasing active travel for short trips,
- Regeneration of north and east Manchester,
- Bus reform bringing improved bus services to those areas not served by Rapid Transit, particularly for orbital routes,
- Improving walking and cycling infrastructure at neighbourhood level for shopping, education and leisure

There are significant opportunities to achieve the Right Mix goals at neighbourhood trip level, from further bids to the Mayor’s Challenge Fund to enable active travel for shorter trips to schools and colleges, local shopping and leisure.

3.2. City Centre level

The city centre of Manchester and Salford lies at the heart of a major European city region of almost three million people. It is the most important commercial, retail and entertainment location in England outside London and is the main engine for the region’s economy. The City Centre is unique in Greater Manchester in its role not just for Manchester but for the GM districts, and further afield.

The City Councils of Manchester and Salford, with TfGM are producing a City Centre Transport Strategy, to set out the strategic direction of policy and intervention in the city centre. Full details of committed measures and future objectives are set out in the draft City Centre Transport Strategy 2040 (include web link when live)

In order to guide the development of a number of key sites and areas of opportunity in the City Centre, the Council has produced Strategic Regeneration Frameworks. Overall, it is estimated that the city centre will see an increase of jobs from 140,000 to 250,000 by 2040, with 100,000 residents, an increase from the current 67,000. Redevelopment plans on key sites set out in SRFs could see 12,500 of the current supply of 30,000 off-street car parking spaces repurposed.

The key challenges for Manchester at city centre level are:

- Economic recovery for city centre as engine of regional economy,
- Capacity of rail through Castlefield Corridor,
- Making the most of HS2/NPR/Piccadilly redevelopment,
- Improving Rapid Transit and Local Bus to City Centre,
- Improving the liveability of city centre with more space for walking and cycling in order to meet the zero carbon goal

3.3. North Manchester

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Northern Gateway: Manchester's Northern Gateway comprises a 155 Hectare land area made up of the adjacent neighbourhoods of New Cross, the Lower Irk Valley and Collyhurst. It is the largest and most ambitious residential led development opportunity that the city has taken forward in recent years and has the capacity to deliver up to 15,000 new homes over the next 15-20 years. This equates to 28% of the entire City of Manchester target as set by the draft Greater Manchester Spatial Framework (GMSF), within an expanse of existing brownfield land that is close to the conurbation core. A new Metrolink station at Sandhills is being considered in order to serve the new neighbourhoods.

The northern part of the city extends from the city centre to the city's northern boundary. The key transport challenges in the area include:

- Lack of quality in the design of the built form and the public realm – new strategic development in the Northern Gateway SRF area offers an opportunity to remedy this
- Access to job opportunities restricted by both lack of integrated public transport and road congestion,
- Some wards with above average car ownership (65% in Moston) and some with low low levels (42% in Harpurhey, 44% in Miles Platting and Newton Heath),
- Most residents in Manchester live within walking distance of a district centre, but residents in Higher Blackley and Charlestown wards live on average at least 1.5km away, meaning accessing local shops and services without a car may be more difficult.

Significant areas within the northern part of the city were severely affected by economic recessions up to the early 2000s. These led to a heavy decline in manufacturing industries and loss of employment that resulted in depopulation and a lower demand for housing. Investment has been made in district centres, Metrolink and bus infrastructure, but the northern area remains behind the rest of the city in terms of deprivation. The redevelopment of North Manchester General Hospital, to include new housing and medical / bioscience employment space is a strategic priority for rebalancing the local economy.

3.4. Central Manchester outside the city centre

The central part of the city extends out eastwards and to the south of the city centre. The key transport challenges in the area include

- Managing the impacts from the expansion of the city centre,
- Congestion along key arterial routes into the city centre.

Parts of the Central area are undergoing major physical transformation and residential development, including the Grove Village PFI, Brunswick PFI and the West Gorton regeneration masterplan. Increasing numbers of students are also choosing to live in the area, attracted by the proximity to the university campuses (particularly the new Birley Fields campus located within the ward) and the lifestyle

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offer of the city centre. The area contains five district centres in Hulme, Gorton North, Levenshulme, Longsight, and Rusholme.

3.5. South Manchester

The southern part of the city consists of neighbourhoods covering Chorlton, Whalley Range, West Didsbury, Didsbury Village, East Didsbury, Levenshulme, and the eastern part of Withington (around Withington district centre). These are characterised as high-quality neighbourhoods. Further south across the Mersey valley are Northenden, Wythenshawe, and Manchester Airport. The key transport challenges in the area include:

- Providing better links by active travel and bus from east to west across the area and the southern-most areas of central Manchester, between district centres, i.e. Longsight and Levenshulme to Chorlton, Withington and Didsbury, and opportunities for leisure, employment and training.
- Managing congestion and allocation of road-space between different modes on key corridors, including Oxford Road/Wilmslow Road, A34 Upper Brook Street/Anson Road/Birchfields Road/Kingsway, A5103 Princess Road.

The area has some of the most popular and sought-after residential properties and neighbourhoods in the city. There are also a number of key employment locations, such as the internationally significant Christie NHS Foundation Trust, Siemens UK, University Hospital South Manchester, and Manchester Airport. In addition, the area is the home of Manchester Airport City Enterprise Zone, which is one of the largest investment and employment opportunities in the North of England. It provides a unique environment in which to attract global business, entrepreneurs and a highly skilled workforce, creating new employment opportunities and stimulating economic growth – locally, regionally and nationally.

4. Outcomes

Outcome 1 - Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike across the city

In the next five years this means delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in, and support people to make local trips by foot or by bike rather than by private car.

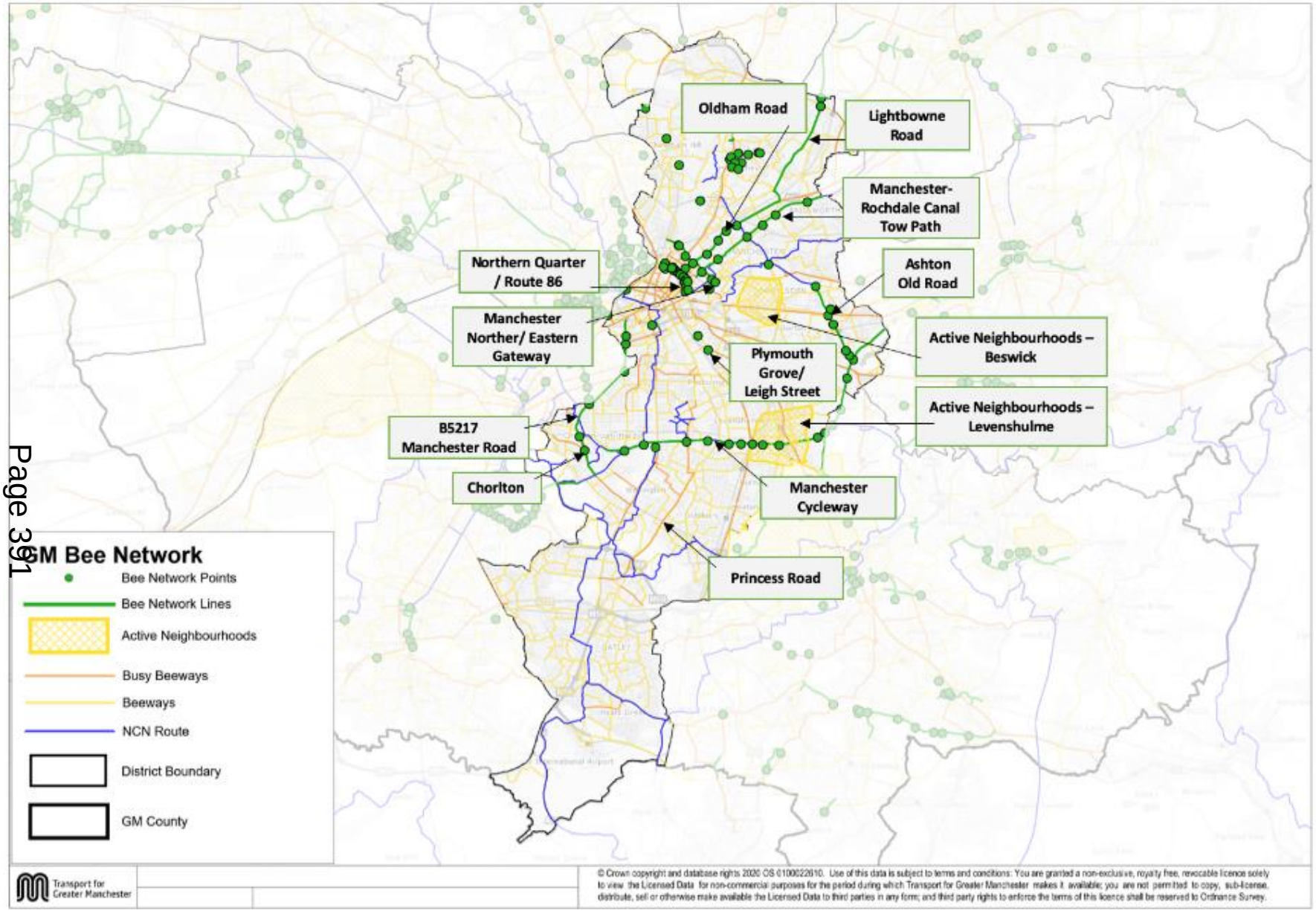
In addition to committed schemes, the following are priorities for investment:

Investment Priority	Description
City Centre Triangle	Safe cycling route between major railway stations in the city centre – Piccadilly to Victoria; Victoria to Oxford Road and Oxford Road to Piccadilly using the Northern Quarter, Deansgate and Whitworth Street.

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Wythenshawe Walking and Cycling Improvements	Safe cycling route between Wythenshawe District Centre and the Regional Centre via safe segregated cycle lanes to connect with upgraded existing cycle routes to link with the Bridgewater Canal off-road route to the Regional Centre.
City Centre Wheel	Series of segregated cycle routes on radial routes (to be selected) between the city centre and the Manchester/Salford Intermediate Relief Route.
North Manchester Connectivity	Joint Bee Network scheme with Oldham and Rochdale Councils to connect the city centre with Moston and Mills Hill Station.
North Manchester schools routes	Routes to be confirmed – measures to enable safe walking and cycling access to primary and secondary schools in north Manchester.
Other schools routes	Other safe routes to primary and secondary schools.
Local connections… (District Centres)	Measures to improve safe walking and cycling access to and between District Centres.
GM Bike Hire Scheme	Support the Greater Manchester-wide bike hire scheme as a positive opportunity for people to avoid the use of cars for short trips and to facilitate active travel. Phase 1 will include locations in the city centre, Chorlton, Moss Side, Rusholme, Fallowfield and Beswick.

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Map 3: Bee Network in Manchester

Outcome 2: Enhancing sustainable travel to and from district centres and improving Manchester's streets and public realm.

In the next five years this means Manchester's streets will be safer and more pleasant to walk around. The Council will work to implement the measures set out in the City Centre Transport Strategy and the recommendations of the District Centres Subgroup Report which was approved by the Economy Scrutiny Committee in March 2020.

This report and the associated research by the Institute of Place Management identified 25 indicators of viability and vitality for district centres, of which many are directly or indirectly affected by the way people travel to, from and within the centre.

Our aim is to create a positive feedback loop for district centres in which a coherent, walking and cycle friendly environment leads to greater footfall and more diversification, leading to favourable outcomes for local businesses.

Priorities for investment over the next 5 years:

Investment Priority	**Description**
Footways Improvements	Interventions to improve footways in key locations in the city centre and district centres through bids to Mayor's Challenge Fund and other funding opportunities.
Crossings Improvements	Improved crossing facilities at points of severance caused by major roads and junctions. To improve road safety and make the city more pleasant and attractive to walk around.
Corridor Studies	Corridor studies of strategic routes, including A34, A664, A62 in order to inform strategic regeneration plans.

Outcome 3: Manchester is Clean and Green and will support innovation

Wider objectives around increasing the share of trips undertaken by active travel and public transport will be crucial to achieving the city's goal of being Zero Carbon by 2038. However, private motor vehicles will continue to have a significant role in the network.

The Right Mix vision involves no net growth in motor vehicle trips by 2040, but they will still account for 50% of all trips if the vision is to be achieved. Therefore, a move from internal combustion engine (ICE) to Electric Vehicle (EV) will be crucial in order

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to reduce the carbon emissions from this mode, which will still play a crucial role in how people move around the city.

Priorities for investment over the next five years:

Investment Priority	Description
Expand the network of charging infrastructure for electric vehicles in a coordinated manner across the city	Work alongside TfGM to deliver EV charging infrastructure around the city through expansion of the GMEV network, using Office for Low Emission Vehicles funding streams and any other funding available, including developer contributions from new development.
Expand the network of car club vehicles available	Work with the city's Car Club operator and TfGM to expand car club provision as an alternative to private ownership of motor vehicles, including expansion of EV charging infrastructure for exclusive use of car club vehicles.
Encourage innovation in trials of electric vehicle co-location	Work with TfGM on e-Hubs project, which will deliver EVs for the car club and rental e-cargo bikes for hire at three locations in Manchester in 2021.

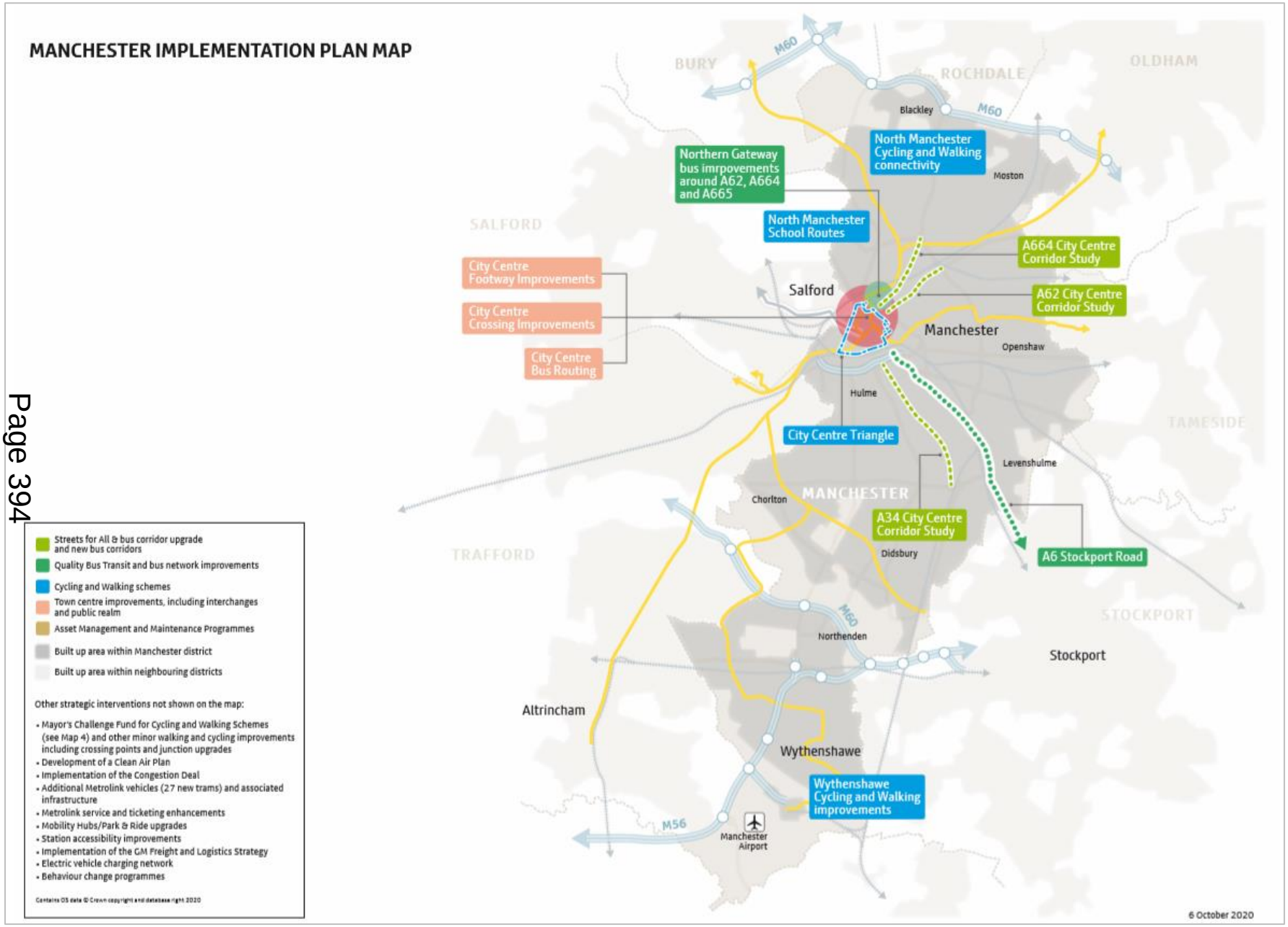
Outcome 4: Improved access to bus services across Manchester

In the next 5 years this means focusing on improving bus provision on key corridors including the A62 Oldham Road, A664 Rochdale Road, A57 Hyde Road, A6 Stockport Road, and other corridors where appropriate. It also means improving bus routing in the city centre to better integrate into improved public realm through City Centre Transport Strategy measures.

Priorities for investment over the next five years:

Investment Priority	Description
A6 Stockport Road	Streets for All and Quality Bus Corridor study to suggest improvements to bus capacity and reliability as part of wider package of corridor improvements
Northern Gateway bus improvements around A62, A664 and A665	Investigate measures as part of Northern Gateway strategic regeneration to improve bus capacity and reliability through integrated package of public realm and urban design interventions
Bus routing in city centre	Package of improvements to bus routing within the city centre, to improve service reliability and integrate into City Centre Transport Strategy measures

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Map 4: Manchester Implementation Plan Schemes Map

5. Indicators

Manchester City Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Oldham Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction

This Implementation Plan sets out how we, as Oldham Council, will work towards our priorities - including economic growth, improving the environment and social inclusion - by building on our planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025).

While the 5-year Delivery Plan tends to consider large, medium- and long-term future transport schemes (shown on Map 1), this Implementation Plan is mainly focussed on local, neighbourhood level priorities and interventions that could be delivered across Oldham up to 2025.

Oldham Councils 'Creating a Better Place' Vision sets out the Council's approach to supporting inclusive growth, thriving communities and the co-operative agenda by:

- Building quality homes;
- Providing opportunities to learn and gain new skills;
- Providing opportunities to grow local businesses and create jobs;
- Ensuring Oldham is the greenest borough;
- Embedding sustainability, energy efficiency and low (zero) carbon;
- Improving life-chances and the health and well-being of all our residents and local communities.

This vision is set within the context of the Oldham Model, as defined in The Oldham Plan 2017-22 and illustrated in the diagram below.



Image 1: The Oldham Model

Alongside investment in health, education and homes, improvements in transport connectivity and public realm are essential to realising the Council's vision. This is reflected in the emerging Team Oldham Plan, which will replace the Corporate Plan and is in the process of being developed to reflect Covid-19 recovery planning.

The draft Team Oldham Plan includes the priority '*to make it easier for people to get around*', which commits Oldham Council to delivering innovative and quality transport links, creating efficient transport infrastructure that makes it easier to get to work, do business, reduce isolation and connect with each other. This Implementation Plan sets out the steps Oldham Council will take with partners to make good progress towards its transport vision and priorities in the short-term. It is a live document that will be updated to reflect the development of an Oldham local transport strategy, which will be aligned with the Greater Manchester 2040 Transport Strategy, and other policy documents such as an updated Local Plan.

To achieve Oldham's ambitions, we have set out five key transport-related outcomes that we will aim to achieve by 2025. These are:

- **Outcome 1:** More neighbourhood journeys (under 2km) will be made by foot and by bike in Oldham;
- **Outcome 2:** Connections to Oldham's town centres, employment sites and key destinations will be enhanced by foot, bike and public transport;
- **Outcome 3:** Streets in Oldham will be cleaner and greener;
- **Outcome 4:** Oldham residents, workers and visitors will have good access to safe, reliable, affordable, high quality public transport connections;
- **Outcome 5:** Streets in Oldham will be safer, well-maintained, resilient, reliable and accessible by all.

This document sets out some of the steps Oldham Council will take with its partners to make good progress towards achieving these outcomes in the next 5 years. The steps are ambitious and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require us to prioritise measures and to continue working with GMCA and TfGM to secure the required funding from Government to develop and deliver schemes. We would also like to see longstanding funding issues addressed, such as the lack of funding for us to deliver programmes of locally determined minor works and safety schemes, which were previously funded through direct allocations of the Integrated Transport block, and the annual nature of capital maintenance allocations to local authorities, which makes it difficult for us to adopt the recommended lifecycle planning principles and a planned approach to maintenance.

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2. Oldham's Strategic Transport Challenges

Achieving the 2040 Right Mix

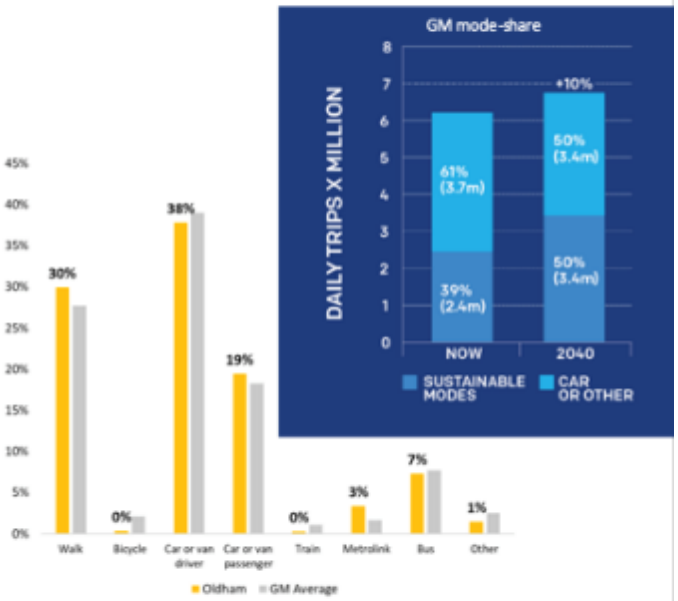
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester being made by sustainable modes by 2040.

57% of all journeys starting in Oldham are made by car or van, and 40% by sustainable modes (30% active travel and 10% by public transport).



51% of journeys that start in Oldham are neighbourhood trips that are under 2km and could be walked in just over 20 minutes.

49% of these neighbourhood journeys are walked, 28% are made by private car or van, and 1% are made by bike.



Supporting Economic Growth

New Homes and Jobs

The Greater Manchester Spatial Framework identifies the potential to deliver around 2,600 new homes and around 143,700sqm of new employment floorspace in the Oldham borough by 2037.

We are committed to delivering 716 new homes a year in the period 2018-37, double the number of homes built annually over recent years.



Town Centres

We are committed to supporting continued economic growth and recovery from COVID-19 in our town and district centres.

Plans include delivery of the Oldham Town Centre Vision, including 2,000 new homes and 1,000 new jobs, and the Royton Masterplan, with support from the GM Mayor's Town Centre Challenge.



Protecting our Environment

Carbon

Oldham Council declared a Climate Emergency in 2019, and we are committed to becoming a carbon neutral borough by 2030.



Improving Quality of Life

Health

Oldham has the lowest percentage of adults who are physically active across all Greater Manchester boroughs (59%). This is significantly less than the UK average of 67.2% of adults.

19% of Oldham's year six children are recorded obese, higher than UK average.



Oldham residents have a lower life expectancy than the UK average, particularly amongst females. Residents also have a higher than average mortality rate from cardiovascular disease.



Air Quality

There are a significant number of areas across the Greater Manchester highways network where NOx emissions are forecast to exceed legal limits by 2021, 5 of which are in Oldham.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

Nearly one third (31.2%) of all households in Oldham have no car/van, considerably higher than the England-wide proportion (25.8%).



Road Safety

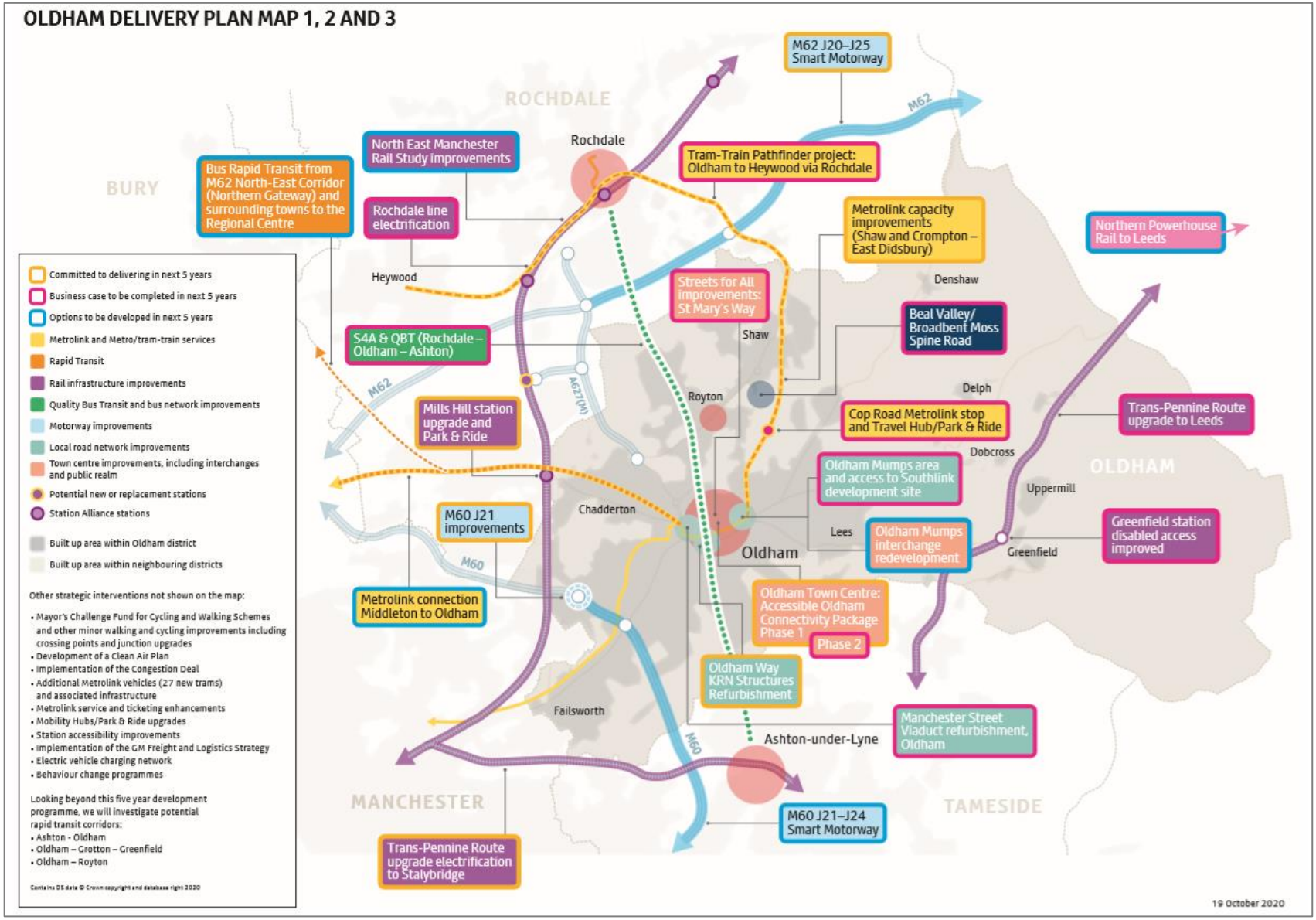
In 2019 there were 3617 road traffic collisions in Greater Manchester. 315 collisions resulted in 453 casualties on Oldham's roads.

Collisions resulted in 69 people being killed or seriously injured. 35% of the people killed or seriously injured were pedestrians (24), 10% were cyclists (7), 17% were motorcyclists (12).



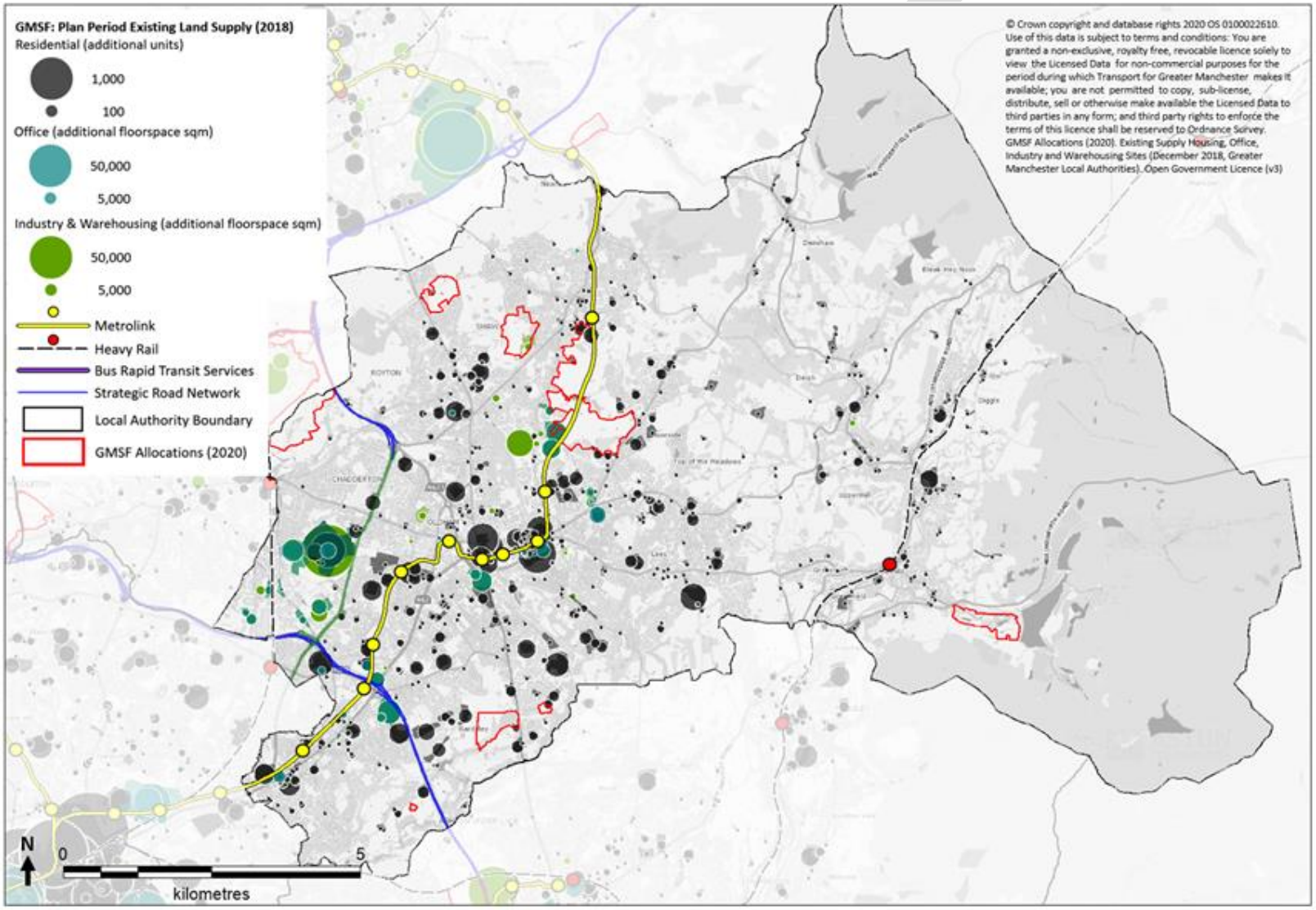
2.1. Oldham's Delivery Plan Schemes 2020 – 2025

Map 1 below sets out schemes committed for delivery, business case development or option development in Oldham in GMTS2040.



2.2. Oldham's Existing Transport Network and Spatial Allocations

Map 2 sets out the current land supply and transport network within Oldham. This includes the Oldham and Rochdale Metrolink Line to Manchester City Centre, that runs at 1 tram every 12 minutes at peak time and the Strategic Road Network in Oldham, alongside existing land supply for residential, office and industry space, and future GMSF allocations.



3. Spatial Theme Challenges and Opportunities

3.1. Neighbourhoods

The majority of trips made in Oldham that start in the borough are at the neighbourhood level and are under 2km in length (51%). While most of these journeys are walked (49%), a high number are made by private car (28%), and only 1% are made by bike (source: TRADS database). While many of these vehicle trips could be walked in under 20 minutes or cycled in 8 minutes, there are number of key barriers to walking and cycling in Oldham that result in a high proportion of neighbourhood trips being driven.

Key challenges to cycling and walking for local journeys in Oldham include:

- Traffic speed and volumes - high traffic volumes and speeds create poor levels of actual and perceived safety for people who walk and cycle;
- Severance - a lack of safe, comfortable crossing points of major roads creates severance for local journeys by active modes;
- Road widths - there is limited opportunity to introduce continuous cycle facilities on main road corridors due to road widths, limited space at junctions, and the presence of on-street parking associated with terraced housing and local shops and businesses;
- Wayfinding - a lack of wayfinding across neighbourhoods and local destinations is a barrier to people making trips for the first time by active travel;
- Footway accessibility - high levels of footway parking on narrow terraced streets in residential areas creates accessibility challenges on many of Oldham's neighbourhood streets for all users;
- High levels off drop off by car at schools and associated congestion and air quality issues;
- The weather and the hilly nature of Oldham, which can act as barriers to cycling and walking.

These issues have a particular impact on the third of households in Oldham who do not have access to a car and rely on making trips by foot, bike and public transport, while also exacerbating the prevalence of the environmental and health issues that are caused by short car trips.

To enable improvements in the health, wellbeing and quality of life of our residents, we are working to encourage an increase in walking and cycling for neighbourhood journeys. This includes work underway to progress seven Bee Network schemes in Oldham, including active neighbourhoods, connectivity and route-based schemes which are being funded through the Mayor's Cycling and Walking Challenge Fund. We are also looking to further develop our cycling and walking plans as part of the development of the Oldham Transport Strategy and by incorporating plans for active travel within our emerging Local Plan.

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The school journey can have a significant impact on local traffic and transporting children to school by car also contributes to reduced levels of fitness and increasing obesity. There are more than 100 schools located in the Oldham borough, including 86 primary schools, 13 secondary schools and 7 special schools, as well as several independent schools, while Oldham Town Centre is the focus of further and higher education establishments, being home to the Oldham Sixth Form College, the Further Education College and University Campus Oldham.

The Council will continue to promote sustainable travel to school by providing road safety education, training and publicity and cycle training to all primary schools and helping schools to develop and implement travel plans, including travel plans associated with new secondary schools: Leesbrook (Oasis Academy) due to open in November 2020; the relocation of Saddleworth School from Uppermill to Diggle, construction of which started in summer 2020; and the new Blue Coat II school proposed in Oldham Town Centre.

3.2. Oldham Town Centre

Oldham Council has set out ambitious plans in its *Creating a Better Place* vision to regenerate Oldham Town Centre. This vision aims to deliver 2,000 new homes, 1,000 new jobs, better access to amenities and services and a wider offer for social and leisure activities for families, young professionals, older people and surrounding communities. A focus of these plans is to enhance the twilight and night-time economy of Oldham Town Centre, as well as delivering better access by foot, bike and public transport. Key outcomes of the Town Centre Vision include:

- ‘A place that thrives by providing a safe, healthy and friendly environment’ - delivering full accessibility to the town centre, increased footfall and dwell time, decreased road travel and enabling Active Streets;
- ‘A place that thrives by being green’ – delivering a town centre that increases access to integrated public transport, increases dwell time and footfall and sets a high clean street standard.

To enable growth in homes, leisure and the cultural offer within the town centre, Oldham Council is committed to ensuring that public transport, walking and cycling are the go-to choice for journeys to the town centre. However, there are a number of transport related challenges that create barriers to achieving this outcome, including:

- A high level of trips to the town centre are currently made by private car. It is estimated that currently only 39% of journeys to Oldham Town Centre are made by sustainable modes (the lowest of all GM town centres);
- A poor perception of safety in the town centre, particularly in the evening when there are low levels of activity and footfall. 71% of people surveyed in 2019 stated they felt safety is good during the day, while only 34% stated they felt safe at night;
- Car parks are located centrally within the town, creating high levels of traffic and congestion close to the core of Oldham Town Centre. This impacts on the

quality of the public realm, and access by people travelling bus, foot and bike, as well as by car;

- There are multiple points of severance for sustainable journeys, including Oldham Way, the Metrolink Line, St Mary's Way, and the Oldham Mumps junction at Lees Road/Cross Street;
- There are also poor-quality links to the south and east of Oldham Town Centre including to Southlink Business Park, Alexandra Retail Park and the proposed Northern Roots site due to the severance effects of Oldham Way, which need to be addressed.

Oldham Council is currently working to overcome these challenges by, for example, developing a comprehensive masterplan for the town centre, delivering Growth Deal 2 and 3 schemes to improve access to and within Oldham Town Centre, improving cycle and walking access through the Mayor's Challenge Fund schemes, delivering Future High Streets Fund projects (subject to business case approval by Government), and delivering the Quality Bus Transit corridor between Rochdale, Oldham and Ashton-Under Lyne, including Streets for All measures in Oldham Town Centre.

Oldham has also been selected to develop a Town Deal worth up to £25 million and is in the process of producing a Town Investment Plan for Oldham Town Centre, which will include transformational projects such as the Northern Roots Urban Farm and Eco-Park and the Town Centre District Heat Network.

As part of our ongoing response to Covid-19, we will continue to make Oldham Town Centre as safe and easy to get around as possible and ensure that Oldham is 'open for business'. We want people to feel confident in accessing town centre services, to feel they are able to get there safely, particularly by active travel modes, and can move around safely when they arrive. We have put a number of measures in place to assist with social distancing, including signing and lining and are relocating taxi ranks from Yorkshire Street and St Mary's Way to new shared facility bays and an extended rank on Henshaw Street.

3.3. Wider-City Region and Regional Centre Access

Compared to the GM average, Oldham has a high number of trips that are made across the Wider City Region (38%). These are trips over 2km to destinations that are not the regional centre, such as to the neighbouring boroughs of Rochdale and Tameside, to and from the borough's employment sites, to Oldham Town Centre or to the borough's six district centres of Chadderton, Failsworth, Hill Stores, Lees, Shaw and Uppermill, which play an important role in providing day-to-day retail and other services to residents.

With the exception of trips to Oldham Town Centre, there are typically poor alternatives to the private car for making these types of journeys. This results in a high number of these trips being made by private car (78%), only 18% by public transport and less than 1% by bike (source: TRADS database). The following paragraphs outline some of Oldham's transport challenges and opportunities.

3.3.1. Royton

Royton is the second largest town centre in the Oldham borough, and is our Greater Manchester Mayor's Town Centre Challenge area. In 2018, a Masterplan was developed and adopted for Royton, which sets out a 10-year vision for improvement. This forms a framework for delivering works to improve the public realm and streetscape, enhanced connectivity, including new walking and cycling links, supporting businesses, and retaining and enhancing the character of the town centre.

The A671 through Royton provides a valuable route to Oldham and Rochdale town centres, including by frequent bus services. However, the layout of the town centre and volume of traffic along this road creates a number of challenges. These include:

- High levels of air pollution that are at risk of exceeding legal limits of NOx by 2020;
- Poor quality public realm, particularly in Market Square and around Royton Town Hall;
- Severance for people using the town centre or travelling across it, caused by poor crossing facilities and a high prevalence of guard railing.

Work has started to deliver on the aims of the Mayor's Town Centre Challenge and the Royton Masterplan, including acceleration of a scheme to install new crossing facilities in the town centre as part of the *SaferStreetsSaveLives* campaign. Further opportunities to support the local economy and create a stronger local centre in Royton through transport focused measures include delivery of Quality Bus Transit measures within the town centre, delivery of Bee Network walking and cycling connections, and delivery of streetscape plans within the Royton Masterplan.

3.3.2. GMSF Allocations

Eight allocations in the GMSF are located entirely within the Oldham borough. There is also a cross boundary allocation at Stakehill which is being jointly proposed by Oldham and Rochdale Councils, with Oldham's part of the Stakehill allocation proposed for employment use. The Oldham allocations are shown on map 2 and listed in table 1 below. It should be noted that the allocation figures for Stakehill included in the table relate only to the Oldham allocation.

Table 1: Oldham GMSF allocations	
Site	**Allocation**
GMA2 Stakehill	120,000 sqm employment
GMA12 Beal Valley	Around 480 homes
GMA13 Bottom Field Farm (Woodhouses)	Around 30 homes
GMA14 Broadbent Moss	Around 1,450 homes with around 500 of these delivered post 2037

Table 1: Oldham GMSF allocations	
Site	**Allocation**
GMA15 Chew Brook Vale (Robert Fletchers)	Around 170 homes 6,000 sqm commercial, leisure and retail land use
GMA16 Cowlishaw	Around 460 homes
GMA17 Hanging Chadder	Around 260 homes
GMA18 Land south of Coal Pit Lane (Ashton Road)	Around 255 homes
GMA19 South of Rosary Road	Around 60 homes

In order for these sites to come forward, interventions will be needed on the transport network, including measures to support public transport, active travel and improve local junctions. An initial assessment of the interventions that may be required has been undertaken within the Locality Assessments prepared as part of the GMSF. As and when the sites come forward for development more detailed assessment will be needed which could result in changes to the measures currently proposed.

An initial assessment of the interventions that may be required to support GMSF sites has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

Examples of local highway network interventions to support Oldham's GMSF allocations currently include:

- B6194 Heyside / Water Street / Bullcote Lane junction improvement (GMA12, GMA14);
- Beal Valley / Broadbent Moss Spine Road (GMA12, GMA14);
- A663 Broadway / Shaw Road / A671 Oldham Road junction improvement (GMA12, GMA14, GMA16);
- A663 Crompton Way / Rochdale Road / Beal Lane junction improvement (GMA12, GMA14, GMA16);
- A627 (M) / Chadderton Way / A663 Broadway interchange improvements (GMA12, GMA14, GMA16, GMA17);
- A635 Holmfirth Road access junction (GMA15);
- Chew Brook Vale access road and bridge over Chew Brook (GMA15);
- A671 Rochdale Road / B6195 High Barn Road / A671 Oldham Road / B6195 Middleton Road junction improvements (GMA16);
- A627 Ashton Road / Coal Pit Lane junction improvement (GMA18);
- Coal Pit Lane improvements (GMA18).

In some cases, interventions will also be needed on Highway's England's Strategic Route Network (SRN), such as at the M62 junction 20 in Rochdale to support GMA2.

Improvements will also be needed to make the allocations more accessible by public transport, cycling and walking, such as a new Metrolink Stop and associated Park and Ride facility at Cop Road / Bullcote Lane and a Metrolink overbridge needed to support delivery of the Beal Valley and Broadbent Moss allocations, and improvements to local bus services, such as a new bus service to better connect Oldham and Rochdale to Stakehill. Allocations will also need to be connected to local cycling and walking networks such as the Public Rights of Way and the Bee Network by cycling and walking facilities designed in accordance with standards applicable at the time. Examples of walking and cycling interventions to support Oldham's GMSF allocations currently include:

- Improvement of walking and cycling facilities on Heyside and Cop Road via new Metrolink overbridge (GMA12);
- Traffic calming on Vulcan Street (GMA14);
- Pedestrian and cycle route between Coal Pit Lane / Ashton Road junction and White Bank Road (GMA18).

Further details of the transport interventions that may be needed to support Oldham's GMSF allocations can be found in Appendix C to the GM2040 Delivery Plan 'GMSF allocations and their transport interventions'.

In addition to interventions associated with GMSF developments, other schemes and programmes in the GM2040 Delivery Plan will help to support sustainable access to GMSF allocations, such as the Ashton-Oldham-Rochdale Quality Bus Transit Corridor, which is anticipated to see a general improvement to service reliability and facilities along the A627 Ashton Road that will support allocation GMA18.

There is also a need to ensure that Oldham residents can access employment opportunities at GMSF allocations outside the borough as these come forward, such as the Bury/Rochdale Northern Gateway allocation (GMA1). Oldham Council will work with its GM2040 partners to achieve this.

3.3.3. Public Transport

Alongside challenges within town centres, Oldham faces a number of public transport reliability, capacity and connectivity challenges. Due to a comparatively high prevalence of households with no access to a car against UK and Greater Manchester levels, Oldham residents are more reliant on public transport for journeys, and deficiencies in this network can have a particularly high impact on access to opportunities and quality of life. The affordability of public transport, particularly for those on low incomes, is also a key issue for Oldham residents.

Bus has the largest mode-share for public transport in Oldham. Key challenges on Oldham's bus network include:

- A considerable drop in scheduled bus services - between 2013 and 2018 there was a 17% drop in annual scheduled bus mileage in Oldham, compared to 7% across GM;

- A reduction in off-peak bus services – between 2016 and 2018, weekday departures from Oldham bus station declined by 13.8%, whilst Sunday departures have reduced by 15.5%;
- Poor bus journey time reliability and journey times across the bus network – on the strategic bus corridor between Oldham and Rochdale, 23% of buses do not run on time and journey times are longer by bus than car;
- Outside Oldham Town Centre, there are low levels of bus connectivity to key destinations and neighbourhoods with some of the highest levels of deprivation – there are, for example, poor links for Oldham residents to employment opportunities at Stakehill Industrial Estate.

Metrolink has been the largest change for transport in Oldham since its introduction in 2013. Patronage has been increasing year upon year, and this has had a significant impact on Oldham's economy and quality of life for residents. However, while Metrolink provides a quality service, it only serves parts of the borough and connectivity to stops limits its potential to serve more residents. Key issues include poor walking and cycling networks to stops, lack of interchange facilities to bus services, capacity issues at park and ride facilities at Derker, Mumps and Hollinwood Metrolink stops, overcrowding on the Oldham-Rochdale Metrolink line, particularly during peak hours, high levels of anti-social behaviour on the Oldham-Rochdale line and at stops such as King Street in Oldham Town Centre and no direct Metrolink (or rail) access from Oldham to Manchester Piccadilly Rail Station.

Similarly, while the three rail stations that serve Oldham (Greenfield, Mills Hill and Moston) have seen long term increases in patronage, better links to surrounding neighbourhoods and destinations are needed. Other key rail issues include infrequent and overcrowded services, particularly at peak times, on the Trans-Pennine and Calder Valley rail lines and lack of disabled access at Greenfield Station.

Key opportunities to improve connectivity to Metrolink and rail services include continued delivery of the Bee Network, development of multi-modal transport hubs at stops and stations, and integration with the Oldham Town Centre Masterplan and GMSF plans.

Access to jobs at some of the major employment sites in Greater Manchester, such as Manchester Airport and the adjacent Enterprise Zone and Trafford Park is limited by public transport, with journeys taking significantly longer than most people would be prepared to spend travelling to work.

Access to public transport for Oldham residents decreased significantly during the Covid-19 lockdown and although there have subsequently been some significant improvements, there is a need to ensure that accessibility does not remain below pre-lockdown levels. Bus network coverage and direct bus links must return to pre-lockdown levels as a minimum if the borough is to recover from the pandemic. The situation is made even more challenging by the social distancing requirements that will reduce the capacity of bus, Metrolink and rail services, many of which were overcrowded pre-lockdown.

We are also looking at how we might better re-route buses in and around Oldham Town Centre to improve safety in pedestrian areas, both as part of our response to Covid-19 and in the longer term as part of the Accessible Oldham programme. Our Emergency Active Travel fund scheme in Oldham Town Centre will, for example, see buses re-routed around West Street bus station to give pedestrians more space on West Street.

3.3.4. Highway Network

Providing a safe, reliable highway for all users, that supports the transition to a zero-carbon borough, is essential to realising our environmental, quality of life and economic objectives, as well as achieving the Right Mix Vision in Oldham. Key challenges to achieving this include:

- Congestion – as levels of car travel have increased, congestion on Oldham's road network has become more prevalent. While levels of delays are less than the GM average, congestion has a significant effect on journey times and reliability, which are particularly costly to business and bus users[1]. Much of the borough's main road network and junctions experience traffic delays, particularly at peak times, including:
  - A669 Middleton Road;
  - A669 Lees Road / Oldham Road;
  - A672 Ripponden Road;
  - A62 Huddersfield Road;
  - A62/A627/A627(M) Oldham Way / Chadderton Way;
  - A62 Manchester Road;
  - A663 Broadway / Shaw Road / Crompton Way;
  - A671/A627 Rochdale Road / Oldham Road / Ashton Road;
  - A6048 Featherstall Road;
  - B6194 Shaw Road / Higginshaw Lane/Heyside, particularly at junctions.
- Strategic Route Network (SRN) – there are several roads in the borough that are managed by Highways England, including A663 Broadway Trunk Road, the A627 (M) and the stretch of the M60 motorway in Oldham, including junctions 21 at Broadway and 22 at Hollinwood. Highways England is planning to carry out a scheme to address congestion at the A663 Broadway / M60 junction, currently planned for 2023/24. Access to junction 22 at Hollinwood is restricted, with no eastbound access from the A62 northbound or southbound and the surrounding road network can experience congestion and delay. We will work with Highways England to help identify the scope for improvements around junction 22 that would reduce congestion on the motorway and surrounding Key Route Network and could be brought forward in future Route Investment Strategies. Roads in the Saddleworth area can also experience significant levels of congestion when traffic is diverted off the M62 onto the local road network as a result of roadworks or accidents;

[1] Oldham's Local Economic Assessment 2019 - Section 3: Transport and Business Connectivity

- Maintenance – Oldham continues to deliver a programme of capital investment to maintain the existing highway network, including roads, footways, bridges, retaining walls, culverts and other infrastructure, with limited resources targeted to maximum effect in line with the Council's Highway Asset Management Policy. Following delivery of the Gateway Corridor Improvement Programme in 2018/19, which focused resources on the main road network, the Council is investing a further £12 million over the 3-year period 2019/20 – 2021/22 on maintaining highways, including secondary corridors and residential roads and traffic calming schemes in need of repair. However, considerable investment is still needed to deliver essential footway and carriageway maintenance repairs and to deal with the backlog of essential maintenance needed to highway structures such as bridges and retaining walls if road closures and weight restrictions are to be avoided;
- Retaining walls – the Pennine nature of the borough means there are extensive lengths of highway retaining walls (31km in total), many of which were built over 100 years ago, in urgent need of repair for which there is no funding available;
- Road safety – over the last 20 years, Oldham has seen a steady decline in road traffic collisions involving all types of road users with a reduction of two thirds from over 900 to around 300. During this period the number of people being killed or seriously injured fell by 30%. Collisions involving child pedestrians have also reduced significantly since 1999, with the number of casualties having reduced by 705 and now at an all-time low. This is a result of the Council's evidence-based data-led approach to road safety. Despite this success, there are still many road safety hotspots in the borough, including: St Mary's Way; A669 Middleton Road, Chadderton; A669 Lees Road, Clarksfield; A670 Uppermill Centre; A669, Lees Centre; A663 / A671 junction, Royton; Burnley Lane / Eustace Street / Belmont Street Area; Copster Hill Road, Hathershaw; A62 Oldham Road, Failsworth; and A627 Ashton Road, Hathershaw. There is however, no longer any dedicated funding available for local safety schemes. While planned schemes such as the Bee Network and the A627 / A671 Quality Bus Transit project will deliver improvements at some of these locations, funding will be needed to resolve local safety issues across the borough;
- Freight – the vast majority of freight in Oldham is carried by road. This increases the economic impact of congestion, but also results in more vehicles on our roads, carbon emissions, poor air quality, noise pollution and conflict with vulnerable road users;
- Last mile freight - an increase in last mile freight is particularly challenging in Oldham. This has increased the number of smaller commercial vehicles on our roads, resulting in more traffic and potential for collisions with vulnerable road users. Due to the complexities of these operations, a co-ordinated approach is needed to manage last mile freight, including new infrastructure and policies, especially in town centres and neighbourhoods;

- Borough Cycle Network - although high quality cycle facilities have been delivered at some locations, particularly around Oldham Town Centre, the current cycle network does not link all parts of the borough thereby limiting new journeys by bike between neighbourhoods and the Wider City Region. The focus for the next 5 years will be unlocking this network around town centres and the west of the borough, where the topography better lends itself to cycling;
- Electric Vehicle Charging Network – there are currently public access EV charging points in 23 locations across Oldham, with the majority of these located around Oldham Town Centre. Due to the large number of streets in the borough without off-street parking, a significant increase in public access charging points (both rapid and residential) will be required through the expansion of the GMEV network to support the uptake in electric vehicles needed to meet local and GM carbon and clean air targets. We are working with TfGM on several projects to expand the EV charging network in Oldham, including the provision of dedicated charging points to support taxi and private hire vehicle drivers to switch to electric vehicles, with work underway to identify suitable locations.

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4. Oldham 5-Year LIP Outcomes

Outcome 1: More neighbourhood journeys (under 2km) will be made by foot and by bike in the borough of Oldham

In the next 5 years this means delivering improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in and supporting people to make local trips by foot or by bike rather than by private car.

Our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
King Street Foot and Cycle Bridge	Bee Network: full refurbishment of King Street cycling and walking bridge to retain this direct route into Oldham Town Centre from residential areas to the south.
Union Street West Foot and Cycle Bridge	Bee Network: completion of the bridge refurbishment scheme, including a new high-quality surface to make it easier and safer for people to use.
Broadway to Rochdale Canal Link	Bee Network: upgrading an existing off-highway path linking Chadderton to the Rochdale Canal to improve walking and cycling access to key local destinations such as Radclyffe School, Mills Hill Primary, Chadderton Integrated Care Unit and the Firswood Park residential area.
Chadderton Pedestrian and Cycle Access Improvements	Bee Network: upgrading crossings and enhancing walking and cycling routes in the Chadderton area to improve safety and enable more local trips, especially to schools and public transport links, to be made by bike or on foot.
Higginshaw Link to Royton	Bee Network: a new parallel signalised crossing at Salmon Fields to connect existing routes, creating a safe off-road walking and cycling route from Royton to the Shaw Road/Higginshaw Lane industrial area. Improvements will also include a new off-road surface and re-grading of the existing steeply sloped path up to Higginshaw Lane.
Oldham Town Centre Improvements	Bee Network: a scheme to improve pedestrian and cycle access within and around Oldham Town Centre, including around the busy bus station area.
Park Bridge - Ashton-under-Lyne Link	Bee Network: restoration of the Park Bridge viaduct route for pedestrians and cyclists on NCN 626 to create a flat, easy-to-navigate, direct route between Oldham and Ashton, plus a new Bee Network crossing point on Kings Road.

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Investment Priority	Description
Park Road - NCN 626 to Town Centre Connection	Bee Network: a scheme to enable more cycling and walking trips by delivering a missing link to connect Oldham Town Centre with the NCN 626 route through to Ashton-under-Lyne and the Lees Linear Park cycle route, overcoming an existing heavily-trafficked pinch point.
Royton Town Centre Connection	Bee Network: A Streets for All town centre improvement scheme to increase the number of local walking and cycling journeys into Royton Town Centre. This will include a number of improvements to the town centre environment, two crossing upgrades, a wider footway and a contraflow cycle lane. The plans aim to reduce the severance impact of the A671 Rochdale Road.
Bee Network Crossings	Bee Network: delivery of a programme to upgrade existing / install new pedestrian and cyclist crossings to remove severance points as part of a GM-wide Bee Network crossings programme – potential locations include: • Wellyhole Street, Greenacres; • Salmon Fields; • Well-i-Hole, Greenfield; • Chadderton Hall Road.
Active Neighbourhoods	Bee Network: identification of suitable locations and delivery of Active Neighbourhood schemes in Oldham.
Public Rights of Way Network	Improvements to the borough's network of Public Rights of Way to support active travel.
School Streets	Identification of suitable locations and delivery of School Streets schemes in Oldham.
A669 Lees Road / Moorhey Street junction	Signalisation of this busy junction on the A669 Lees Road to reduce accidents and support active travel by incorporating new controlled pedestrian crossing facilities.
Saddleworth Linear Walking and Cycling Route	Off-road route upgrade to create a safe walking and cycling route between the villages of Greenfield and Uppermill, including the replacement of bridges at Church Road and Station Road.
Northern Roots	Identifying and delivering cycling and walking routes to the Northern Roots Urban Farm and Eco-Park.
DfT Emergency Active Travel Fund 2	Delivery of measures, potential locations including: • Coal Pit Lane point closure; • Routes to Royal Oldham Hospital (including Westhulme Avenue); • Lees Linear Park parallel crossings; • Salmon Fields; • Sandy Lane/Rochdale Lane;

Investment Priority	Description
	• Dobcross – footway widening across a narrow bridge.
District wayfinding	Wayfinding for local journeys across the Borough.
Neighbourhood street maintenance	Boroughwide maintenance programme to support cycling and walking.
Behaviour change activities	Delivering behavioural change to support the Bee Network, active neighbourhoods and new development.
Cycle training	Delivering Bikeability cycle training to all primary schools in the borough including those schools where pupils have additional needs.
School safety zones	Minor traffic management/traffic calming schemes to improve safety for pedestrians and cyclists on the journey to school.
Minor works	Delivery of an annual programme of minor works including safety schemes and junction improvements, traffic management schemes and pedestrian improvements.

Outcome 2: Connections to Oldham's town centres, employment sites and key destinations will be enhanced by foot, bike and public transport

In the next 5 years this means working to deliver "Streets for All" improvements within and around Oldham's town and district centres, employment sites, schools and higher education sites, hospitals and leisure sites, that enable people to travel by sustainable, healthy modes and support our local economy.

Oldham Town Centre is the Council's priority regeneration area, with a number of projects already completed or underway and many more planned through opportunities such as the Future High Streets Fund and the Town Deal. Improvements in transport and the public realm are an integral part of the work needed to regenerate the town, with schemes having already been delivered through, for example, the Local Growth Deal and the Cycle City Ambition Grant.

Highway and public realm schemes to improve accessibility and connectivity to and around Oldham Town Centre are being delivered as and when funding opportunities arise through the *Accessible Oldham* programme, which is a package of measures designed to support the growth aspirations of Oldham Town Centre. Accessible Oldham Phase 1 has already secured £6 million of Growth Deal 3 funding and gained Programme Entry status for further funding from the Mayor's Cycling and Walking Fund, with a decision on further funding from the Government's High Street Fund pending. Phase 2 requires further development to identify the package of works that will best support the emerging Town Centre Masterplan and post-Covid-19 recovery. Further phases of Accessible Oldham will be developed in response to the ongoing regeneration of the town.

The GMTS 2040 Delivery Plan includes the following schemes for Oldham Town Centre:

- Accessible Oldham Town Centre Connectivity Package Phase 1 including: Hunters Lane; Waterloo Street / Rhodes Bank junction; Henshaw Street / Albion Street public realm; and access to Southlink development site;
- Accessible Oldham Town Centre Connectivity Package Phase 2 – this could include public realm/Streets for All improvements around Southgate Street, Market Place, George Street / Manchester Chambers, access to Northern Roots and a town centre multi-storey car park to consolidate existing fragmented parking facilities and release further land for regeneration:
- St Mary's Way Streets for All scheme;
- Oldham Mumps Area Improvements and access to Southlink Development Site; and
- Oldham Mumps Interchange improvements.

The A671 / A627 Rochdale – Oldham – Ashton Quality Bus Transit project will also include the delivery of works in Oldham and Rochdale town centres to support town masterplans and regeneration projects.

Alongside the schemes within the GMTS 2040 Delivery Plan, our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	**Description**
Mumps Growth Deal 2 public realm works	Completing delivery of Growth Deal 2 funded public realm works around Mumps Metrolink stop.
Oldham Town Centre Bee Network	Bee Network scheme in and around Oldham Town Centre including: • King Street bridge refurbishment; • Union Street West bridge – completion of refurbishment; • Accessible Oldham - High Street, Lord Street and Rock Street.
Accessible Oldham: Future High Street Fund	Delivery of further elements of Accessible Oldham.
Oldham Way Mumps – new pedestrian / cyclist crossing	Replacement of pedestrian bridge across Oldham Way recently demolished for health and safety reasons.
Oldham Town Centre Transport Strategy	Development of an Oldham Town Centre Transport Strategy as part of the development of a boroughwide transport strategy.
Accessible Oldham	Development of further phases of Accessible Oldham
St Mary's Way accident reduction scheme	Delivery of an accident reduction scheme at the Henshaw Street and Lord Street junctions to assist

Investment Priority	Description
	pedestrian access to the town centre and protect pedestrians from vehicle turning manoeuvres.
Town centre maintenance	Town centre maintenance programme.
Town centre wayfinding	Wayfinding for local journeys across the Borough.
Safer Streets Save Lives fund	Delivery of a programme of lining, markings and signing at various locations to promote social distancing in and around Oldham Town Centre and district centres.
DfT Emergency Active Travel Fund 1	Delivery of a scheme to reallocate road space to pedestrians (including a zebra crossing) on West Street.
DfT Emergency Active Travel Fund 2	Delivery of the Wellington Street 'Quiet Route' scheme by re-allocating road space to allow pedestrians and cyclists to access the town centre via a new 'quiet route'.
Electric Vehicle Charge Point Network	Expansion of the electric vehicle charging point network in Oldham and other key centres, including dedicated taxi and private hire vehicle charging points, supporting the wider switch to electric vehicles.
Royton Town Centre Bee Network Connection	Bee Network / Streets for All scheme delivery in and around Royton Town Centre.
Sandy Lane/Rochdale Lane, Royton	Pedestrian safety and traffic calming scheme.

Outcome 3: Streets in Oldham will be cleaner and greener

In the next 5 years this means reducing the environmental impact of roads in Oldham through interventions that accelerate the uptake of low emission vehicles and reduce the emission of air pollutants from vehicle traffic across the borough.

Oldham Council, along with the other nine Greater Manchester local authorities, is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of a GM Clean Air Plan Interim Full Business Case (along with confirmation that all public consultation activity has completed) as soon as possible and by no later than 30 October 2020. Under this direction Oldham Council along with the other nine Greater Manchester local authorities is under a legal duty to ensure that the GM Clean Air Plan (Charging Clean Air Zone Class C with additional measures) is implemented so that NO_2 compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

A study undertaken of the main road network in Oldham in 2017 identified congestion hotspots and we will continue to deliver a programme of measures to

address these locations, working in partnership with the Greater Manchester Mayor's Corridor Manager appointed as part of the GM Congestion Deal.

Our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
Clean Air Plan Schemes	Introduction of the GM Clean Air Plan to reduce NOx at the roadside in the shortest possible time in conjunction with the other Greater Manchester authorities.
Council fleet	Changing the Council fleet to electric vehicles or, where that is not practical, vehicles that are compliant with the Greater Manchester Clean Air plan criteria.
Minimum Licensing Standards	Development of a common set of minimum standards for taxi and private hire services in conjunction with the other Greater Manchester authorities.
Electric Vehicle Charge Point Network	Expansion of the electric vehicle charging point network, including dedicated charging points for taxi and private hire vehicles, across Oldham, supporting the wider switch to electric vehicles.
Congestion hotspots	Programme of schemes to manage and reduce congestion at various locations in order to keep traffic moving such as part-signalisation of Featherstall Road Roundabout.
Tree planting	Delivery of a major tree planting programme to absorb carbon.

Outcome 4: Oldham residents, workers and visitors will have good access to safe, reliable, affordable, high quality public transport connections

In the next 5 years this means delivering improvements to the accessibility and capacity of Oldham's public transport network, supporting more residents, workers and visitors to travel to and from Oldham by sustainable modes, and enabling new neighbourhoods to be built around our existing and proposed infrastructure.

Public transport proposals within the GMTS2040 Delivery Plan that will benefit Oldham include:

- delivery of the Quality Bus Transit scheme to Rochdale and Ashton, including Streets for All improvements in Oldham and Rochdale town centres;
- a new Metrolink stop and associated Park and Ride facility at Cop Road / Bullcote Lane on the Oldham-Rochdale line to support the delivery of GMSF allocations at Beal Valley and Broadbent Moss;
- the introduction of more double Metrolink units on the Shaw and Crompton to East Didsbury Metrolink line to provide additional capacity;

- development of a business case and delivery of a direct Metrolink service from Rochdale and Oldham into Piccadilly Rail Station (requires additional Metrolink capacity between Piccadilly and Victoria Metrolink stops by TfGM);
- Oldham Mumps Interchange improvements;
- completion of improvements at Mills Hill Rail station including disabled access and cycle parking (Network Rail) and enhanced park and ride facilities (TfGM);
- Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail) potentially including full disabled access at Greenfield Station, by Network Rail.

We would also like improvements at Metrolink stops in Oldham to be included in TfGM's Travel Hubs/Park and Ride investment programme and Metrolink Stop Improvements Package, including additional park and ride capacity at Derker and Hollinwood and improvements at the Failsworth stop.

In addition, our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
Local bus pinch point and reliability schemes	Working with TfGM to tackle known barriers on the local highway network that are restricting the movement of buses, enabling enhanced bus journey reliability and easing congestion.
Bus stop enhancements	Upgrading existing bus stops in Oldham as part of a GM wide programme to improve accessibility, including supporting complementary measures such as pedestrian refuges to improve routes to bus stops.
TravelSafe Partnership	Working with partners to address crime and anti-social behaviour on the Metrolink service and at Metrolink stops in Oldham.
Disabled access improvements at Greenfield Station	Provision of full disabled access at Greenfield Station – the expectation is that this will be delivered as part of the TransPennine Route Upgrade but in the event that electrification of the line between Greenfield and Huddersfield is not carried out by Network Rail, alternative options are being explored.

Oldham Council's longer-term aspirations for the public transport network, which we will continue to make the investment case for as and when the opportunity arises, include:

- A new Metrolink connection from Oldham Town Centre to Middleton, providing an orbital connection to Bury;
- A new Metrolink connection from Oldham Town Centre to Ashton Town Centre;

- A new rail station at Diggle – Oldham Council's Local Plan will continue to safeguard land for a new railway station at Diggle, the delivery of which would be dependent on improvements to wider railway infrastructure. The opportunity could be presented by the forthcoming TransPennine Route Upgrade and potential Northern Powerhouse Rail schemes; and
- Electrification of the Calder Valley Rail to facilitate an increase the capacity and frequency of local services.

Outcome 5: Streets in Oldham will be safer, well-maintained, resilient, reliable and accessible by all

Oldham Council places a high significance on its transport network, which is its most valuable asset. The network is vital to the economic wellbeing of residents and businesses. The comfort and safety provided by our roads and streets is important to the quality of life in Oldham.

As a highway authority, Oldham Council has a statutory duty to maintain, operate and improve the local highway network on behalf of all its residents. Through our highways capital programme, we will continue to maintain Oldham's roads and highways to the highest possible standard. Our programme has previously focused heavily on maintaining main routes and corridors, but we are now also improving our secondary routes and unclassified network, using data from our Annual Engineering Inspection survey to help target investment most effectively.

We also have accident reduction duties under Section 39 of the Road Traffic Act 1988, including to prepare and deliver a programme of measures designed to promote safety and to prevent the occurrence of road accidents.

Our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
Highway maintenance	Continued Council capital investment in the structure of the highway by way of an asset management-based approach to road resurfacing ranging from small scale repairs to full reconstruction.
Footway repair programme	Data-led programme of footway maintenance at various locations across the borough.
Principal structures inspections	Inspections of the borough's structural assets.
Bridges and structures maintenance	Scheme development and continued investment in bridges and other structures, including retaining walls and culverts.
Oldham Way KRN structures refurbishment: Waterloo Street and Wellington Street bridge works	Maintenance and refurbishment of Oldham Way Bridge structures at Waterloo Street and Wellington Street with Central Government Challenge Fund award.

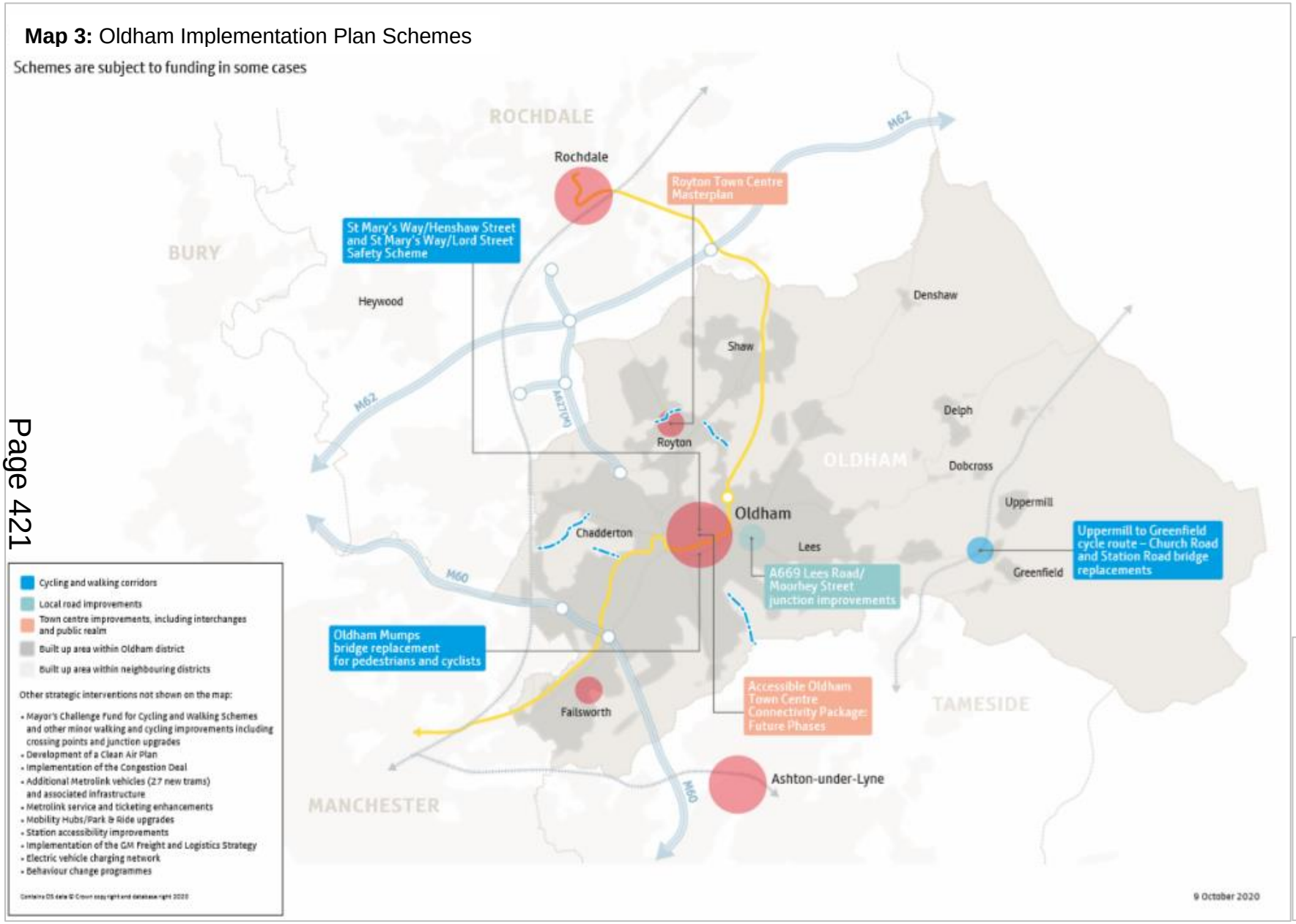
Investment Priority	Description
Oldham Way KRN structures refurbishment: Manchester Street Viaduct	Maintenance and refurbishment of Oldham Way structure at Manchester Street Viaduct.
Flood water management and drainage schemes	Ongoing investigative works, development of business cases and delivery of a programme of flood water management and drainage schemes, working in partnership with the Environment Agency.
Safety barrier replacement programme	Enhancement/replacement of defective existing safety barriers on a priority basis across the borough.
Road accident reduction schemes	Preparation and delivery of a programme of measures designed to promote road safety and prevent the occurrence of road accidents.
Vehicle Activated Signs	Consolidation and repair of the existing network of Vehicle Activated Signs and installation of new signs in accordance with revised policy criteria.
Lining refresh programme	A boroughwide annual programme to refresh road markings.
Disabled access improvements	Measures to improve access to the network for the mobility impaired.
Traffic management schemes	Minor traffic signing/lining and highway modification schemes.

The GM2040 Delivery Plan also includes a Highways England scheme to upgrade the Broadway / M60 junction (junction 21) to reduce congestion, improve safety and support delivery of the Broadway Green development. Highways England is aiming to deliver this scheme in 2023/24

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Map 3: Oldham Implementation Plan Schemes

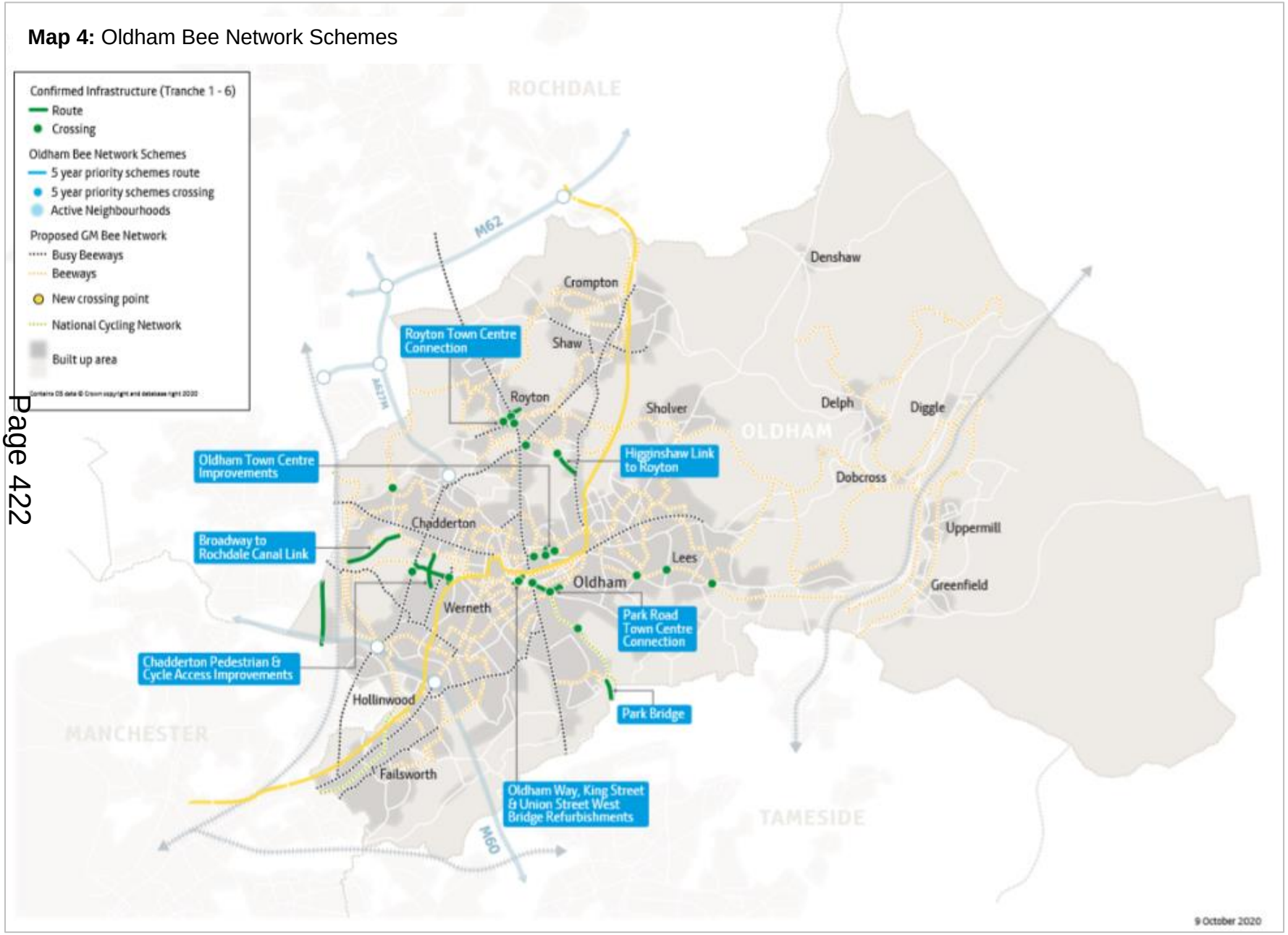
Schemes are subject to funding in some cases



We would also like the following interventions to be investigated, business cases developed and schemes delivered at the earliest opportunity:

- Derker Metrolink Stop Mobility Hub and Park and Ride;
- Hollinwood Metrolink Stop Mobility Hub / Park and Ride;
- Failsworth Metrolink Stop Improvements;
- Diggle Rail Station.

Map 4: Oldham Bee Network Schemes



5. Indicators

Oldham Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets

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Rochdale Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction

This Implementation Plan sets out how we will work towards our priorities including economic growth, improving the environment and social inclusion by building on Rochdale's planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025).

While the 5-year Delivery Plan tends to consider large, medium and long-term transport schemes, this Implementation Plan is mainly focussed on local, neighbourhood level priorities and interventions to 2025. A summary of strategic schemes within the 5-Year Delivery Plan are included on Map 1.

Rochdale Council in its Corporate Plan 2019-2022 "Prosperous People and Places" outlines a vision of "Making our Borough a great place to grow up, get on and live well". It places an emphasis on prosperity for people who are healthy, safe, happy and available to participate fully in life, in places that grow and change to provide strong local economies providing opportunities and enhance quality of life. Indicators of success in achieving this are:

- Accessible quality highways and transport options including cycling and walking;
- Air and land, free from pollution and infrastructure that protects against climate change by using natural and renewable resources;
- More people are physically active including the over 50's;
- People have access to good or outstanding places of learning;
- Reduced crime and anti-social behaviour.

To strive for this prosperity the Council consistent with the GM Strategy is seeking to provide:

- Growth in housing, quality employment space and good jobs that are sustainable and provide opportunities to progress and develop;
- a thriving and productive economy that both gets people in to work and delivers high value jobs and businesses in all parts of the borough;
- Continuous improvements towards delivering "World Class" connectivity to keep the Borough moving and enhance access opportunities for people and goods to jobs amenities and markets;
- A green environmentally sustainable Borough that meets its carbon targets.

To achieve these ambitions, we have set six key transport-related outcomes which we would wish to see achieved by 2025. These are:

- **Outcome 1:** Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in all townships of the borough of Rochdale

- **Outcome 2:** Enhanced connections to / from and within Heywood, Middleton, Littleborough and Rochdale Town Centres by foot, bike, and public transport
- **Outcome 3:** Improved access to bus services across Rochdale Borough
- **Outcome 4:** Streets in Rochdale Borough will be clean and green
- **Outcome 5:** Rochdale Borough residents, workers and visitors have good access to Rapid transit connections
- **Outcome 6:** Streets in Rochdale are well maintained and in good condition for all people who live in or travel within Rochdale

This document sets out some of the steps Rochdale borough will seek to take with partners to make good progress towards these outcomes in the next 5 years. The steps are ambitious and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require us to prioritise measures and to continue working with the GMCA and TfGM to secure the required funding from Government to develop and deliver these schemes.

1.1. Covid-19 Recovery

Rochdale Council's Highways Service have closely monitored the network throughout the period affected by COVID-19. The initial key concern was to keep the network functioning for emergency and essential services to be able to get about quickly. During the lifting of restrictions and early recovery the Highways Service have temporarily closed Packer Street in Rochdale Town Centre to provide additional space for businesses to use as extra outdoor space where indoor capacity has been limited.

Rochdale Council have submitted bids to Tranche 2 of the EATF for a walking and cycling scheme in Milnrow Town Centre, reallocating road space and St Leonard's Street in Middleton which have two point closures put in effectively making it an active neighbourhood area.

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2. Rochdale Borough Strategic Transport Issues

Achieving the 2040 Right Mix

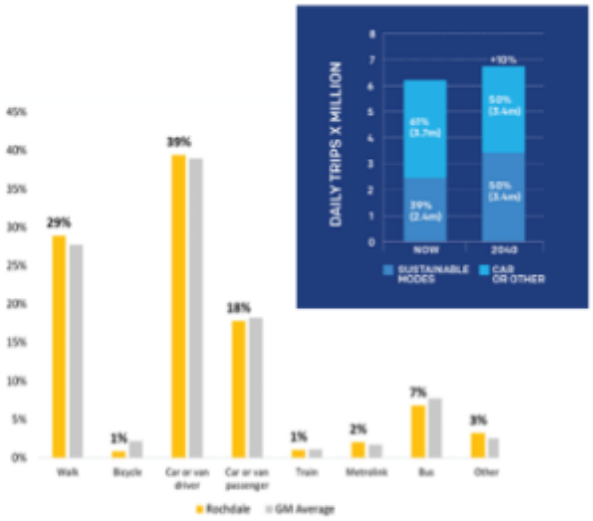
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester being made by sustainable modes by 2040.

57% of all journeys starting in Rochdale are made by car or van, and 40% by sustainable modes (30% active travel and 10% by public transport).



52% of journeys that start in Rochdale are neighbourhood trips that are under 2km and could be walked in just over 20 minutes.

89% of these neighbourhood journeys are walked, 28% are made by private car or van, and 1% are made by bike.



Supporting Economic Growth

New Homes and Jobs

The Greater Manchester Spatial Framework and Rochdale Growth Plan sets the target to deliver 12,000 new homes and 1 million sqm. of employment land for 20,000 new jobs.

Key sites include Northern Gateway Heywood / Pilsworth (600,000m^2 employment, 1,400 homes), Stakehill (155,000m^2 of employment uses and 1,900 homes), and the Calder Rail Corridor, where 7,000 homes are proposed.



Town Centres

Rochdale Council is committed to supporting continued economic growth and recovery from COVID19 in our five townships.

Plans include delivery of a new masterplan, including 2,000 new homes in Rochdale town centre, and new masterplans for Heywood, Middleton and Littleborough.



Protecting our Environment

Carbon

Rochdale Council declared a Climate Emergency in 2019, and we are committed to becoming a carbon neutral borough by 2030.



Improving Quality of Life

Health

Rochdale has a lower than average percentage of physically active (63% compared to the UK average of 67%) and a higher than average number of adults who are recorded as obese or overweight (66% compared to 62%).



Rochdale residents have a lower life expectancy than the UK average, particularly amongst females. Residents also have a higher than average mortality rate from cardiovascular disease.



Air Quality

There are 6 air quality management areas on Rochdale's highways network that are forecast to exceed the legal limit of NOx emissions beyond 2020.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

31% of households in Rochdale do not have access to a car.



Road Safety

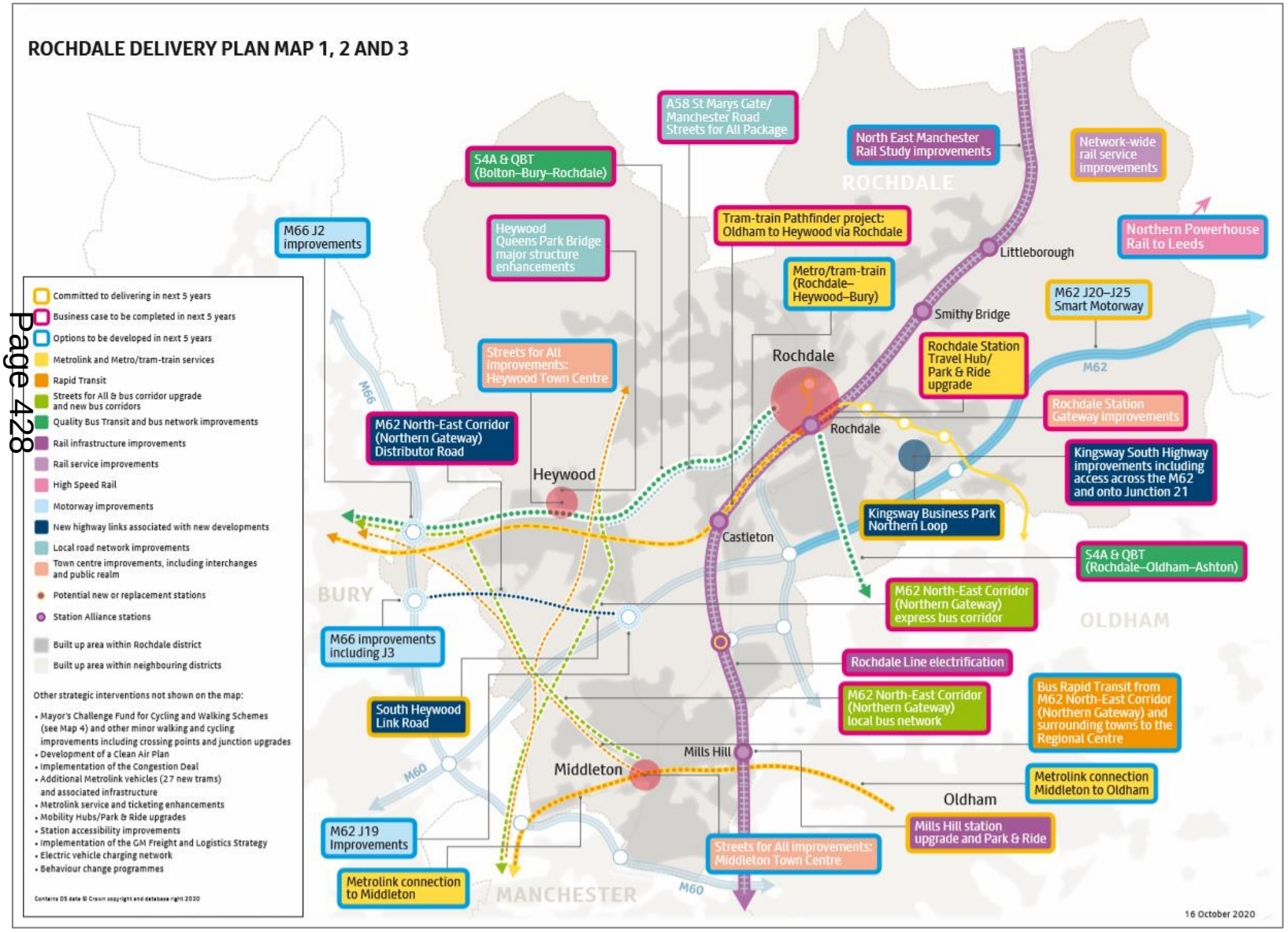
In 2018 there were 260 road traffic collisions resulting in 328 casualties on Rochdale's roads.

Collisions resulted in 49 people being killed or seriously injured. 21 of the people killed or seriously injured were pedestrians, 2 were cyclists (6), and 18 were motorcyclists.



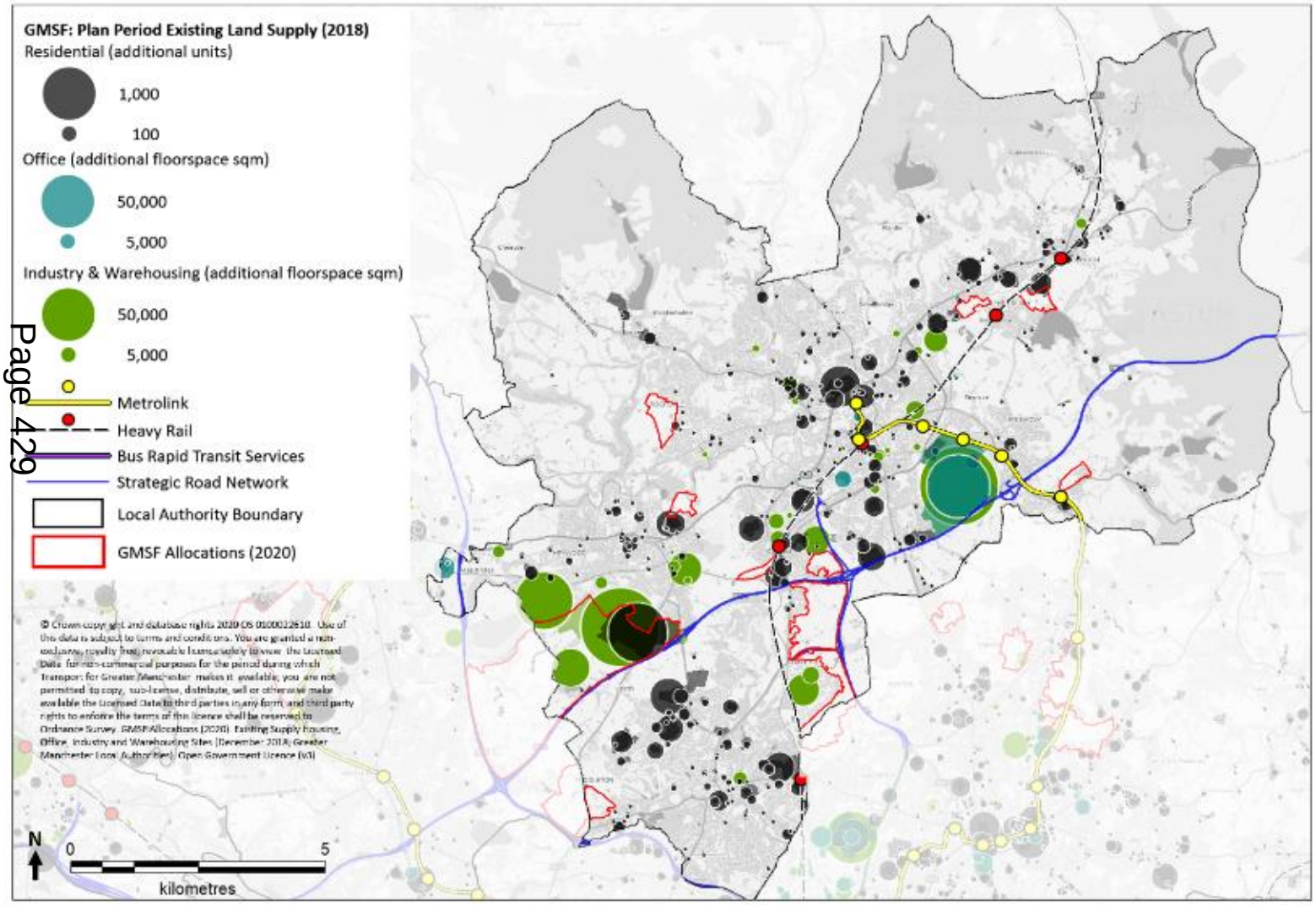
2.1. Rochdale's Delivery Plan Schemes 2020 – 2025

Map 1 below sets out schemes committed for delivery, business case development or option development in Rochdale in GMTS2040 Delivery Plan.



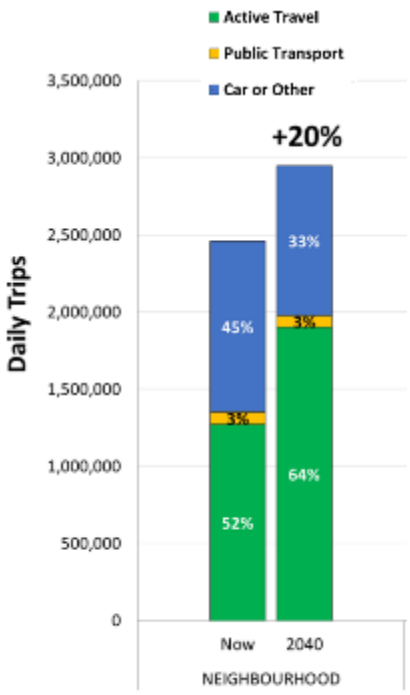
2.2. Rochdale's Existing Transport Network and Spatial Allocations –

Map 2 sets out the current land supply and transport network within Rochdale. This includes the Oldham and Rochdale Metrolink Line to Manchester City Centre, that provides a tram every 12 minutes, the Calder Valley Rail Line and the Strategic Road Network in Rochdale, alongside existing land supply for residential, office and industry space, and future GMSF allocations.



3. Spatial Theme Challenges and Opportunities

3.1. Neighbourhoods



The majority of trips made in Rochdale Borough that start in the District are at neighbourhood level (52%), 48% of these are under 2km and made by private car. Most of these trips are short enough to be taken on foot or by bicycle. (Source: TRADS database).

Road traffic levels and speeds have a significant impact on walking and cycling local trips, through actual and perceived levels of safety, driver attitudes which lack consideration for other users. Major roads also create a barrier and cause severance between neighbourhoods and destinations and pavement parking restricts footway space and pedestrian / cycle accessibility.

There are challenges in areas with dense populations outside Rochdale Borough's main centres, e.g. Milkstone and Deeplish; Langley; Kirkholt and Wardleworth. Street patterns mean residences in these areas live close together with narrow roads restricting 2-way traffic flows with significant levels of on-street parking. Despite this, these areas have low levels of car ownership and poor if any public transport services in part due to this street design and the inability of larger vehicles to pass along the local road network.

Key destinations, such as Town Centres, are difficult to access on foot and by cycle due to road traffic, severance caused by highway infrastructure, the lack of direct dedicated cycle / walking infrastructure and wayfinding. Locations where these issues occur include Hollingworth Lake, Rochdale Infirmary, Rochdale Railway Station, Fairfield Hospital, a number of Schools, and Rochdale, Heywood, Middleton and Littleborough town centres).

Opportunities to address these issues will be delivered through the development of the Bee Network and access to and within new development that prioritises active travel following "Streets for All" design principles creating streets for people not just traffic. Rochdale Station Gateway, Castleton, Middleton, Heywood and Littleborough Town Centre Masterplans will also prioritise these principles in their detailed development.

3.2. Rochdale Town Centre

The Council is continuing to develop a town-core masterplan for Rochdale Town Centre following the completion of the first Phase of the Rochdale Riverside project in March 2020. This will support delivery of new high-density homes on brownfield sites in the Town Centre, better connectivity to and from the town centre to local

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neighbourhoods, the wider city region, and the regional centre, alongside enhancing community and heritage assets.

Plans for regeneration of Rochdale Town Centre also include potential for 2,000 new homes across the wider centre, including a new neighbourhood on Central Retail Park Rochdale and Rochdale Riverside Phase 2 and a further 1,000 homes and 6,250m^2 of employment, retail and commercial space planned as part of the Rochdale Station Gateway and the former Rochdale Canal Basin.

Key issues for Rochdale Town Centre include:

- The A58 causes severance from Rochdale Town Centre for neighbourhoods to the north, particularly for those making trips on foot or by bike. In particular a number of subways present a poor perception of local personal safety to / from Spotland, Falinge and other residential areas west of Whitworth Road;
- There are a limited number of routes that cross the railway line to / from Rochdale Town Centre from neighbourhoods to the south of the town extending the length of trips made on foot and by bike;
- Distance and topography between Rochdale Railway Station and the town centre core is a barrier enhanced by the lack of coherent walking routes;
- Poor public transport connectivity to the town centre for local trips leads to a large number of these short journeys being made by taxi or private car.

It is estimated that journeys to Rochdale town centre have reduced by 24% since 2010, 54% of AM peak journeys to Rochdale Town Centre are made by foot, bike and public transport (increasing from 48% in 2017, and 35% in 2003) (source: TRADS). Continued development of the town centre will maintain the aim of attracting people back for retail, commercial and tourism activities, encouraging them to travel by sustainable modes of travel.

3.3. Wider-City Region and Regional Centre

42% of trips starting in Rochdale borough are to the Wider City Region, for example to Bury or Oldham. 47% of these trips are made by private car and only 14% of wider City Region City trips made by public transport (source: TRADS database). Rochdale also has a lower than average trips to the Regional Centre than other GM boroughs (4% compared the GM average of 15%) (source: TRADS database).

The alternatives to the private car for accessing town centres and neighbourhoods are poor, apart from Rochdale Town Centre (particularly to Heywood, Middleton, Norden and Bamford and Littleborough). This creates capacity and connectivity challenges along the radial and inter-urban routes in the Borough with high levels of car use for wider-city and Regional Centre journeys resulting in delays on the highway network, affecting public transport services.

There are several Park and Ride opportunities emerging through recent land acquisitions and masterplan development work. e.g. at Rochdale, Castleton,

Littleborough and Smithy Bridge Railway Stations, as well as improving access to stations, contributing to business cases to justify improved rail services and passenger facilities in the Borough

3.3.1. Wider Town Centres

In addition to challenges within Rochdale town centre, there are a number of challenges across Rochdale's wider town centres of Middleton, Heywood, Littleborough, Castleton, Mills Hill, Smithy Bridge and Slattocks. These are summarised in the table below.

Town Centre	Challenges	Opportunities
Middleton	2 950 new homes and around 10 hectares of commercial and employment land planned to be delivered by 2035. Key issues include: - Severance caused by the highway network, particularly the roundabout network at the north of the town centre and Long Street - Poor links to Alkrington Hall and Middleton Bus Station - Poor public transport connections to Rochdale, Bury and Oldham town centres, the Regional Centre, Mills Hill station, and Northern Gateway GMSF site.	New Masterplan for Middleton developed Significant level of planned development Potential to develop Metrolink to Middleton Town Centre from the Bury Line Rochdale Rail Corridor Strategy (see below)
Heywood	1,922 new homes and 700,000 m2 of commercial and employment land will be delivered by 2035. Key issues in Heywood include: - The town centre does not meet its full potential, and key challenges include: - A58 York Street has high levels of traffic, including high levels of commercial vehicles that conflict with high street users and poor urban realm; - Poor wayfinding	New Masterplan for Heywood is currently in development. M62 Junction 19 Link Road will remove traffic from the town centre, providing opportunities to deliver Streets for All improvements, enhance the commercial, shopping, visitor and recreational environment. The Northern Gateway GMSF allocation provides an opportunity to introduce new rapid transit services

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Town Centre	Challenges	Opportunities
	- Footways are narrow and constrained, leaving little space for shops to spill out; - Poor sustainable inter-urban links with nearby centres (with the exception of bus links to Rochdale and Bury) - There is currently no direct link between Heywood and the Regional Centre.	between Heywood and the Regional Centre, and Tram Train links to Bury and Castleton. Rochdale Rail Corridor Strategy (see below)
Littleborough	Potential to deliver 645 homes in Littleborough, including mixed use development around the rail station set out in the Rochdale Rail Corridor Strategy. Key issues in Littleborough include: - Hare Hill Road is heavily trafficked and needs a better balance of movement and place to better fulfil its purpose as Littleborough's main shopping street. - Littleborough station has poor access to its entrance and public realm, capacity issues at the station car park causes parking management issues and congestion in the town centre; - There are poor cycling and walking connections around the town centre and station.	Littleborough Station Masterplan is at an early stage and as deliverable outcomes emerge then they will be included in this implementation strategy and supporting delivery plan. Rochdale Rail Corridor Strategy (see below)
Castleton, Mills Hill, Smithy Bridge, Slattocks	Projected that over 4,000 homes will be built that are accessible to these Stations over the next 10 years (2020 Rochdale Rail Corridor Strategy). Key issues across these town centres include the need to enhance stations as a transport hubs for local areas, and develop strong sustainable transport links to town centres and development opportunities.	Development of masterplans at each of these town centres. The GMCA is currently undertaking a feasibility study into the potential development of a new station on the railway line at Slattocks. Rochdale Rail Corridor Strategy (see below)

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An initial assessment of the interventions that may be required to support GMSF sites in and around these town centres has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

3.3.2. Rochdale Rail Corridor Strategy

The 2020 Rochdale Rail Corridor Strategy also sets out ambitious plans to deliver around 7,000 new homes and commercial space along the Calder Valley Rail Corridor, with associated infrastructure investment, including a new station at Slattocks. The Strategy's focus is on delivering high density living around each station on the Calder Valley Railway Line, utilising brownfield sites, increasing patronage and bringing the Borough much closer to Manchester City Centre, improving access and reducing travel times to wider employment opportunities and the local housing market;

To ensure development contributes to meeting carbon commitments, investment is needed along the corridor to improve capacity and quality of rail services (increasing frequency and length of trains, new station gateways), alongside new cycling and walking networks and other "last mile" access measures connecting local communities in Rochdale borough to key destinations, such as e-scooters, car clubs and bike hire.

To support this vision, the GMCA is currently undertaking a feasibility study into the potential development of a new station on the railway line at Slattocks. Following the completion of this work, the Council and the GM Stations Alliance will prepare a Masterplan to support the development of a station at this location with new and improved walking and cycle links to Hopwood Hall College, Stakehill Industrial Estate and the surrounding area.

3.3.3. Public Transport

There has been steady but continuous growth in Rail and Metrolink patronage. Rail Station usage in the Borough has risen on average by over 5% a year over the last decade (Source ORR Rail Station Usage data) and Metrolink Patronage has more than doubled since the Oldham - Rochdale Line opened in February 2014. Station Masterplans demonstrate capacity to deliver up to 7,000 new homes within 800 metres walking distance of the Borough's railway stations, together with the proposed new station at Slattocks, along this key rail corridor which will continue to increase trip demand to / from Regional Centre.

Key local challenges for public transport also include:

- Addressing low levels, or no public transport connectivity to destinations, neighbourhoods and employment sites outside Rochdale Town Centre (including Stakehill Industrial Estate and Heywood Distribution Park / Hareshill Business Park, Kingsway Business Park, Fairfield and North Manchester Hospitals);

- Poor access to rail and tram links to Rochdale Town Centre from surrounding neighbourhoods with a significant number of trips made by taxis;
- Bus connections to Bury and Oldham are slow and unattractive;
- Potential growth sites are currently poorly connected to the wider-city region by public transport e.g. Northern Gateway, Stakehill Industrial Estate / Slattocks;
- Ticketing, integration of services and unaffordable fares discourage people from taking many public transport journeys particularly if they have access to alternative forms of transport or they can make journeys on foot.

There are a number of public transport related factors which contribute to low levels of journeys to the Regional Centre from Rochdale, and impact our residents access to opportunities and quality of life. These include:

- A lack of direct public transport links and options to Manchester City Centre particularly from Heywood;
- The Calder Valley Railway Line is at capacity at peak times from all the Borough stations resulting in people on occasions being unable to board trains to Manchester in the morning due to crowding;

  Unreliable line operations and ageing rolling stock also leads to services not running or skipping stops. Despite this, passenger demand continues to grow and will increase through delivery of future housing growth;
- At Rochdale Railway Station, the Park and Ride facility demand is over its capacity, passenger facilities are poor and its role as a major gateway to and from the town, needs to be enhanced;

  Bus access to the south of the station is also poor and there are opportunities to provide new bus access for residents from the south of Rochdale into the station;
- Demand for Park and Ride at the Borough's other railway stations is also increasing. The Council has secured land adjacent to Smithy Bridge Railway Station and working with the GM Stations Alliance to provide a new facility which is expected to be delivered by 2025;

  Increases in Park and Ride capacity is being delivered as part of the Mills Hill Railway Station Improvements and the Bee Network scheme in Castleton, as well as proposals to expand provision at Littleborough through a new masterplan. A major park and ride opportunity accessible to the strategic motorway network could be provided through a new station at Slattocks.

It is important that increased parking provision is controlled so passengers who walk or cycle short distances to / from stations continue to do so and are not attracted to transfer to car travel due to availability of parking, while also discouraging "rail heading" where passengers in neighbouring local authorities drive to a station in Greater Manchester.

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Additionally, currently there is no direct rail / tram access from Rochdale Borough to Manchester Piccadilly and Manchester Airport leaving residents with a choice of lengthy, difficult journeys by public transport with multiple interchanges or to travel by car which is more convenient if carrying heavy baggage.

3.3.4. Highway Challenges

The A58 route through the Borough offers an unattractive cycling and walking environment, with congestion, particularly at peak times, leading to delays to bus journeys, therefore poor access to rail / Metrolink stations and town centres as well as to freight and general traffic. There are congestion issues at the junctions with Smithy Bridge Road, Albert Royds Street, Featherstall Road, Townhead and Heap Bridge roundabout;

Motorway traffic causes additional congestion and severance for sustainable modes (bus, cycle, walking), for example, major flows of through traffic from East Lancashire via Whitworth to access M62, as well as the M66 and adjacent local roads used by traffic to / from Rossendale, Norden and Bamford, accessing the regional centre via Heywood.

Particular issues of congestion and delay occurs between Littleborough and M62 Junction 21 via Milnrow, Around M60 Junction 19 and Heywood Old Road, and at M62 Junction 18.

There are low numbers of EV charge points both off and on streets particularly where there is no off-road parking which restricts the potential uptake of electric vehicles;

There are a number of committed projects within Delivery Plan 2020-2025 which will contribute in addressing some of these issues. They include M62 Junction 19 Link Road, Bee Network proposals, Rochdale Rail Corridor Strategy, Rochdale Station Gateway and Castleton Station Masterplans, as well as a potential A58 Residential Relief Road, Smithy Bridge. Highways England are also proposing to consult on their proposals to tackle capacity issues at the M62 / M66 Simister Island Motorway Interchange to be delivered by 2025.

4. Rochdale 5-Year LIP Outcomes

This section presents transport related outcomes that Rochdale Council aim to achieve over the next 5 years. Each outcome includes a set of priorities investment over this timeframe, including schemes to be delivered or developed. These schemes are included in Map 4.

Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in all townships of the borough of Rochdale

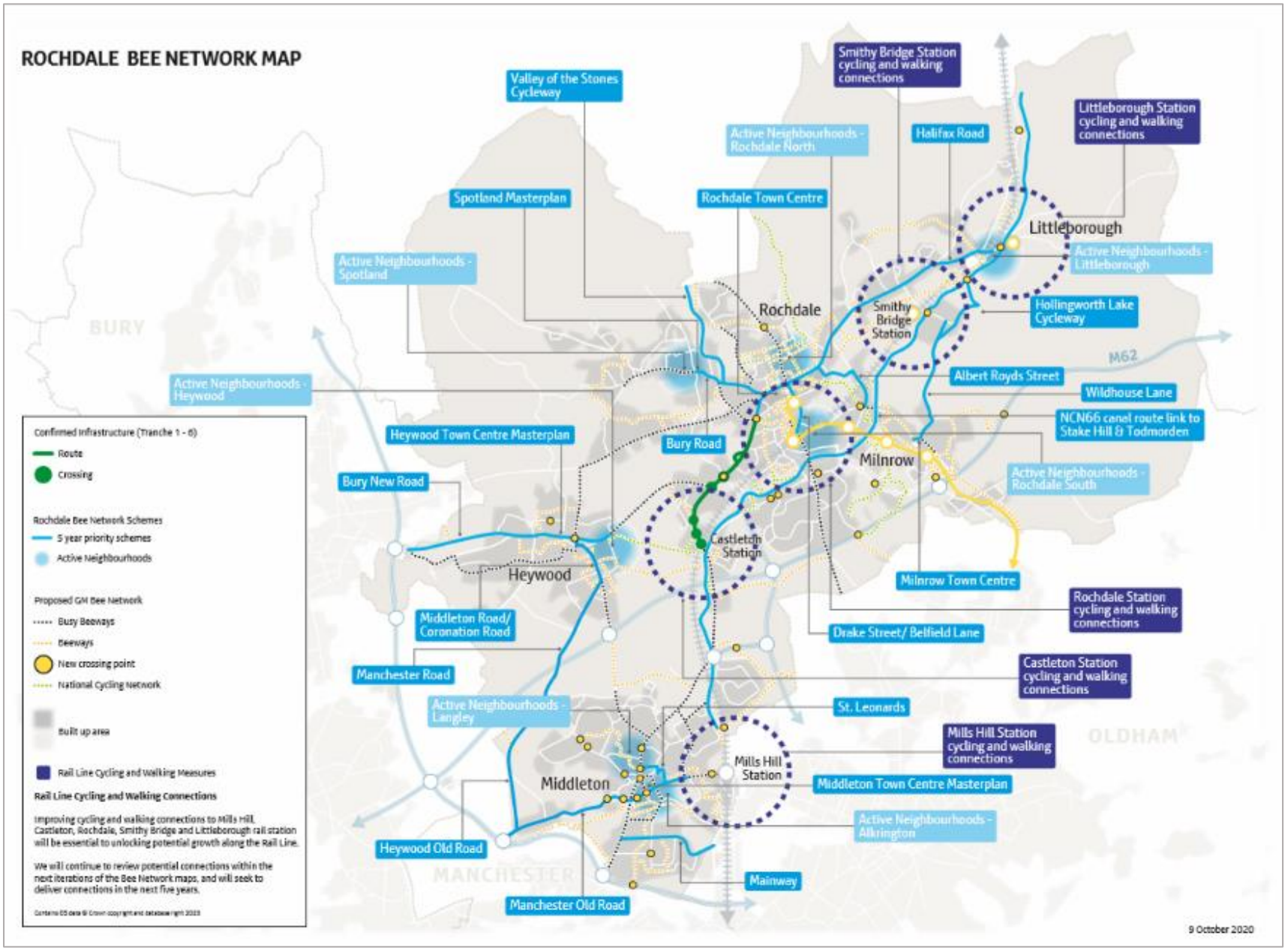
In the next 5 years this means delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in, and support people who want or have to make local trips by foot or by bike rather than by private car. This will build on the delivery of the Castleton Local Centre Corridor and

continuation of the route to Rochdale Town Centre through the MCF programme. Map 3 below provides an overview of how the Bee Network will be developed over the next 5 years, based on current priorities.

Priorities for investment over the next 5-years include:

Investment Priority	Description
Active Neighbourhoods	At least one active neighbourhood scheme implemented across for each of the townships in Rochdale Borough.
Rail and Metrolink Walking and Cycling Links	Local walking and cycling investment plans better connecting residential areas with each Railway Station and Metrolink stop.
School Streets	Establish and progress delivery of a School Streets programme across Rochdale borough.
Spotland Masterplan	Bee Network in the Spotland area
Wildhouse Lane	Delivery of Bee Network in the Milnrow/Hollingworth Lake area
Littleborough Free School	Bee Network and school access measures associated with new school development
Heywood Old Road	Bee Network delivery in the Heywood area
Mainway	Bee Network delivery in Alkrington Garden Village
Castleton to Rochdale town centre,	Bee Network Proposals to connect Castleton to Rochdale town centre.
Hollingworth Lake Cycle Corridor	Bee Network proposals to deliver cycling and walking connections at Hollingworth Lake.
Valley of the Stone Cycleway	Completion of the Valley of the Stone Cycleway from Bacup – Rawtenstall south to Rochdale Town Centre.
Rochdale Royal Infirmary Walking and Cycling Links	Improvement in pedestrian and cycle access to Rochdale Royal Infirmary.
District Wayfinding	Wayfinding for local journeys across the Borough.
Neighbourhood Street Maintenance	Borough-wide maintenance programme.
Behaviour Change Activities	Deliver behaviour change to support the Bee Network, active neighbourhoods, and new development.

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Map 3: Rochdale Committed and Priority Bee Network and Map

Outcome 2: Enhanced connections to / from and within Heywood, Middleton, Littleborough and Rochdale Town Centres by foot, bike, and public transport

In the next 5 years this means creating “Streets for All” in the town centres of Heywood, Littleborough, Middleton and Rochdale, including at Rochdale Station Gateway, through improvements to the Public Realm.

Access to these centres will also be improved by bus, walking and cycling, as well as delivery of the South Heywood link road using an approach that incorporates Streets for All principles, detailed within the 2020-2025 Delivery Plan. Priorities for investment over the next 5-years include:

Investment Priority	Description
Heywood Town Centre Masterplan	Development and delivery of Heywood Town Centre Masterplan, applying Streets for All principles to improve access by foot, bus, and by bike.
Littleborough Town Centre Masterplan	Development and delivery of Littleborough Town Centre Masterplan, applying Streets for All principles to improve access by foot, bus, and by bike. Phase 1 will include multi-modal package of interventions to support Littleborough Town Centre Masterplan. Improvements to complex junction to alleviate congestion and accommodate development-generated growth
Middleton Town Centre Masterplan	Development and delivery of Middleton Town Centre Masterplan, applying Streets for All principles to improve access by foot, bus, and by bike.
Rochdale Station Gateway Masterplan	Programme of improved surface level crossings for pedestrians and cyclists on the A58 in Rochdale, in particular around the Town Centre and links to/from the Railway station.
Town Centre Street Maintenance	Borough-wide maintenance programme.

Outcome 3: Improved access to bus services across Rochdale Borough

In the next 5 years this means focusing on improving bus provision on the key corridors of the A58, A671 and A664 / A6046 and improved access to bus stops in the townships in Rochdale Borough.

Alongside proposals to deliver Quality Bus Transit between Bury and Oldham, and a Northern Gateway Bus Rapid Transit service (providing direct connections between Heywood and the Regional centre), detailed in the Delivery Plan, priorities for investment over the next 5-years:

Investment Priority	Description
Demand Responsive Bus Services – Rochdale Town Centre	Demand responsive bus service to Rochdale Town Centre to serve communities surrounding Rochdale, reducing the need to travel by private vehicle.
Enhanced Bus Connectivity	Improved bus connections to key destinations in the borough outside Rochdale Town Centre (Littleborough, Middleton, Heywood, Fairfield Hospital, Kingsway Business Park, Hollingworth Lake).
Streets for All Improvements to Key Bus Corridors	Streets for All improvements to the key bus corridors of the A58, A671 and A664 / A6046 to improve reliability, quality of bus stops and improved connections to stops by foot and bike.
Addressing Service and Fares Issues	Address fragmentation and dis-integration of bus services and unaffordable fares for many journeys.

Outcome 4: Streets in Rochdale Borough will be clean and green

In the next 5 years this means reducing the environmental impact of road traffic in Rochdale Borough through interventions that accelerate the uptake of low emission vehicles and reduce emission of air pollutants from vehicle traffic across the Borough.

Alongside the M62 Junction 19 Link Road Scheme and schemes to deliver Streets for All Town Centre proposals detailed in Outcome 2, and improvement of cycling and walking connections to Metrolink and Rail Stations, detailed in outcome 1, priorities for Investment over the next 5-years are:

Investment Priority	Description
Air Pollution Reduction Actions	Measures to reduce emission of pollutants in areas that are expected to exceed, or are at risk of exceeding air quality thresholds, for example the A58.
Castleton HGV Traffic Reduction Measures	Reduce HGV traffic through Castleton by implementing Streets for All / Bee Network improvements.
Electric Vehicle Charge Point	Programme to increase the number of electric vehicles charging points across the Borough.
E-Scooters	To trial a model for shared mobility across the Borough to improve first / last mile connectivity to / from transport hubs, employment areas and town centres
Rochdale Valley Corridor Improvements (Albert Royds St – Smithy Bridge Road)	New road to serve new residential areas, avoiding increased traffic on A58, on which a Rochdale - Littleborough Bus Corridor Upgrade will be implemented as part of the improvements. Includes cycle infrastructure alongside new road, with links to surrounding cycle network.

Outcome 5: Rochdale Borough residents, workers and visitors have good access to Rapid transit connections

The Rochdale Rail Corridor Strategy identifies land for around 7,000 new homes and new employment space to be laid out within 800 metres of the Borough's existing rail stations and will support delivery of a new station at Slattocks to serve Stakehill Industrial estate, Hopwood Hall College and surrounding areas. To support these plans, in the next 5 years this means delivering improvements to the accessibility and capacity of Rochdale Borough's rapid transit network, supporting more residents, workers, shoppers and visitors to travel to and from the Borough by sustainable modes, and enable new Transit Orientated Neighbourhoods to be built around our existing and proposed infrastructure. It will also require new or improved walking and cycling routes to be provided into/from rail stations and Metrolink stops to promote first/last mile connectivity by foot as well as infrastructure improvements at stations.

Alongside strategic measures in the longer term to improve connectivity to/ from Rochdale from cross-GM, such as Northern Gateway Bus Rapid Transit, a rail station at Slattocks, Middleton Metrolink and delivery of improved Park and Ride at Rochdale Station, Castleton, Smithy Bridge, and Littleborough, alongside improvements to rail capacity in Rochdale Borough, priorities for investment over the next 5 years are:

Investment Priority	Description
Rail and Metrolink Walking and Cycling Links	Local walking / cycling investment plans to improve active travel connections between residential areas with each Rail / Metrolink stations.
Kingsway Mobility Hub	Mobility hub at Kingsway Hub, focusing on shared mobility interventions and improvements to interchange.
Rochdale Station Mobility Hub	Mobility hub at Kingsway Hub, focusing on shared mobility interventions and improvements to interchange.

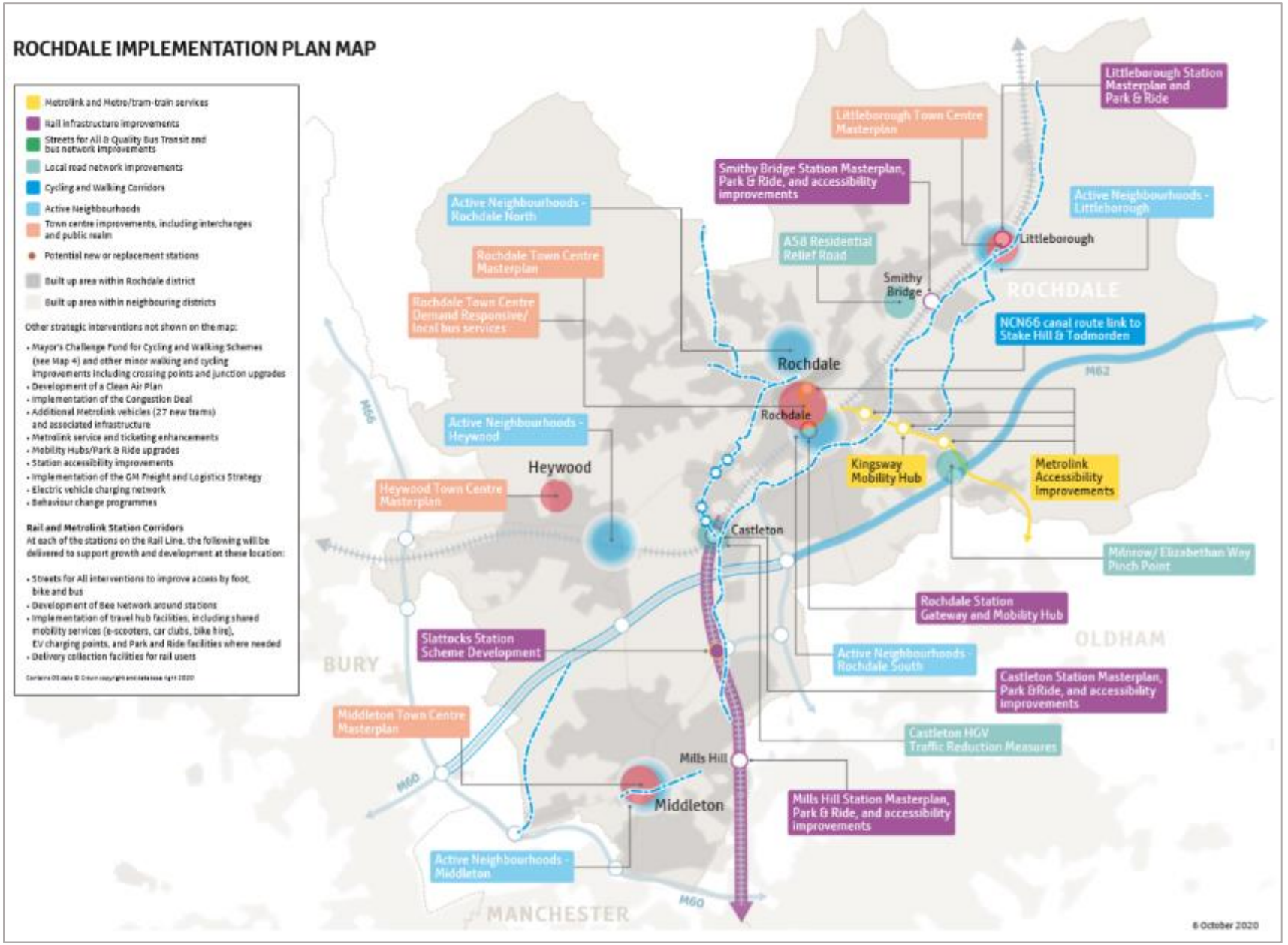
Outcome 6: Streets in Rochdale are well maintained and in good condition for all people who live in or travel within Rochdale

This means continuing to invest in maintaining Rochdale's streets and roads for all people who use them, from fixing footways, crossings and potholes at the neighbourhood level to essential maintenance to structures on Rochdale's Key Road Network.

Priorities for investment over the next 5-years:

Investment Priority	Description
Pothole Repair	Local walking / cycling investment plans to improve active Delivery of Central Government Pothole funding programme.
Highway Maintenance	Continued Council capital investment in the structure of the highway by way of an asset management-based approach to road resurfacing.
Structures Maintenance	Continued investment in structures using the Bridges Asset Management system and inspections.
Forward Planning Maintenance	Develop a plan and deliver how Highway Maintenance will be delivered in Rochdale from 2022 onwards at the conclusion of the current Highways Maintenance Term Service Contract.

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Map 4: Rochdale Implementation Plan Schemes

5. Indicators

Rochdale Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets

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Salford Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction to Implementation Plan

Salford has a vision for a 'better and fairer Salford for all', identifying a set of 8 key priorities:

- Tackling poverty and inequality – Significant levels of poverty continue to exist in many parts of Salford. Working with our partners, we will take action to make things better for the many households struggling to make ends meet. We must also look to prevent people from falling into poverty in the first place, building on what we know is already working, as well as developing new ways of doing things.
- Education and skills – Developing skills and a strong education offer. We want productive local jobs with real career progression and opportunities to develop skills and talents.
- Health and social care – Working with our partners to improve health and wellbeing.
- Economic development – Investment that provides jobs with decent wages. We will use our power and influence to target employers who have a commitment to giving something back in return – those who offer local jobs, look after their employees and pay them well.
- Housing – Tackling soaring rents and a lack of affordable housing.
- Transport – Connecting affordable transport with jobs and skills.
- A transparent effective organisation – Delivering effective and efficient council services.
- Social impact – Using social value to make the most difference in Salford. Making sure council money gets the most 'bang for its buck' for Salford residents.

This Implementation Plan sets out how local transport will work toward these priorities, expanding upon Salford's planned and current transport projects, set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025). this Implementation Plan is focussed on local, neighbourhood level priorities and interventions to be delivered across the Metropolitan Borough of Salford up to 2025. This provides an update to the previously published plans including Transport in Salford 2025[1], and the Central Salford Integrated Transport Strategy[2]. This sits within Salford's wider growth ambition to deliver 40,000 new homes and 40,000 new jobs, by 2040.

[1] Salford City Council (2013) Transport in Salford 2025. Available: https://www.salford.gov.uk/media/386561/transport_in_salford_2025.pdf
[2] Salford City Council (2009) Central Salford Integrated Transport Strategy. Available: https://www.salford.gov.uk/media/387349/central_salford_integrated_transport_strategy.pdf

To achieve these ambitions, we have set four key transport-related outcomes which we would wish to see achieved by 2025. These are:

- Increasing the number of neighbourhood journeys made by foot and by bike across Salford.
- Enhancing sustainable travel opportunities to employment, education and health and social care services for Salford residents.
- Strengthening connections between deprived residential areas with existing and emerging employment opportunities.
- Supporting new sustainable housing development opportunities across Salford.

These are consistent with the Delivery of Salford's Local Plan, set out within a combination of the Greater Manchester Spatial Framework (including land allocation), and development management policies and designations[3]. A summary of strategic schemes within the Transport Strategy 2040 5-Year Delivery Plan (2020-2025) are provided below.

1.1 Salford Publication Local Plan (2020)

To create a fairer Salford, accessibility goals have been identified through the Publication Local Plan (2020):

- Improving access for everyone to employment, retail and leisure opportunities within and around Salford.
- Providing increased opportunities for walking and cycling, helping to support healthier lifestyles and reduce the costs of travel.
- Increasing the proportion of trips that can be made by public transport, to increase inclusivity (especially for the 37% of Salford households that do not have access to a car) and reduce reliance on the private car.
- Minimising the negative impacts of car use on quality of life.

[3] Salford City Council (2020) Publication Local Plan: Development Management Policies and Designations. Available: https://www.salford.gov.uk/media/394997/publication-salford-local-plan-slpdmp-jan-2020.pdf

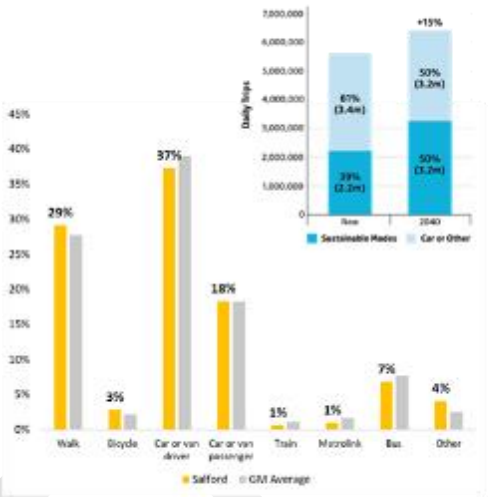
2. Strategic Transport Issues in Salford

Achieving the 2040 Right Mix

The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester to be made by sustainable modes by 2040.

Currently, 55% of all trips that start in Salford are made by car or van (driver and passenger), 41% by sustainable modes (9% by public transport and 32% by active travel).





Half of all trips made by Salford residents are under 2km, and could be walked in just over 20 minutes. However 37% of these trips are made by car.

Supporting Economic Growth

Growth and investment is being targeted to deliver benefits for existing local communities. Salford has an ambitious vision to deliver 40,000 new homes and 40,000 new jobs by 2040.

Salford's economy (GVA) grew by £1.4 billion between 2005-2015 (ONS Regional GVA by UK LA 2019)

Salford is a major employment centre and significant contributor to Greater Manchester's economy. There are over 9,500 active businesses in the city, and total employment was over 132,000 in 2016. The city has developed a thriving financial and services market with an expanding creative, media and digital sector





Salford has seen an 18% growth in people in employment (2007-2017), but more must still be done.

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Protecting our Environment

Salford City Council declared a climate emergency in 2019, including a date of 2038 for carbon neutrality. Salford has seen major progress in recent years, with a 33% reduction in total carbon dioxide emissions over the period 2005-2017, and a 41% reduction in per capita emissions.



However, there is still much to be done. The city has the second highest per capita emissions of the ten Greater Manchester districts, at 5.0 tonnes per annum compared to GM average of 4.3 tonnes per annum.



Salford is committed to reducing nitrogen dioxide emissions, and is targeting to ensure no part of the city is within an air quality management area by 2024.



37% of Salford households have no access to a private vehicle.

Improving Quality of Life

Life expectancy is 12 years lower for men and 8 years lower for women in the most deprived areas of Salford, than the least deprived areas.



Some neighbourhoods in Salford have high deprivation, with Salford identification as the 19th most deprived local authority in England.

The proportion of physically active adults (62%) is below the national average (66%), while the proportion of adults classified as overweight or obese (66%) is above the national average

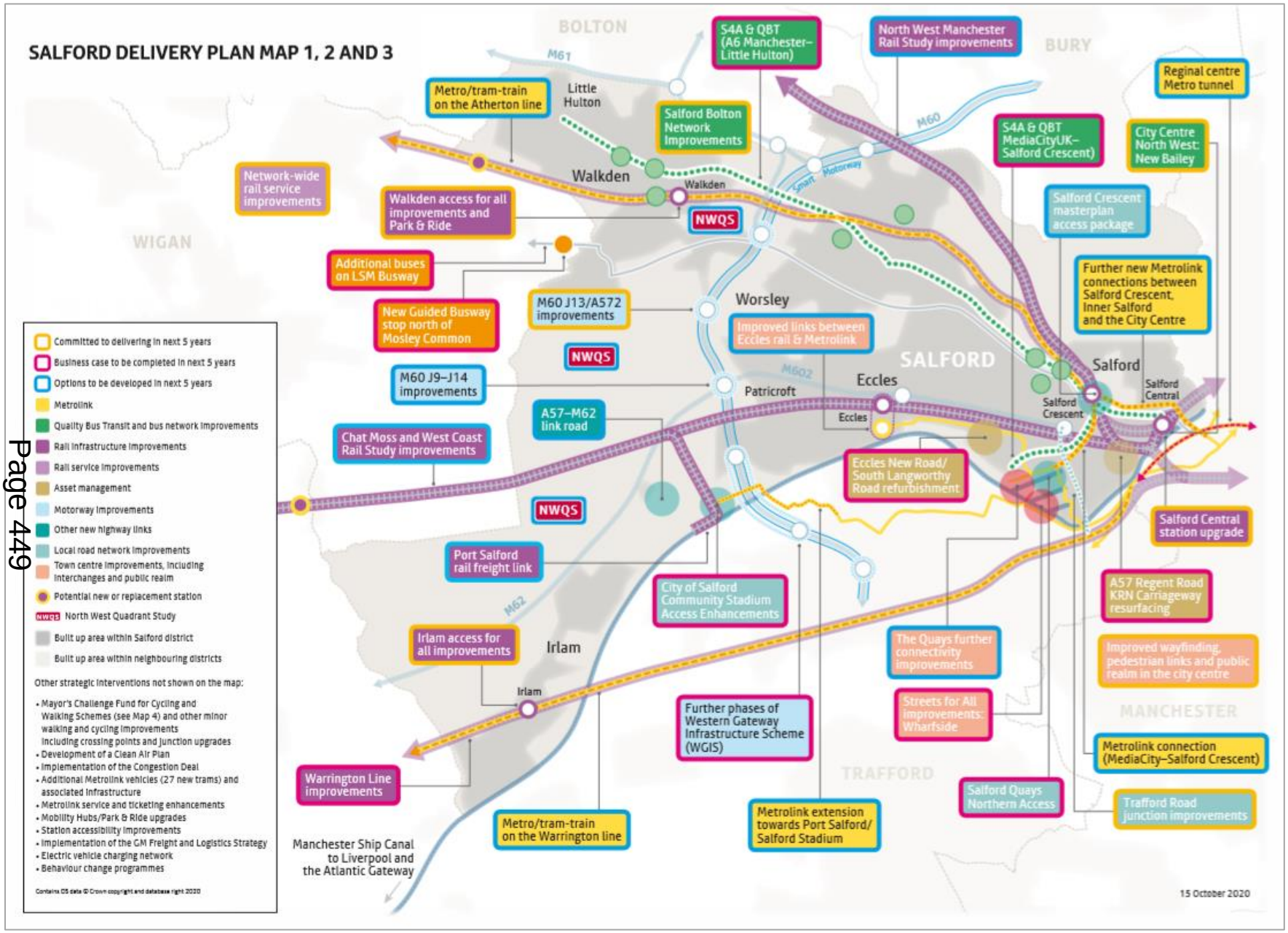


23.1% of year 6 children are classified as overweight obese.

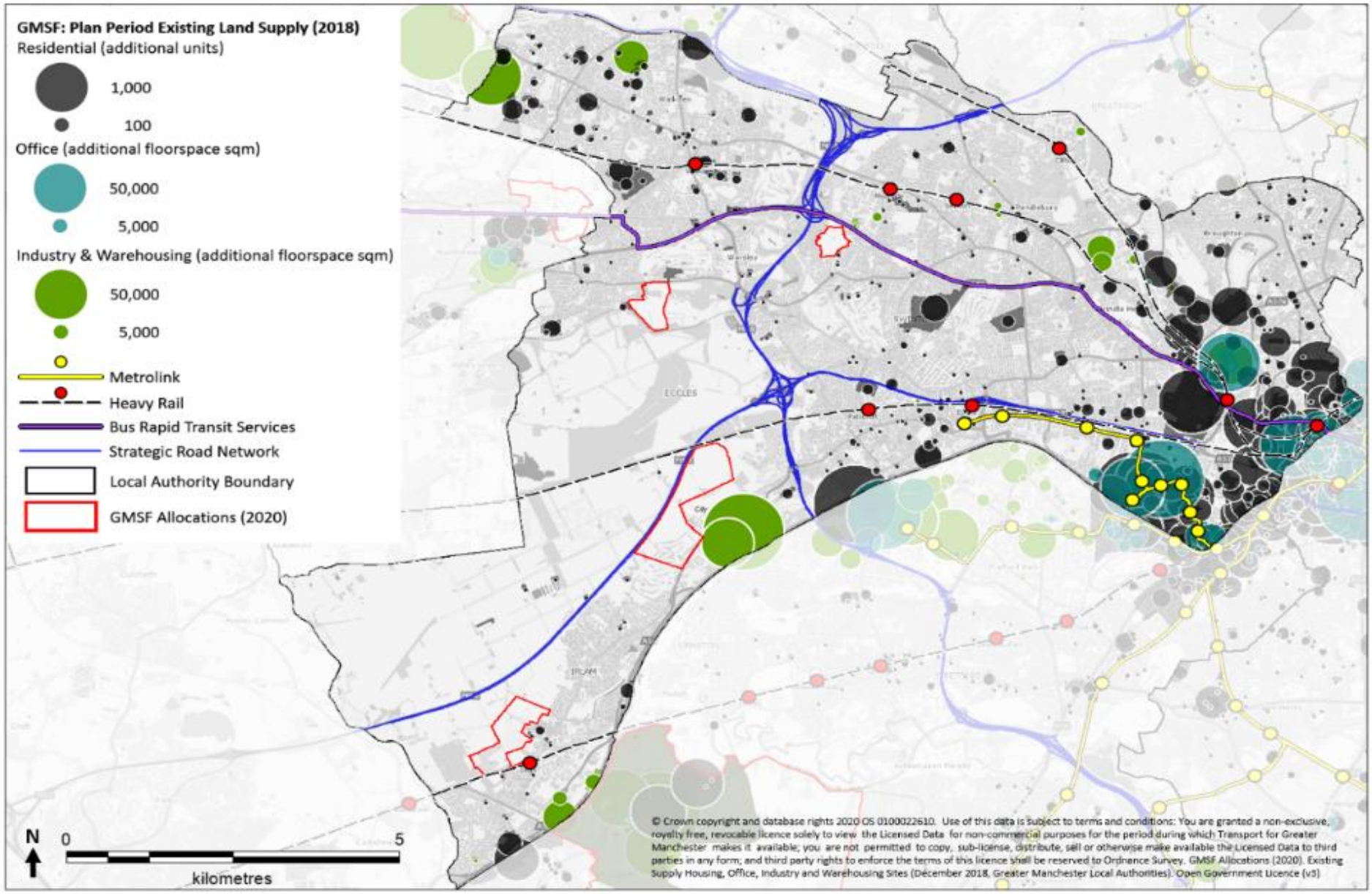
There were 318 KSI road incident casualties per 1 million population in Salford in 2018. This reflects a significantly higher rate than a projected 231 KSI casualty rate per 1 million population based on DfT National Central Projection of a 45% reduction by 2021.



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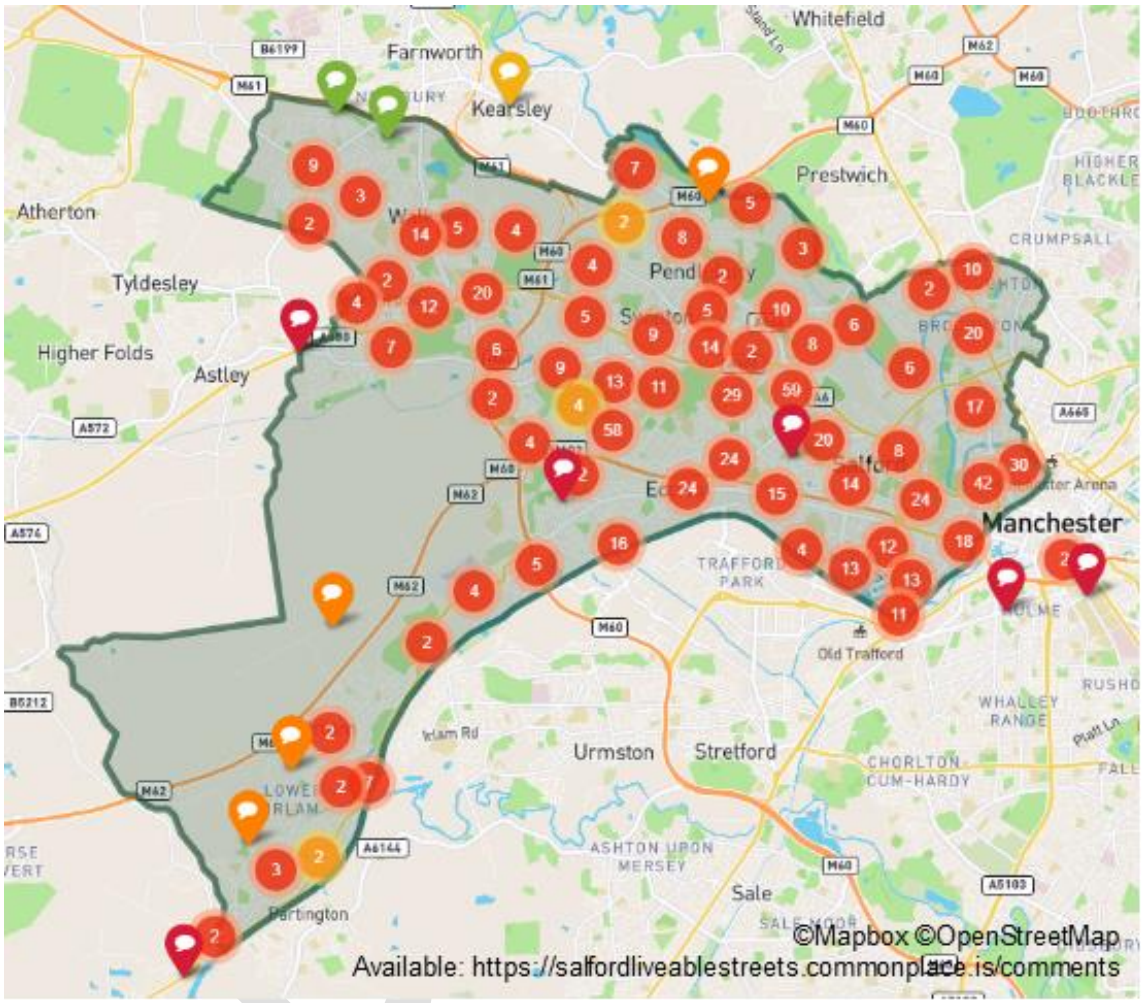
Map 1: Strategic Transport Interventions in Salford (2040 5-Year Delivery Plan 2020-2025)



Map 2: Salford future land supply and existing strategic transport network (GMSF 2020, ELS 2018)

2.1. Covid-19 Recovery

The Coronavirus pandemic represents a significant challenge for Salford residents, business and visitors. A detailed engagement was conducted during 2020 to understand resident's top priorities, identifying almost 800 suggestions on the priorities for #SafeStreetsSaveLives, to address place and movement challenges. Over 2 weeks, the platform received over 4,000 visitors and 4,455 contributions for immediate interventions as part of national government's drive to implement emergency active travel improvements.



Map 3: Feedback from Salford's engagement exercise

Salford City Council were awarded £500,000 from the Greater Manchester Mayor's Challenge Fund programme for temporary cycling and walking improvements and implemented a range of transport measures to safely enable Covid-19 recovery. This was further supported by an initial £1.5m allocation from the government's Emergency Active Travel fund. This funding has enabled the delivery of active travel interventions such as modal filters to reduce through-traffic flows in busy or residential areas as well as protecting cycle lanes with improved segregation. Work has been completed at locations including Blackfriars Street, Liverpool Street, Irwell Street and in the Trinity and Islington area.

Issues	Proposals
• Speeding • Gates you must touch to open • Not able to maintain 2m distance from others • Behaviour of road users • Volumes of traffic • Barriers that restrict access	• Spaces to sit and wait • More parking • Better crossings • Temporary cycle path • Prevent through traffic • More space to walk • Reduce parking • Close street to cars • More space to cycle • Extend pavement • Reduce Traffic Speed

Table 1: Key issues and proposals from Salford engagement exercise

Emergency Active Travel Scheme	Description
Cycle Parking	Additional short stay on-street cycle parking and residential cycle parking for households without space to store bikes.
Barrier Removals	Including overgrown vegetation, bollards and gates that you have to unnecessarily touch. Significant Vegetation cutbacks have been identified along busy highways.
Modal Filters / Filtered Neighbourhoods	Additional Modal filters to create Filtered Neighbourhoods in residential areas, reducing vehicle speeds, limiting people using residential streets as a cut through by non-local vehicle traffic, and improve the local walking environment.

Table 2: Emergency Active Travel Schemes and Descriptions

This collaborative model of engagement worked well to inform an initial set of evidenced and supported emergency active travel measures, in response to the COVID-19 emergency. These interventions are being delivered alongside wider support services provided through the 'Spirit of Salford', a helpline for all residents to discuss a wide array of immediate issues that may arise through the period. Looking beyond, major strategic projects, including the interventions listed within this Local Implementation Plan, will ensure Salford can 'build back better', developing a pipeline of sustainable initiatives to stimulate the local economy.

3. Spatial Themes, Challenges and Opportunities

3.1. Trips made in Salford: 2040 Right Mix Vision

Greater Manchester has an ambition that by 2040, that at least 50% of trips made within our city-region will be made by sustainable modes such as walking, cycling and public transport, and accounting for economic growth means one million more sustainable journeys every day in Greater Manchester by 2040. Achieving the Right

Mix is expected to lead to zero net growth in motor vehicle traffic. This is known as the “Right Mix”.

Salford is already making great steps toward this and at present approximately 40% of trips made in Salford are made by sustainable modes. The Greater Manchester 2040 Transport Strategy introduces ‘spatial themes’ to segment the types of travel made to plan the most appropriate interventions.

The most significant category of trips within Salford are Neighbourhood Trips (47%) where distances are under 2km. Approximately 33% of these trips are made by private car (driver or passenger) [4], yet many could be walked in just over 20 minutes, or even quicker by bicycle. There is the greatest scope for rapid modal shift progressing toward the ‘Right Mix’ if attractive opportunities are created for walking and cycling these trips.

Further information on identifying and addressing specific connectivity issues across Greater Manchester can be found within the individual spatial themes are recorded within the GMSF Transport Study Reports[5].

	Neighbourhood	Wider City Region	Regional Centre	City to City
Salford	47%	32%	19%	1%
GM	44%	38%	15%	4%

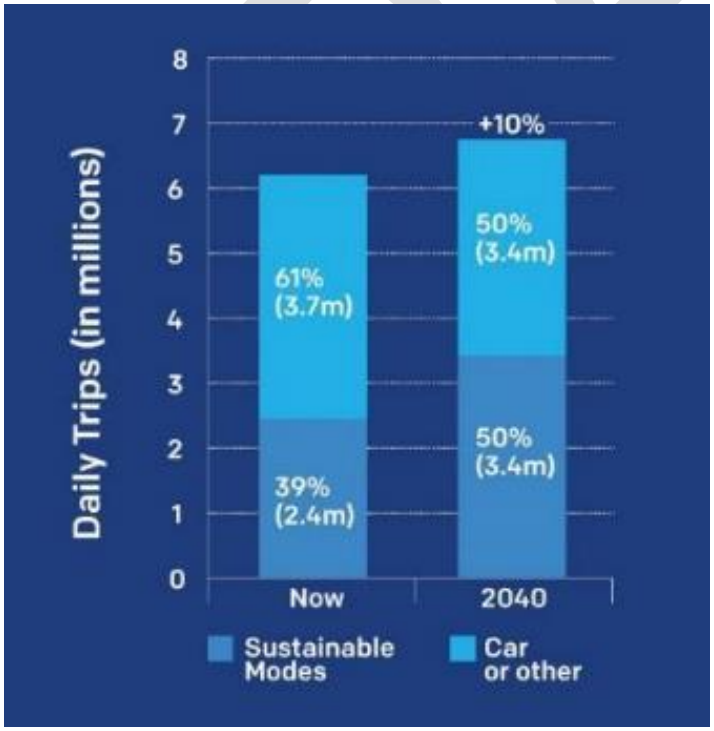


Image 1 and 2: Salford’s current modeshare and GM Right Mix objectives

[4] TfGM (2020) TRADS years 3, 4 5.
[5] TfGM (2018) GMSF Spatial Framework Transport Study: Understanding the Issues (Part 1). Available: https://downloads.ctfassets.net/nv7y93idf4jq/4UjNKtvwXmxMPpsKXBJw7p/b9711987da7aa3b18326f208430efa82/GMSF_Transport_Study_Understanding_the_Issues_Report_Collated.pdf

3.2. Strategic Development Areas

As part of Salford's ambition to deliver 40,000 new homes and jobs by 2040, there are several key growth areas and priority locations for transport investment that will deliver this growth in the City which are illustrated in the figure below.



Map 4: Salford Strategic Development Map

3.2.1. Salford City Centre

The vision for City Centre Salford to 2040 is captured in the following objectives for this place:

- ***A Great Place to live***
- ***A growing and diverse employment offer***
- ***A destination for culture and leisure***
- ***Conveniently connected***
- ***Urban lifestyle and outdoor life***

As the most significant location of housing and employment growth within Salford, and the converging point of a wide variety of transport infrastructure and services across North West England, a detailed review of travel challenges, opportunities, alongside a specific plan for transport, has been prepared for the adjacent city centres of Salford and Manchester. This can be found within the City Centre Transport Strategy.

Development already complete in this area has started its transformation into a vibrant residential neighbourhood and increased the commercial office space at locations including Greengate and New Bailey. There has already been

consolidation and removal of commuter parking spaces as part of the development of the area and it is well placed to take advantage of public transport links. These include rail stations at Salford Central and Salford Crescent and an extensive network of bus services that link this area to Greater Manchester and beyond.

Salford has already delivered interventions in the area including the delivery of sustainable infrastructure improvement at New Bailey Street. This infrastructure project reallocated road space to deliver an enhanced pedestrian environment alongside sustainable drainage features. New Bailey also supports access for bus services including the Cross City Vantage service that deliver large volumes of passengers to and from the regional centre on a daily basis.



Image 3: New Bailey Street Gateway

Walking and cycling will be key modes for movement around this area in the future, especially for those who choose to live and work in this area. The delivery of a programme of enhancements to create a safer walking and cycling network has started with more to be delivered over the coming years. Examples of work to create more pedestrian and cycle friendly environments can already be seen at Bloom Street and Carpinio place. This will be complemented by the development of filtered neighbourhoods that seek to limit the impact of through traffic on residential areas to help support walking and cycling in these locations where many residents don't own a car. Ultimately these projects will be linked to deliver safe routes through the area as part of Greater Manchester's Bee Network proposals.

Salford Central and Salford Crescent Rail Stations are key arrival points to Salford City Centre. A major upgrade of platform facilities at Salford Central Station is planned in the coming years to support greater passenger numbers and improved connections. Similarly, as part of the Salford Crescent masterplan further enhancements at the Crescent station, linked to our ambition for a new Metrolink line to Salford Quays will help to support more sustainable journey choices to support the growth of this area.

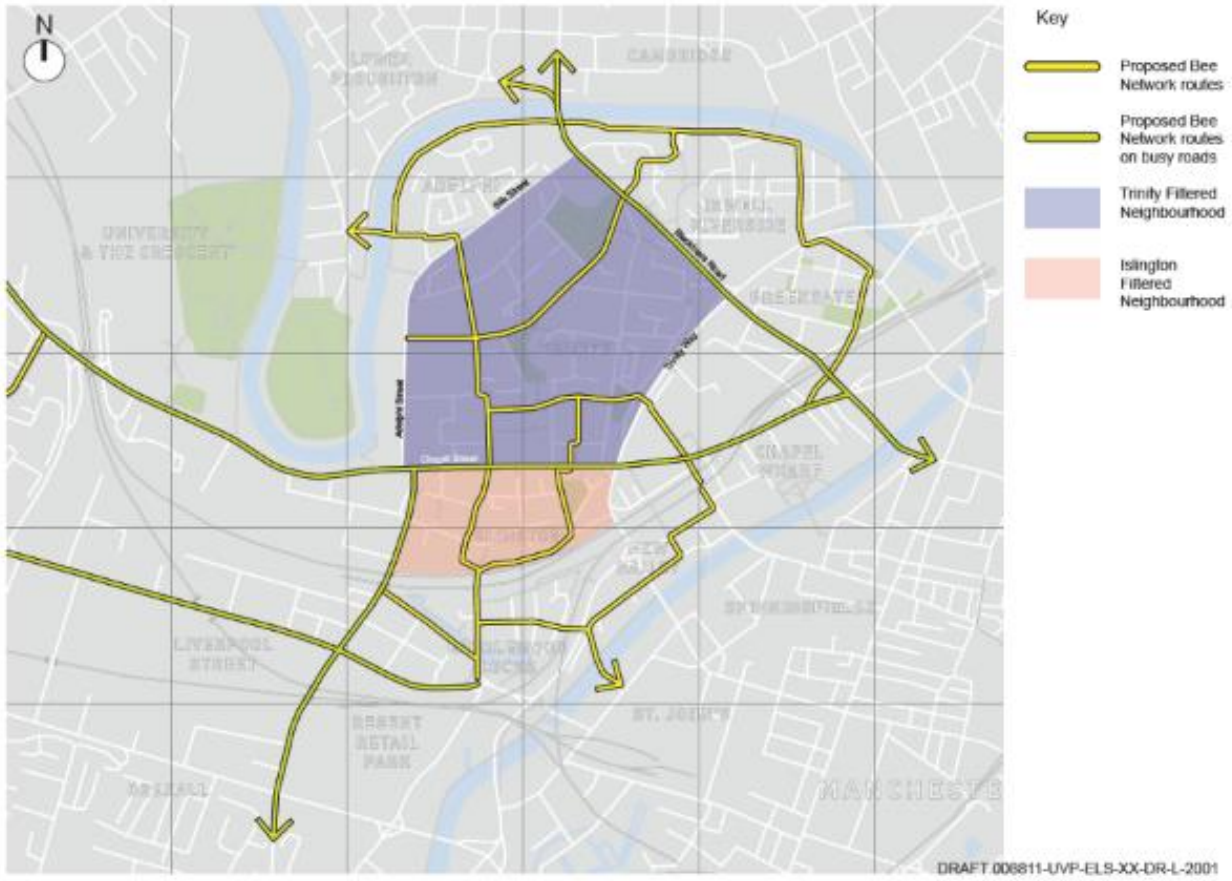
The emerging Salford Crescent masterplan will see the transformation of the area around the University with the ambition to create an urban innovation district. This has the potential to deliver an additional 2500 homes and 6,500 jobs as the proposals are delivered over the next decade and beyond. Sustainable travel will be key to supporting this growth and key infrastructure ambitions include:

- Bringing Metrolink to the Crescent to connect to Salford Quays and ultimately the Regional centre. This would create a transport hub at the Crescent that

will also benefit from proposals to increase passenger capacity on the suburban rail network serving this rail line.

- Linking both sides of the University Campus on Frederic Road to create Salford Rise, a podium structure linking a new innovation district and supporting access to the university campus by sustainable modes on a traffic free route.

  Upgrading the A6 at the Crescent to prioritise Walking, Cycling and Public Transport, initially to support existing high frequency bus transport but ultimately to accommodate Metrolink services.



Map 5: Draft City Centre Bee network

3.2.2. Salford Quays including MediaCityUK

Salford Quays is a regeneration success story and is maturing into a diverse neighbourhood where people work, live and play. It has transformed an obsolete, derelict docklands to create the region's premier waterfront destination.

The Quays benefits from a number of key visitor attractions including the Lowry Centre and is the home to BBC Sports and Children's departments. The BBC is based at a purpose built digital and tech hub and the wider MediaCityUK development includes the media campus for Salford University. The arrival of MediaCityUK has provided the impetus needed to attract the next generation of jobs and has acted as a launch pad for even more ambitious growth.

Salford Quays is once more positioned to take another leap forward, creating a dynamic and active centre that is an attraction for people who live there as well as visitors. It has the potential to deliver 3,000 new homes every three years and a doubling of current jobs by 2040.

The area already benefits from the Eccles Metrolink line and the recently opened Trafford park line has stops within walking distance. The area is also served by key highway links and a bus services that link to Salford University and Regional centre. However, it is clear that the scale of development at Salford Quays will need to be supported by further investments in public transport capacity in the future to enable more trips to be made by sustainable modes. The Trafford Road project will support this ambition through the delivery of an upgraded corridor to for all users with the introduction of protected cycling facilities on this busy corridor. Salford's ambition is for a new Metrolink Line to be delivered to link the Quays to the heavy rail network at Salford Crescent and ultimately beyond into the regional centre.

3.2.3. Greater Manchester's Western Gateway including Port Salford

Adjacent to the Manchester Ship Canal, the Western Gateway looks towards the Port of Liverpool and recent investments to accommodate post-panama sized vessels from around the world, enabling a direct global trading link for Salford. Port Salford is identified as a major economic opportunity for the City of Salford and Greater Manchester. Currently under construction, once completed it will include a tri-modal freight hub, improving the sustainability of Greater Manchester's distribution and supply chain activity.

This will be enabled through the provision of an inland port, rail spur, and improved highway access to the Strategic Road Network with 150,000m2 of employment floorspace. A further 370,000m2 of employment floor space is included in the Greater Manchester Spatial Framework to deliver a second phase of logistics development. This site could potentially deliver up to 5,000 jobs across both phases and creates one of the most significant new warehouse and logistics sites in the UK. The transportation elements are essential to its success, and further future expansion has been identified through the GMSF.

While the area is close to the motorway network new highway infrastructure is needed to ensure provide efficient connections to the new port and rail facilities. The option to move significant volumes of freight by rail and water has the potential to make a significant reduction to carbon emissions associated with the movement of goods to and from Greater Manchester as well as providing efficient connections to an increasingly global market. A highway solution delivered here will need to adequately address local and strategic highway requirements, ensuring effective operation of both. The location falls within the scope of areas considered as part of Highways England study into the M60 Manchester North West Quadrant. Salford will continue to work with partners to seek the delivery of the infrastructure needed to support the continuing growth of the Western Gateway.

The Western Gateway is also home to Salford Community Stadium where the surrounding land is anticipated to generate further development opportunities that could support and additional c500 jobs at this location. Key to maximising the

potential of this location will be strengthening public transport connections and Salford's ambition is for this area to be connected to the Metrolink network via an extension of the Trafford Park line.

An initial assessment of the interventions that may be required to support this site has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan



Image 4: Port Salford Phase 1 + Phase 2

3.2.4. RHS Garden Bridgewater

The RHS will open their fifth national garden, RHS Garden Bridgewater, in Salford in 2021 on the 154-acre former Worsley New Hall site. The site is expected to attract around 700,000 visitors annually by 2031, supporting an estimated 326 jobs. To help encourage visitors to use sustainable transport modes to visit the site a cycling and walking route from Walkden train station is proposed, linking to local communities and also connecting the site to the Bridgewater Canal towpath. Close by are Salford's extensive Mossland habitats which form the largest open area of land in the City and have the potential to act as a green lung for the City. Salford's investments in traffic free walking and cycling routes, including the Salford Greenway, have demonstrated the potential to increase access for recreation in this area by foot and by bike in the future to support work to protect and enhance this important landscape for future generations to enjoy.

3.3. Salford's Towns and Neighbourhoods

Salford's towns of Eccles, Swinton and Walkden are relatively small compared to some of the larger towns in Greater Manchester but each has a district centre that serves a wider established residential area. Salford's towns face a number of challenges through changes in shopping habits and the catchment areas for these centres include both affluent and deprived neighbourhoods. Whilst not matching the

scale of growth elsewhere in Salford there is potential for further residential growth in these areas. The centres of these town present the opportunity for sustainable residential growth as retail uses have declined. All three towns have a rail station and are well connected by bus services.

Ensuring that residents have safe routes to access these centres on foot and by bike is an important part of our aspirations for the Bee Network in Salford.

Salford's ambition for its towns is that by 2040 at least 50% of trips will be made by sustainable modes such as walking, cycling and public transport in line with the Right Mix aspirations for Greater Manchester. This will require more support for active modes and public transport supporting greater access to and around our towns without the need to use a car.

Through the Greater Manchester Spatial Framework, the local centres of Little Hulton and Boothstown are also prioritised for residential growth due to their proximity to strategic local transport links where development can be accommodated most sustainably. Existing strategic transport corridors and the interventions proposed within the 5-Year Delivery Plan to strengthen them such as the Leigh-Salford-Manchester Bus Rapid Transit Corridor, Wigan via Atherton Rail Corridor, and M61 corridor are fundamental to accommodating this growth. Further information on these allocations can be found within the GMSF and respective Transport Locality Assessments.

A range of policy standards are proposed within Salford to encourage sustainable travel behaviours in new developments. These include, but are not limited to, electric vehicle charging provisions, maximum general car parking space provisions, as well as minimum bicycle parking standards.

3.3.1. Locations beyond Salford

Growth beyond the borough will also place pressure on Salford's transport networks. The Greater Manchester Spatial Framework provides a coordinated approach between the 10 local authorities to facilitate this growth through the accompanying 5-year Delivery Plan. Outside of Greater Manchester, developments within Warrington at Stretton, Grappenhall, Omega, Haydock and within St Helens at Parkside and Newton-le-Willows will increase demand on the existing corridors of the M62, A57, and CLC and Chat Moss heavy rail lines. Salford will continue to work with partners such as neighbouring authorities and national transport bodies to identify and deliver appropriate solutions to mitigate the impacts of new development.

3.4. Salford Transport Policy Priorities

3.4.1. Highways

A summary of achievements of Salford's current Highway Investment Programme is provided. Since 2011/12, investment in the highway network has achieved:

- Highways in critical condition have fallen from 9.3% to 8%;

- Highways where maintenance will be soon required has fallen from 48.1% to 40%.
- Highways in a good overall condition has risen from 42.6% to 52%.
- Resurfacing 1329 Roads.
- Resurfacing or reconstructing 627 Footways.

Continued investment in the Drainage Network since 2012 has achieved:

- 1945 gullies cleared and running freely
- 986 seized gully covers freed, greased and operational
- 567 collapsed gully connections repaired
- 1428 defective gully pots replaced
- 662 damaged gully covers replaced
- 362 general highway drainage repairs removing localised flooding issues

Since the start of the Culvert Investment over the last three years the works have safeguarded areas of Salford from flood risk, ensuring proactive cost effective repairs and desilting works have avoided disruptive and more significant reactive repairs in future. This has led to a demonstrable reduction in reactive maintenance orders to repair defects (those which could cause harm or injury to persons or property) across the City's highways network from 17,600 issued in 2011/12 to 7,651 issued in 2019/20.

Salford's suite of highway policy and strategy provides local detail building on Greater Manchester's Streets for All approach:

- **Highway infrastructure asset management plan (HIAMP)**
    - Salford's highway infrastructure is an asset valued at £1.2 billion and it is vitally important that it is protected and maintained efficiently within the constraints of currently available resources so that a defined level of service can be provided for road users.
- **Highway policy and strategy**
    - Provides a summary of the available policy statements which support the highways infrastructure asset management plan.
- **Salford City Council highway inspection code of practice**
    - Demonstrating how Salford City Council will inspect and repair the highway to reduce risk and provide a safe serviceable highway network to comply with Section 41 Highways Act 1980.
- **Operational standards document**
    - The operational policies and standards of Salford City Council for the management of its highway assets, identifying good practice in line with the recommendations in the national code of practice.
- **Salford local flood risk management strategy**
    - A framework for the effective management of local flood risk in Salford.
- **Winter weather maintenance plan**
    - To provide safe movement of traffic on trunk, principal, classified and district roads in the city of Salford, minimising delays and incidents caused by adverse winter weather.
- **Skid resistance policy**

    - Details of Salford's skid resistance policy including the investigation process.
- **Resilient Highway Network**
    - The roads prioritised within the Salford city boundary that are required to be operational in severe weather conditions to allow essential services to function reliably and safely and to ensure movement of traffic within Salford.
- **Weekly roadworks bulletin**
    - Enabling the general public to view planned major road works on the highway network in Salford or affecting Salford's network. It is distributed to relevant stakeholders, including local and national media outlets for wider communication.
- **Statutory instrument - The Traffic Management Act (Salford City Council) Permit Scheme Order 2013**
    - The 'Greater Manchester Permit Scheme' under Section 33A (2) of the Traffic Management Act 2004 includes information on how utility companies should operate in Salford. Details of Greater Manchester Road Activities Permit Scheme (GMRAPS)

3.4.2. Public Transport

Salford has a substantial network of bus and rail services that provide access to and around the City. Recent investment in cross city Vantage bus services has seen as many as 70,000 passengers in a week chose to use this frequent bus service along the guided busway and A580. However, these services are concentrated mainly on radial routes meaning that some locations are difficult to access due to the lack of corridors enabling North-South (orbital) movement across Salford. This often leads to private vehicles being a more attractive option than public transport resulting in congestion on our highway network. Salford’s ambition is for more investment in our wider bus network to bring the benefits enjoyed on the Vantage service to a wider set of routes linking our communities to leisure and employment opportunities.

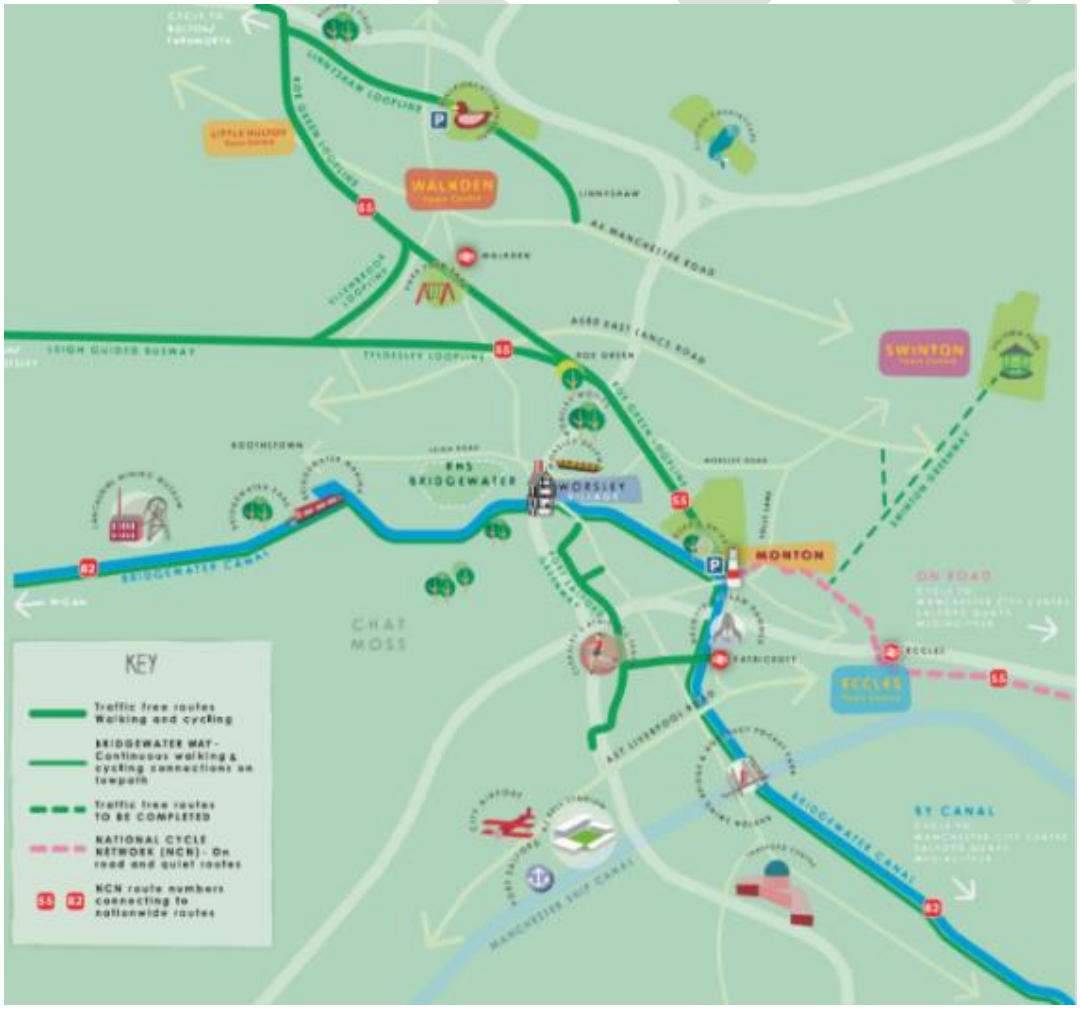
Our rail network has significant potential to support additional trips by sustainable modes but need significant investment to help it reach this potential. Investment is needed both in station infrastructure and train services, with an increase in capacity and frequency of services to help these routes reach their potential. Salford’s aspiration is for our rail network to aspire to a Metrolink standard of modern rail facilities providing a fast and frequent journey’s for residents of our established towns and residential communities. The Metrolink network in Salford serves key employment leisure destinations at Salford Quays and also one of our important town centres at Eccles. Salford’s ambition is for an expansion of the Metrolink network in Salford to link Salford Quays and the Crescent with the regional centre and also to extend the Trafford Park line to serve Salford Community Stadium in the Western Gateway.

3.4.3. Active Travel

Salford has been making excellent progress in delivering the first elements of a high quality cycling and walking network, and these services and support to help residents and visitors benefit from it across the borough, as part of Greater Manchester's Bee Network ambition, and the aspirations set out by Chris Boardman in Made to Move.

Salford has recently improved its network of quality traffic-free cycling and walking infrastructure to encourage physical activity in recent years, including: Roe Green Loopline, Linnyshaw Loopline, Tyldesley Loopline, Ellenbrook Loopline, Port Salford Greenway and the Bridgewater Way. These routes will be strengthened further through the tying in of further projects identified within section 5. Beyond corridor improvements, it is also essential to deliver safer and more attractive crossings and junctions. For example, many main roads, such as the Inner Relief Route or Broad St, have limited crossing points and currently sever the communities on either side of these busy roads. This is why a number of interventions set out in section 5 include interventions designed to reduce the severance impact of these routes.

However, there are still issues of severance caused by the Manchester Ship Canal and the River Irwell where movement is limited to a few crossings.



Map 6: Salford Looplines traffic free network

Opportunities are provided to support residents to get active, including through Salford's Health Improvement Services, providing organised group activities including walking, running cycling and dog walking groups. Engagement with Salford's residents has been critical to developing plans, and the Cycling and Walking forum provides regular open discussions and a recognised engagement channel for members to raise issues and make suggestions.

3.5. Preparing for changing travel needs and transport innovations

Salford recognises that the needs of its residents are changing and, for example, smaller numbers of the next generation are learning to drive. This same generation are much more likely to use technology to broaden their travel options and the adoption of new technology can help us to make the best use of our existing transport assets. Salford is working on a number of projects that will help to give more opportunities for residents to make different and more effective journey choices:

- A trial of e-scooters starting at Salford University with the potential to expand to cover a wider operating area as the trial develops.
- Using smart sensors to determine near real time activity on our network, including counting the numbers of pedestrians and cyclists to influence both the operation and future development of our transport networks.
- Expanding our network of electric vehicle charging points to support the wider adoption of electric vehicles on our network.
- Working with Transport for Greater Manchester to trial the use of 5G communications technology and Artificial Intelligence to improve the efficiency of our traffic signals;
- Working with partners including Salford university to understand the impact of Connected and Autonomous Vehicles on our network.
- Supporting the potential to develop Mobility as a Service applications for residents following a successful trial supported by Transport for Greater Manchester.
- Continuing to develop Salford's car club to reduce the need for individual car ownership
- Working with partners to support the development of smart and multimodal ticketing to encourage more use of our public transport network.

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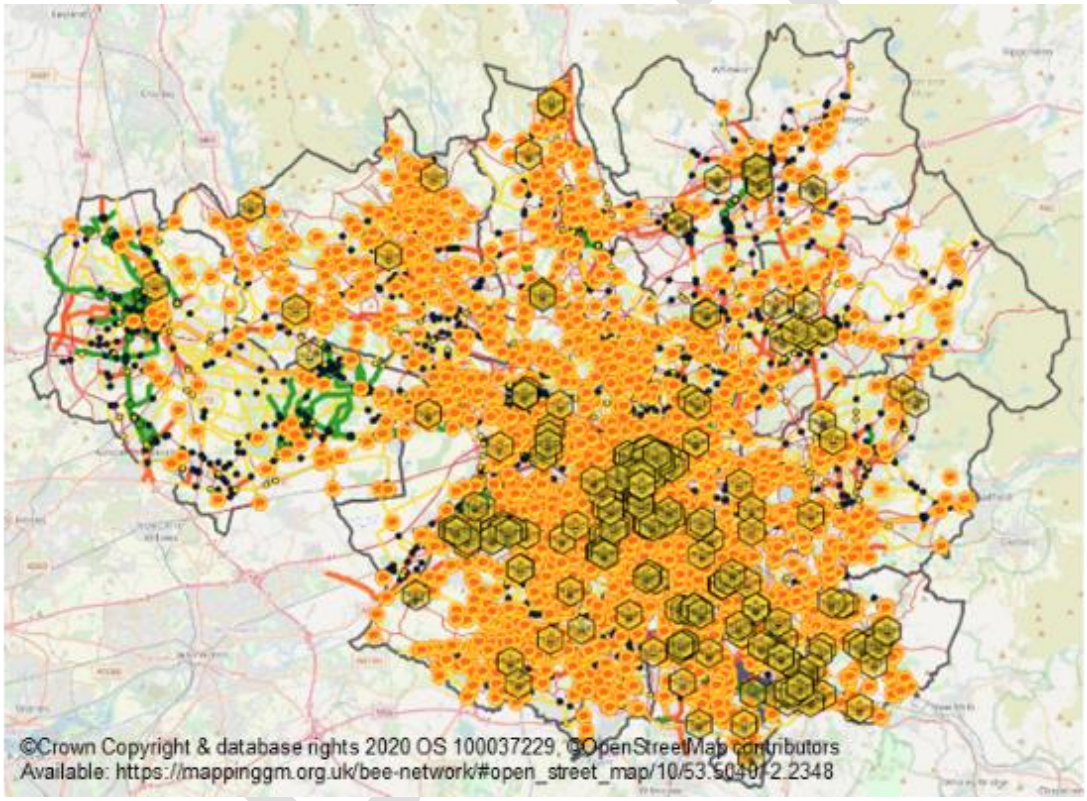
Image 5: E-Scooter Trial Scooters

4. 5-Year Local Implementation Plan Outcomes for Salford

Ambition, Engagement and Collaboration

Critical to delivering real change against Salford's 8 priorities will be high quality, resilient and sustainable solutions that improve the quality of place, encouraging sustainable behaviours consistent with Greater Manchester's Right Mix Vision.

As part of citizen led approach to highway network development, residents and visitors to Salford have voiced their thoughts on the key priorities. This began through the drafting and redrafting of Greater Manchester's Bee Network, which attracted over 4,000 public comments to propose an ambitious 1,800 mile network. Following the lessons learned during the Bee Network development, community engagement was continued on Covid-19 recovery measures, noted in section 3.



Map 7: Greater Manchester Bee Network Map comments

The outcomes below will be achieved through a continued and overarching principle of community engagement and collaboration. This feedback will reinforce an evidenced and supported set of prioritised interventions that meet the needs of local communities, while learning from best practice previously applied elsewhere.

4.1. Increasing the number of neighbourhood journeys made by foot and by bike across Salford

Following ongoing public engagement following the initial development of Greater Manchester's Bee Network proposal, Salford has developed a comprehensive set of future highway schemes to encourage cycling and walking, for delivery over the next 5 years to help achieve this fundamental outcome. Continued consultation will help refine detailed design of these further, alongside the generation of further scheme proposals for neighbourhoods utilising methods like the Commonplace platform.

The schemes committed for delivery in the next 5 years, are as follows:

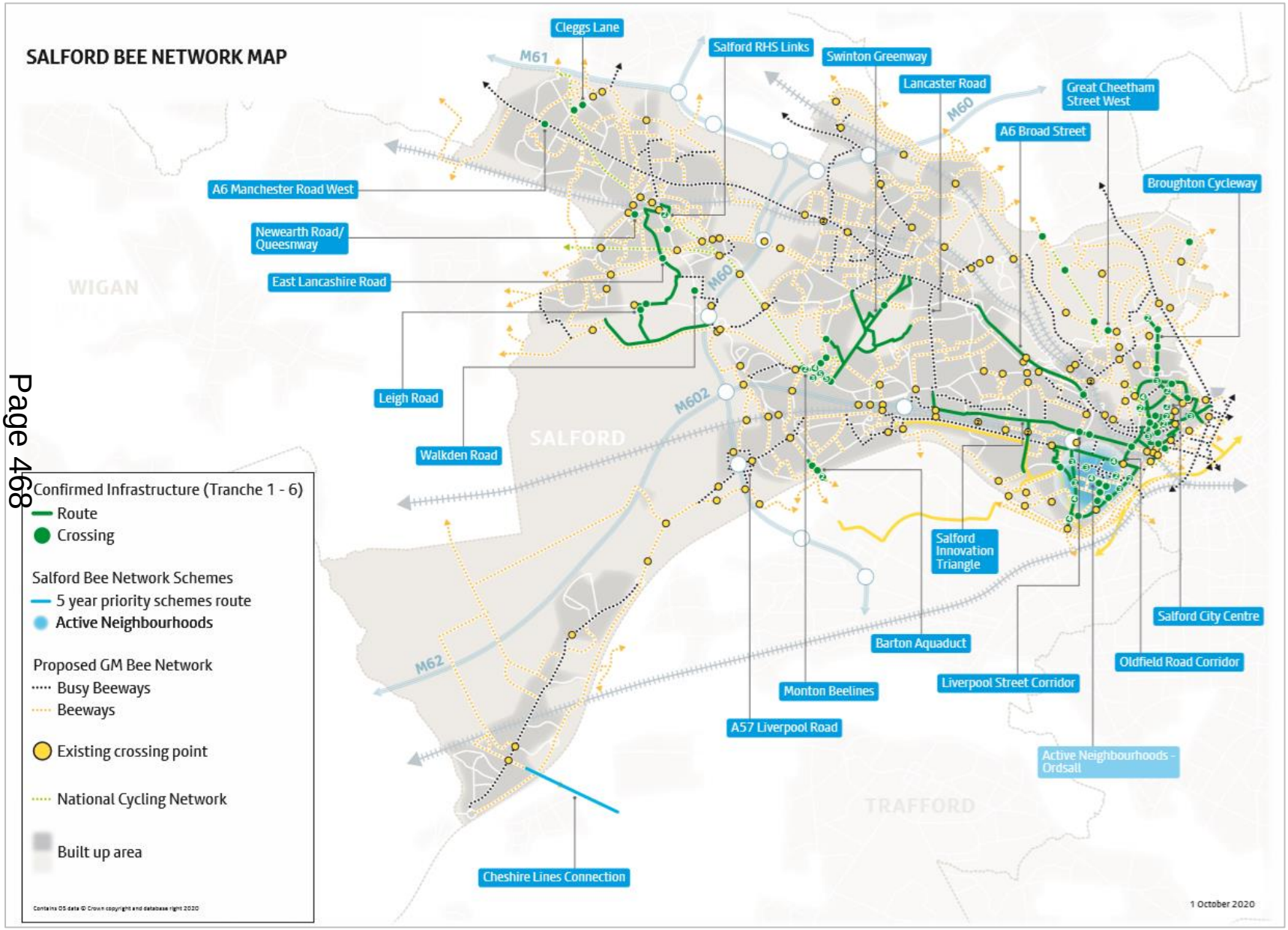
Scheme Name	Description
Mayor's Challenge Fund: Chapel Street East Phase 1 Demonstrator Project	Busy Bee route delivery in Salford city centre.
Mayor's Challenge Fund: SBNI - A6 Broad Street / B6186 Frederick Road	Junction upgrade to facilitate Bee Network connections in the Salford University area.
Mayor's Challenge Fund: Swinton and Walkden	Junction upgrades for cycling and walking in Swinton and Walkden.
Mayor's Challenge Fund: Swinton Greenway	Busy Bee route delivery in Swinton through upgrade of former rail line.
Mayor's Challenge Fund: Trafford Road	Busy Bee route on Trafford Road, Salford Quays.
Mayor's Challenge Fund: Barton Aqueduct	Reinstatement of towpath on historic Aqueduct, providing a key Bee Network connection between Trafford Park and Eccles/Barton-upon-Irwell.
Mayor's Challenge Fund: RHS Links	Bee Network connections to new RHS Bridgewater site in Worsley.
Mayor's Challenge Fund: City Centre Bee Network Package	Including interventions at: • Broughton Cycleway Enhancements • Chapel Street/Trinity Way • Chapel Street East Phase 2 • Gore Street Connection • Oldfield Road Corridor • Ordsall Chord Riverside Connection • St. Johns to New Bailey Bridge

A set of additional local priorities have been identified for business case development:

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Scheme Name	Description
Mayor's Challenge Fund: Monton	Bee Network delivery in Monton.
Mayor's Challenge Fund: Trinity Way/Springfield Lane Junction Upgrade	Junction upgrade to facilitate Bee Network connections.
Mayor's Challenge Fund: Liverpool Street Junctions	Junction upgrades to MCF standard (Albion Way and Cross Lane)
Mayor's Challenge Fund: Liverpool Street Corridor	Busy Beeway delivery on Liverpool St to facilitate a major cycling and walking connection to the city centre from the west.
Mayor's Challenge Fund: Ordsall Neighbourhood	Active Neighbourhood delivery in Ordsall.
Little Hulton and Walkden Neighbourhoods	Active Neighbourhood scheme in Little Hulton and Walkden
Swinton Neighbourhood	Active Neighbourhood scheme in Swinton
Pendleton Neighbourhood (Cross lane-Langworthy Road area)	Active Neighbourhood scheme in Pendleton
Innovation Triangle	Bee Network delivery in University/Eccles/Salford Quays area
Walkden Crossings	Bee Network delivery in Walkden area
Cheshire Lines Connection (Trafford Greenway)	New Bee Network connection linking Irlam to Altrincham along the former Cheshire Lines rail alignment, crossing the Manchester Ship Canal at Cadishead.

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Map 8: Salford's Bee Network Proposals including Committed and 5-Year Priority Active Travel Schemes

4.2. Enhancing sustainable travel opportunities to employment, education and health and social care services for Salford residents

Local connections to and from stations, including walking routes, cycle parking and links to bus services are of variable quality, and must be improved to further encourage people to use sustainable transport. While settlements like Little Hulton may be located close to rapid transit corridors, access to services are currently limited, and upgraded access to stations, or new stations where possible, will be pursued.

The delivery of a park and ride and travel hub facility at Walkden Railway station will completement plans to deliver modern station facilities to support more people to use the station. Government funding from the Access for All programme will be used to install a new lift at Walkden and will form part of a package of improvements for the area which includes 107 park and ride spaces, disabled and cycle parking and electric vehicle charging points close to the station. The work also includes the provision of new walking and cycling routes to link Walkden with the soon to open 5th national garden, RHS Garden Bridgewater. This programme of work will further support this busy station to play a key transport role supporting local communities helping them to make sustainable journey choices. This integrated approach to rail station infrastructure and access will guide further work at other rail stations to support a growth in rail journeys in the future.

Salford Royal Hospital is a key provider of healthcare to our communities and the wider region. The Hospital is well connected via the bus network and is also served by the Eccles tram line. The hospital is expanding its services with the development of a new Acute Receiving Centre which will incorporate a helipad for patients arriving by air ambulance. Proposals for an intermediate care unit on Stott Lane have also been approved by the City Council. Work as part of this expansion and our Bee Network programme will look at how the hospital can be better connected to local neighbourhoods to encourage more trips to be made by active modes, particularly for those who commute to the hospital to work.

As a key part of Salford's innovation triangle links to Salford University and Salford Quays are important to ensuring that collaboration between the key organisations at these locations is sustained and supported. Enhancing access to this area will include considering opportunities for bus rapid transit services and how current services can be better connected to our key transport hubs.

Salford has been working in partnership with the NHS for a number of years to co-locate Council and NHS services at key Gateway centres. Eccles, Pendleton, Swinton, Broughton and Walkden all benefit from this approach where key services are accessed by the public in a single building. These buildings are located in our town centres benefiting from key public transport links that help to make these services more accessible to residents. These locations will benefit further as proposals for active neighbourhoods and the bee network of cycle routes are delivered enhancing access for communities to key local services.

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4.3. Strengthening connections between deprived residential areas with existing and emerging employment opportunities

Local access to employment sites is critical. There are instances where severance caused by significant infrastructure such as the Manchester Ship Canal limited job opportunities for Salford residents. Salford has been successful in recent years securing new crossings to join residents and employment as new development is identified, for example new local highway crossings at the Western Gateway at Trafford Park, and bridges to connect MediaCityUK to the War Museum and the connection From Greengate to Manchester Cathedral. These crossings support active journeys by making direct links between residential, employment and leisure destinations. Salford will look for further opportunities as development comes forward to pursue connectivity improvements, for example the aspiration for a sustainable transport crossing of the Ship Canal to serve the communities of Irlam and Cadishead, unlocked by new development opportunities at Irlam and Carrington.

The ambition to enhance our bus and rail networks set out in section 4.3.2 above is also a key factor in supporting more journeys to our employment sites for those who might not own a car. There are a number of key routes that are included for further study in the 2040 delivery plan that could benefit from

4.4. Supporting new sustainable housing development opportunities across Salford

Housing is one of the most pressing issues in modern Britain and Salford is no different. Over the past 40 years we have not been building enough homes to replace ageing stock and accommodate the needs of an increasing population.

In Salford our problem is acute, partially because of the huge economic growth our city has seen in recent years. This has included an increase in population as residents, who otherwise would have left, stay on in our city to work and make it their home and others move to Salford to gain employment.

Salford’s growth ambition is to deliver an additional 40,000 homes in the city by 2040. To deliver this growth we will focus on supporting the delivery of housing where residents are well connected to public transport links as well as our walking and cycling network. The bulk of our anticipated housing growth is anticipated to be delivered in the core areas of Salford that are well served by public transport links and many facilities are within a short walk or bike ride.

Many residents in these areas already live without a car and new developments will have limited car parking in recognition of the public transport links that serve these key development areas. Similarly, new developments will be expected to deliver facilities that encourage walking and cycling as the natural mode choice for shorter journeys either on site, for example by providing bike parking facilities, and through connections to local cycling and walking networks.

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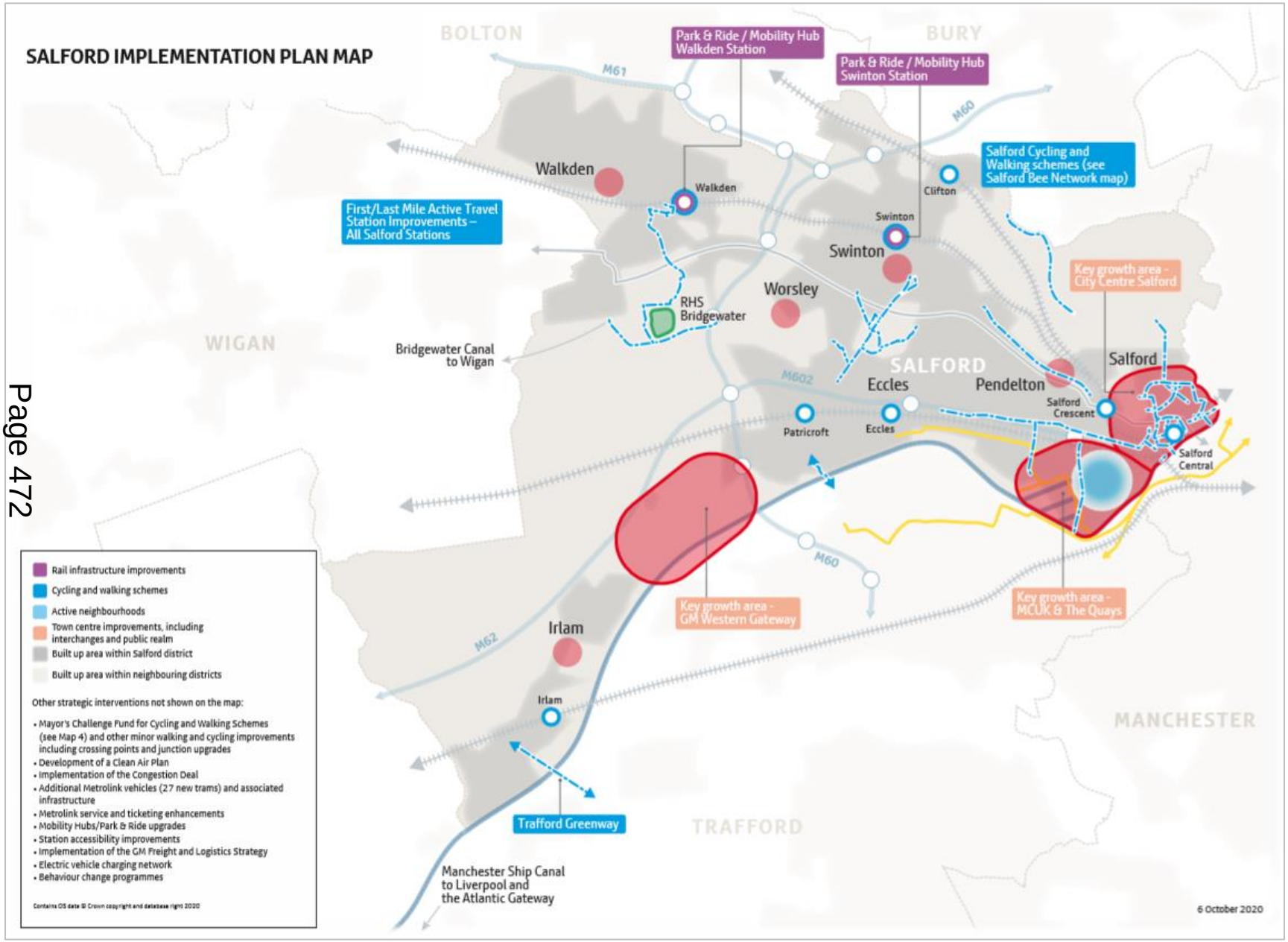
4.5. Ensuring local centres and streets are safe, well-maintained, and attractive, through a Streets for All approach.

Learning from successful schemes already implemented, for example where high-quality public realm, has been combined with green infrastructure and sustainable drainage to encourage people to dwell and enjoy places, such as New Bailey Street, will shape the next phase of interventions.

The proposed scheme for Chapel Street East for example, incorporates high quality public realm with clearly delineated street space including continuous uninterrupted cycling facilities, bus stop by-passes, SUDS through associated green space and continuous side street crossings to prioritise people walking and cycling through Salford City Centre. This exciting example demonstrates the opportunities available to develop locally tailored schemes appropriate to their communities, across Salford.



Image 6: Chapel Street East Proposals



Map 9: Salford's Local Implementation Plan Priorities

5. Indicators

Salford Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Stockport GMTS2040 Implementation Plan 15.10.20

1. Introduction

This Implementation Plan sets out how we will work towards our priorities including economic growth, improving the environment and social inclusion by building on Stockport's planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy (GMTS) 2040 5-Year Delivery Plan (2020-2025).

While the 5-year Delivery Plan tends to consider large, medium and long-term transport schemes, this Implementation Plan is mainly focussed on local, neighbourhood level priorities and interventions to 2025. A summary of strategic schemes within the 5 Year Delivery Plan are included in Map 1.

Stockport Council has been developing strategic transport interventions between Stockport borough and northern parts of Cheshire East (including Manchester Airport) since the South East Manchester Multi-Modal Strategy (SEMMMS) was developed in 2001. Now in its second iteration, the draft SEMMMS Refresh (2019) is continuing to develop transport interventions and improvements to support the growth plans and objectives of the adopted Cheshire East Local Plan and the emerging Greater Manchester Spatial Framework. The preparation of the strategy has involved engagement with TfGM and neighbouring authorities in Greater Manchester, as well as Derbyshire County Council, the High Peak Borough Council and the Peak District National Park Authority.

The draft SEMMMS Refresh sets out a clear vision to deliver a transport network that supports inclusive sustainable growth, improves quality of life and protects the environment. Three primary objectives are identified which include:

- Support sustainable economic growth and promote urban regeneration
- Improve quality of life, safety, health and quality of opportunity
- Contribute to protecting the built and natural environments.

To achieve these ambitions the following key transport-related outcomes have been identified to achieve by 2025:

Outcome 1	Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in Stockport's district and local centres
Outcome 2	Enhanced connections to and within Stockport town centre by foot, bike, and public transport
Outcome 3	Improved rail capacity and improved facilities across Stockport
Outcome 4	Transport Network in Stockport will be clean and green and well-maintained

Outcome 5	Stockport residents, workers and visitors have good access to Rapid transit connections and local public transport connectivity
Outcome 6	Stockport's highway network will be well-maintained and congestion pinch-points will be addressed to support active travel and public transport.

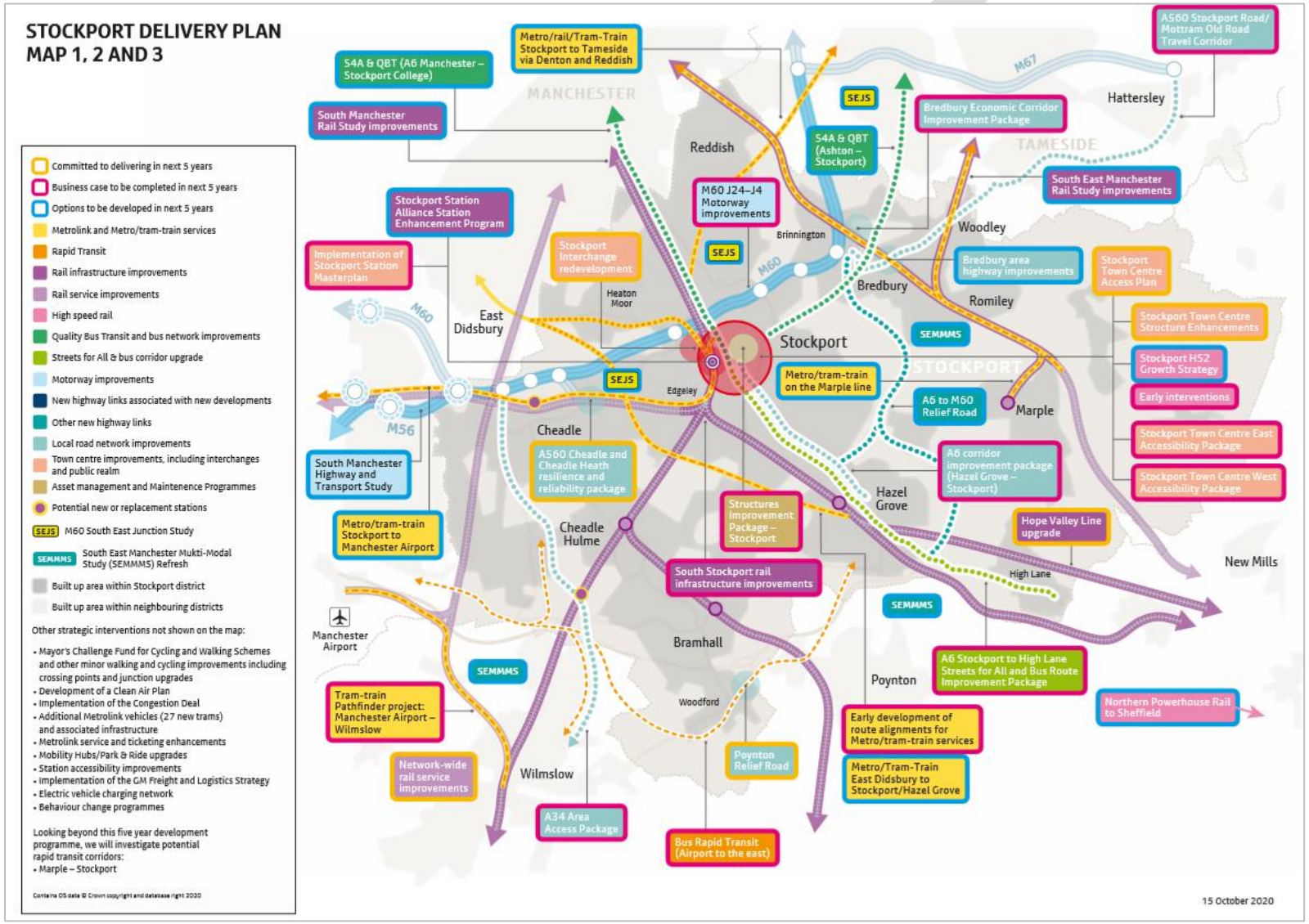
The remainder of this plan presents how Stockport Council will work with its transport partners and stakeholders to make good progress towards these outcomes in the next 5 years. The steps are ambitious, and the development and delivery of the interventions will require a significant level of funding and resource. This will require all partners to continue to work closely together to secure the required funding from Government to develop and deliver these schemes.

As the longer-term impacts of covid-19 on travel and transport become clearer, the identified outcomes and measures will continue to be reviewed.

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1.1. Stockport's Delivery Plan Schemes 2020 – 2025

Map 1 below sets out schemes committed for delivery, business case development or option development in Stockport in GMTS2040 Delivery Plan.



2. Stockport Borough Strategic Transport Issues

Right Mix and Carbon Neutral by 2038

TfGM's current Right-Mix aim is for 50% of trips to be made by sustainable modes across GM, as set out of the GMTS 2040. However, with only 39% of trips currently being made by sustainable modes, the number of journeys being made by walking, cycling or public transport will have to increase in order to meet the GM ambition for the city-region to be carbon neutral by 2038.

In recognition of these issues, Stockport Council has declared a climate emergency and has committed towards ensuring that the borough is carbon neutral by 2050, and that the Council is carbon neutral by 2038.

In addition, the Council are continuing to identify and deliver ways of reducing the carbon impact of transport, including supporting measures to increase sustainable journeys, especially for shorter trips, and investing more in infrastructure such as the Bus Interchange and several cycling and walking MCF schemes.

Currently 62% of all trips that start in Stockport Borough are made by car or van, 11.9% by public transport and 25.3% by active travel (4.3% lower than GM average).[1] Local reductions in car-based trips are therefore needed to meet TfGM's Right Mix targets and to ensure health and air quality benefits for people living in Stockport.

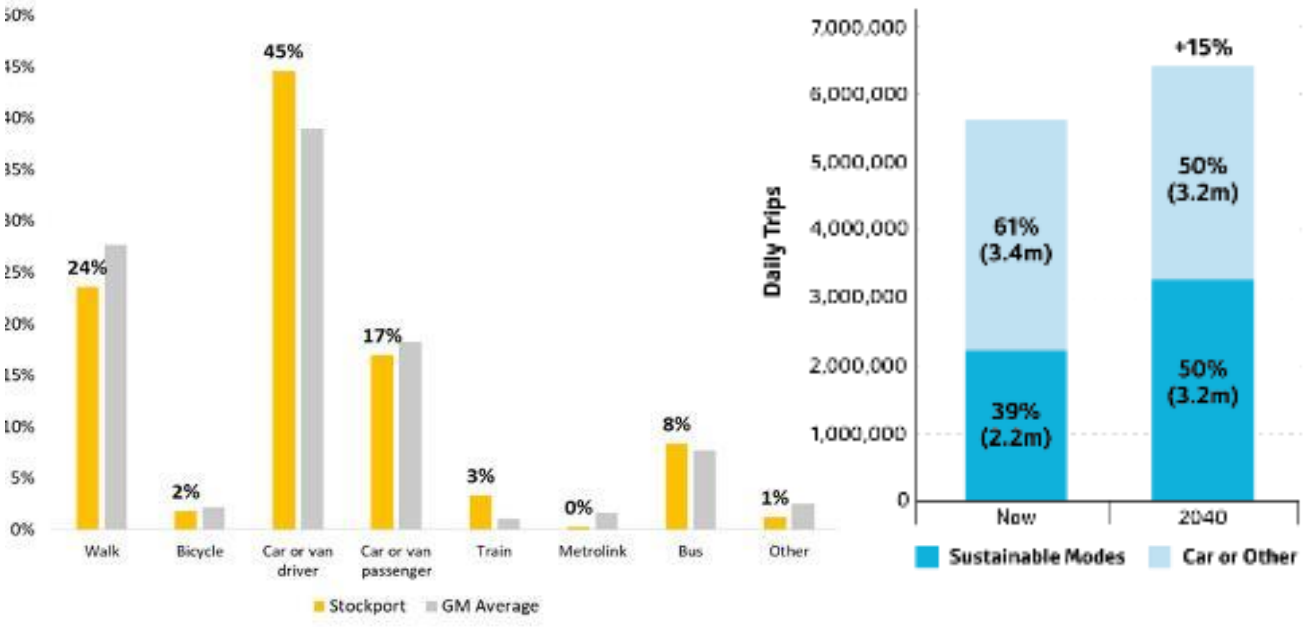


Image 1: Stockport's current modeshare and GM Right Mix objectives

[1] TRADS database

Stockport has also been working on several programmes to support the Right Mix aims. The Council's Play Streets Policy, adopted in 2013, explains how residents can set up temporary road closures to allow children to play on the street outside where they live, restricted to specific days or time durations. Stockport is the only district in Greater Manchester to have such a policy and has issued temporary street play orders for three different residential streets in Stockport to date.

Moreover, Stockport has recently developed its Cycling and Walking Plan which was adopted in 2019. The Plan sets out the council's ambition for delivering a high quality and fully connected walking and cycling network to enable walking and cycling to become the natural choices for all ages and abilities. The Plan is expected to be reviewed after 5 years to take account of changing priorities after the early implementation phases of the Bee Network/Mayoral Challenge Fund and LCWIP proposals.

Supporting Economic Growth (employment and housing growth)

Stockport has recently seen growth in its town centre residential offering, with 74 homes having been completed at a part of the Covent Garden Village development in 2019, with the scheme expected to deliver around 200 new homes when complete. This has been complemented by the growth of the town centre office market, with Phase 3 of Stockport Exchange having been completed in June 2020.

Significant further housing growth is also expected, with up to 3,000 homes being built as a part of Stockport Town Centre West regeneration, in addition to in the region of a further 3,000 homes being delivered elsewhere in the town centre, including 196 flats being built as a part of the Stockport Interchange.

Out of the town centre, in 2018 the A6 Manchester Airport Relief Road (A6MARR) was opened and now provides a new 10km link between Hazel Grove and Manchester Airport. This has opened up new employment opportunities at the Airport as a result of improved connectivity with the wider road network and south Manchester generally.



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Further infrastructure will also be required to support access by sustainable modes to the proposed GMSF allocations, including:

- Bredbury Park Extension
- Former Offerton High School
- Heald Green 1
- Heald Green 2
- Woodford Aerodrome
- High Lane
- Hyde Bank Meadows

These sites will support the council's growth ambitions across the borough over the coming years.

Enhancing Air Quality

Parts of Stockport borough are found within the Greater Manchester Air Quality Management Area (AQMA), which measures exceedances in levels of nitrogen dioxide (NO2) across the region. Detailed analysis indicates that sections of the A34 and A6, as well as numerous road links around Stockport town centre, and on the road network near to M60 J25 in Bredbury, could potentially be in breach of 2020 legal NO2 limits.[2]

Despite this, Stockport shows a downwards trend in Nox readings across the network[3], with compliance likely to occur by 2023 in Stockport – a year ahead of the predicted compliance date for GM.[4] This reduction in nitrogen dioxide exceedances will be supported by ongoing work taking place across the borough and GM, including the ongoing delivery of a GM Clean Air Plan, the early stage delivery of GM's EV charge point network and the cycling and walking Beelines Network.



[2] SEMMMS Refresh
[3] 2019 Air Quality Annual Status Report
[4] http://democracy.stockport.gov.uk/mgConvert2PDF.aspx?ID=154148

Greater Manchester's particulate matter (PM) PM10 AQMA was revoked in 2006 (Greater Manchester Air Quality Action Plan 2016-2021), although TfGM continue to monitor both PM10 and PM2.5 as a significant proportion of fine particulate emissions continue to be caused by non-exhaust sources, such as tyre and brake wear, road abrasion and suspended material (Ibid). Monitoring of particulate matter and NO2 will ensure no further air quality exceedances occur.

Improving the Quality of Life/Reducing Inequalities Across the Borough

Although Stockport borough has a higher than average life expectancy and lower than average mortality from cardiovascular disease compared to England, pockets of inequality still exist (Public Health England). Brinnington and parts of the town centre are located within the 10% most deprived neighbourhoods in the country, in contrast to the more affluent suburbs in the south of the borough (IMD 2019 LSOA Online Map).

Demography is also another issue effecting Stockport, with 19.8% of the borough's residents over the age of 65 – higher than the figure for GM, the North West and England (Public Health England). This figure is expected to increase in the future, with an increasing proportion of people over this age (Public Health England). This could place greater pressure on public transport provision and community transport, along with an increase in food and medical supplies being delivered to people with restricted mobility or who are disabled.

In terms of road incident casualties, there has been a 17% decrease (based on 2005-2008 baseline) in the number of people being killed or seriously injured (KSI) in Stockport, with 64 KSIs in 2018 (GMTU Report, 2009). This indicates road safety in the borough is improving, although more work needs to be done to reduce this number further.

The M60 motorway running east-west across the borough acts as a barrier to movement, especially for people wanting to access Stockport town centre from established residential areas to the north. Similarly, the severance caused by the borough's major roads such as the A6 and A34 makes accessing local amenities on foot or by bike increasingly difficult. The River Mersey, Goyt and Tame also act as barriers to movement, although improvements to the borough's walking and cycling network continue to be made, such as the recent installation of Woodbank Park Bridge improving connectivity between Bredbury and Little Moor.



In order to reduce inequalities across the borough, the Council has developed an Active Communities Strategy (adopted in 2019) which aims to take a 'whole system' approach to identifying and prioritising actions to improve health and wellbeing throughout the borough. The Strategy utilises both national and local guidance and legislation to promote physical activity; promotes ways of enhancing natural and built cycling and walking networks; and sets out how the council works with partners and community groups, involves individuals, and listens and responds to the communities' needs.

Public Transport Reliability, Capacity and Connectivity

Public transport provision in Stockport suffers from reliability and capacity issues with poor connectivity within the borough as well as to neighbouring district centres outside the borough too. Moreover, towards the south of the borough towards the High Peak and rural parts of Cheshire, access to public transport can be severely limited.

Stockport has an advantageous location on the West Coast Main Line and benefits from strategic routes (London-Manchester and beyond) which enhance the station's image as a 'Southern Gateway' into Greater Manchester and the north.

However, capacity improvements on the local railway network have struggled to keep up with demand. Infrastructure pinch-points on the network include Slade Lane Junction (Airport Line joins WCML), Heaton Norris Junction (to Reddish South, Guide Bridge and Stalybridge), Stockport Station platform configuration and Edgeley Junctions 1 (Hazel Grove / Buxton) and 2 (Mid-Cheshire). These pinch-points affect capacity utilisation in the Stockport area, with the network between Manchester Piccadilly, Stockport and southwards to Cheadle Hulme and Hazel Grove at >90% capacity (although south of this, capacity constraints are less severe). The network's track layout exacerbates this problem and contributes towards significant conflicting train movements too (Information taken from South Manchester CMSP Question ITSS Workshop).

Stockport also suffers from long east-west bus journeys, with some services not serving local residential areas as best they could. Similarly, journeys times into Manchester city centre are slow and can be made worse by congestion caused by local traffic. Airport connectivity by bus and other modes is also poor and is not reflective of travel patterns of passengers and staff.

Highways Congestion

Stockport suffers from high levels of congestion, with traffic frequently queuing along the A6 and A34, with Gatley crossroads a particularly bad junction for queues. In addition, the road network surrounding the M60 suffers from severe air quality exceedances caused by queuing traffic, with the M60 frequently delayed too.

Congestion in Stockport is caused by several factors, including high levels of vehicle ownership (527 cars per 1000 people) and single vehicle occupancy (approximately 78% of journeys in the morning peak are driver only), and a high proportion of Stockport residents (50%) who are managers and directors or in professional occupations who travel longer distances than lower skilled workers. Stockport's major roads also act as a corridor for people commuting from Cheshire and Derbyshire to Manchester and is reflected in the cross-boundary travel patterns between these different areas (Census 2011. See here, SRAD Report 1961 Transport Statistics Stockport 2017, Stockport Economic Overview 2019 Edition. Data taken from Annual Population Survey, NOMIS (2018)).

As a result of this congestion, average vehicle speeds are slightly lower in Stockport compared to GM:

- Average AM peak (8:00 – 09:00) vehicle speeds across Stockport have decreased by one mph between 2006/07 and 2017 to 13 mph (average for GM is 14 mph) (SRAD Report 1961 Transport Statistics Stockport 2017).
- Average PM peak (17:00 – 18:00) vehicle speeds across Stockport have decreased by two mph between 2006/07 and 2017 to 14 mph (average for GM is 14 mph) (SRAD Report 1961 Transport Statistics Stockport 2017).

In recent years, the Council has worked to alleviate congestion in the town centre and around the M60 by improving roads and junctions through its Town Centre Access Plan (TCAP). Schemes have included the widening of St Marys Way and Hempshaw Lane, junction improvements along King Street West and the creation of a link road between the A6 and Travis Bow.

Figure 1 below sets out the current land supply and transport network in Stockport. New transport infrastructure and capacity improvements are needed to enhance this network and support growth in a sustainable manner, by enabling and enhancing access by walking, cycling, bus, rail and Metrolink, alongside improvements to the strategic highway network where sustainable transport improvements are not sufficient to address all these access issues.

Improved connections by sustainable, active modes of travel are also needed to support the regeneration of Stockport town centre and the borough's district centres. This will in turn support living, shopping, civic, commercial and cultural life across Stockport in the future.

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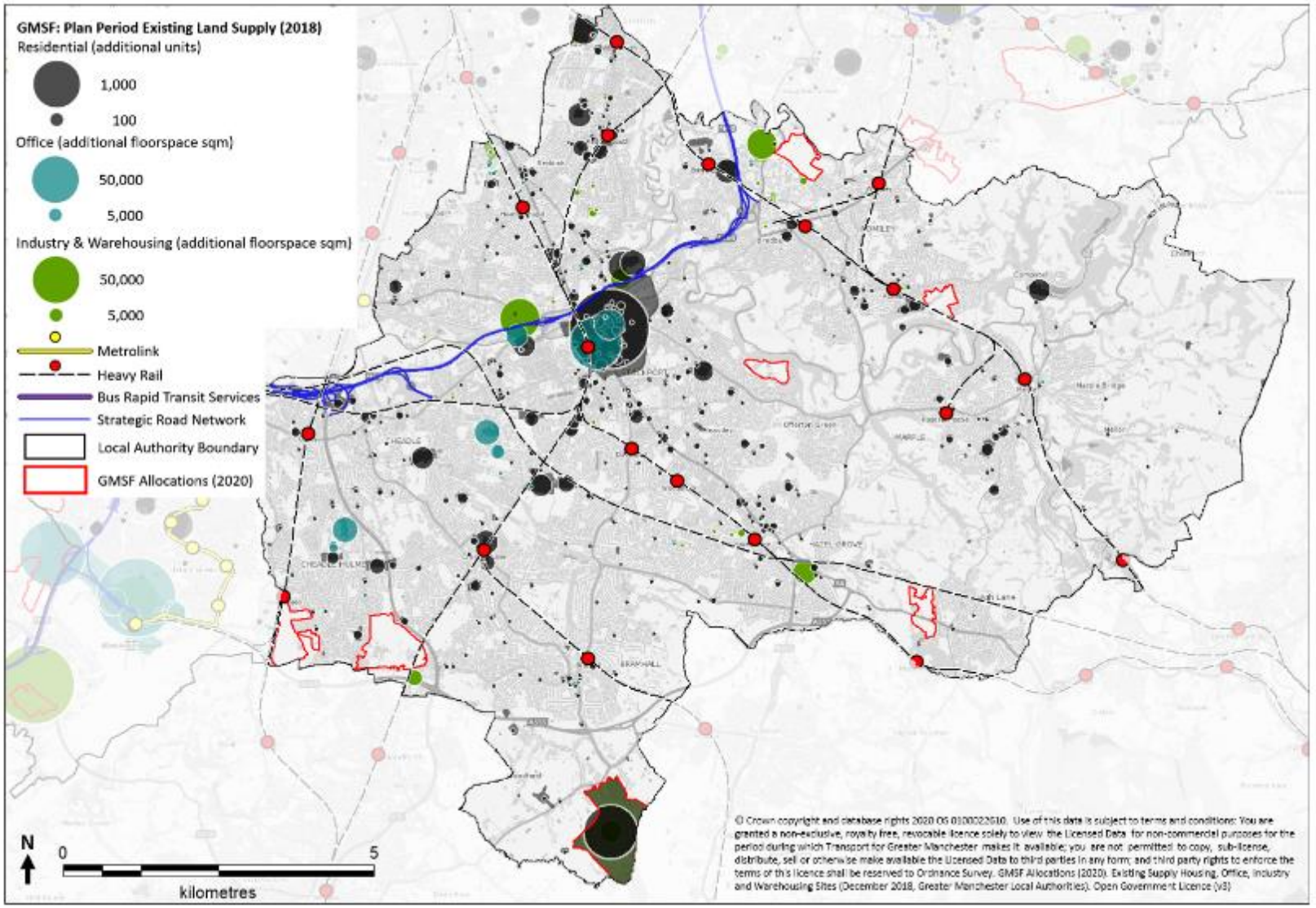


Figure 1: Stockport Current Transport Network and Planned Developments.

3. Spatial Theme Challenges and Opportunities

3.1. Neighbourhoods

At the neighbourhood level, 43.4% of trips that start in Stockport are less than 2km in length, with 44.1% of these trips made by private car (driver and passenger) – these trips could be reasonably walked or cycled (TRADS database). The predominance of vehicles and vehicle-based trips can cause severance between neighbourhoods and destinations, impact actual and perceived safety and can restrict footway space and accessibility as a result pavement parking.

Key destinations in Stockport can be difficult to access by public transport, including parts of the town centre. Stockport's district centres also suffer from transport challenges; both Cheadle and Gatley suffer from congestion, where localised traffic mixes with traffic attempting to access the M60. Cheadle also suffers from poor public transport provision, with no railway station and long, infrequent bus journeys into central Manchester.

Like the above district centres, Cheadle Hulme also suffers from congestion, particularly along Station Road. However, the area does benefit from a railway station, with direct links to Manchester Piccadilly.

Bramhall also suffers badly from congestion with Bramhall Lane South the 6th most delayed corridor outside of London according to INRIX (SEMMMS Refresh). The area also suffers from poor connectivity to Manchester Airport, with no direct means of accessing the airport by bus or by rail (SEMMMS Refresh).

In Edgeley, Stockport Station and the West Coast Main Line impede east-west walking and cycling movements, with people having to take extended journeys in order to reach the eastern side of the town centre. Parking is also a major problem, with a large proportion of the residential streets near Edgeley Park found within a Controlled Parking Zone (CPZ) as a result of pressures associated with visitor matchday parking at Stockport County Football Club.

Similarly, at Stepping Hall Hospital in Hazel Grove, issues around non-residential parking exists on residential streets surrounding the hospital. Congestion is also a problem in the area, although the district centre does benefit from good public transport links including a park and ride terminus.

Marple suffers from poor public transport connectivity, with no direct rail services to Stockport town centre. Moreover, although direct rail services do operate between Marple and Manchester Piccadilly, the journey takes approximately 30 minutes and train services can be regularly delayed and overcrowded. Romiley, the next stop along from Marple, also suffers from similar connectivity issues, which increases reliance on private car for people living in these district centres.

For all district centres, maintenance of roads, including both footways and carriageway is ongoing, with Stockport's Highways Improvement Programme (HIP) carrying out repairs in targeted areas until early 2022/23 (Stockport Highways Investment Programme Mid Term Review).

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3.2. Wider-City Region

Connectivity to the wider city region is poor, with a significant lack of public transport options to employment centres outside the borough. Slow, unattractive journeys towards Denton and Ashton in the east and the Trafford Centre and Salford Quays in the west makes accessing employment opportunities by public transport unpopular, which increases car dependency for those with access to a vehicle.

This problem is more acute towards the southern outskirts of the borough, where more rural settlements such as Woodford and High Lane are served by less frequent public transport outside of peak periods, with some routes running with financial support from TfGM and the Council. Rail services are frequently overcrowded and although some rural stations have step free access, many stations are not staffed, and the majority do not have wheelchairs available on the station platform. A lack of timetable integration and ticketing between different transport modes also affects passengers and means that even if commuters have made it on to the train, onward journeys remain complicated and can often be expensive too. All these factors contribute to high levels of car use for wider city region journeys.

North-south radial routes such as the A6 and the A34 face high levels of congestion which causes long delays to freight and general traffic, as well as delays to buses; both these routes also offer unfavourable walking and cycling environments too. These problems are intensified by motorway-related traffic which adds to congestion and causes severance along Kings Street West, Wood Street and Chestergate in the town centre.

At present, a significant absence from Stockport's current public transport mix is Metrolink connectivity, which causes challenges for people wanting to visit local centres and travel to neighbouring district centres by public transport. In the absence of Metrolink and a well-connected bus service, medium-length journeys will continue to be made by car causing localised congestion and air quality issues.

Access to Manchester Airport is also an issue, with no direct rail link and only a slow bus service operating between Stockport and the airport. A Metrolink service would improve access to the site and enhance city-region connectivity generally.

3.3. Town Centre

Stockport town centre suffers from high traffic flows along the A6, which causes severance between Stockport Rail Station to the west and Mersey Square and the Market/Underbanks area to the east and creates an unpleasant environment for pedestrians and cyclists. Congestion is also a problem along King Street West as a result of vehicles queuing onto the M60 motorway. Residents living on the periphery of the town centre in Edgeley also suffer from severance as a result of the station's footprint and rail sidings connecting to the West Coast Main Line, with people having to make extended journeys in order to access the town centre on the eastern side of the station.

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Similarly, the presence of the M60 motorway also causes severance between areas of the Heatons to the north and Stockport town centre to the south, with only limited crossing points across it. The topography of the town centre also makes accessing the town centre by foot difficult for disabled users, people with mobility impairments and parents with prams.

Although the total number of vehicles crossing Stockport town centre's cordon has decreased by 18% since 2008, the central location of the town centre's car parks contributes to an increase in vehicle movements and results in an inefficient use of space in an area where there are competing interests for land (TfGM SRAD Report 2021 Transport Statistics 2018-2019). The number of people visiting the town centre by bus has also decreased by 36% from 5,983 to 3,828 between 2003 and 2018 (TfGM SRAD Report 2021 Transport Statistics 2018-2019).

One of the most significant developments taking place in the town centre is the development of the Mayoral Development Corporation's (MDC) Town Centre West – a mixed-use urban village comprising 3,000 new homes and 100,000 m2 of employment floorspace. The Strategic regeneration Framework (regeneration masterplan) for the development proposes the creation of a neighbourhood which caters for pedestrians and cyclists ahead of vehicles, reduces vehicle dominance and car dependency and supports a modal shift in the way people access local facilities and services.

Pivotal to the MDC area is the redevelopment of Stockport Station as the station's existing size and configuration is expected to struggle to accommodate the significant housing and employment growth planned for the Town Centre West area. The redevelopment of the station and the station's vicinity will make Stockport a 'Southern Gateway' into Manchester, accommodate future rail investment proposals such as HS2, and improve connectivity between the MDC area and the Bus Interchange.

In addition, Stockport town centre is expected to accommodate up to an additional 3,000 homes over the next 15-20 years spread across a series of sites. This will be accompanied by infrastructure improvements in the town centre, including further walking and cycling improvements as a part of TCAP, public realm enhancements to Stockport's Old Town and the redevelopment of the Merseyway Shopping Centre and Mersey Square. These improvements will allow the MDC area and adjacent Stockport town centre to integrate with one another and form a transit-oriented growth hub.

3.4. Regional Centre

Stockport residents have varied levels of access to Manchester city centre across the borough. Frequent, direct rail services operate between Stockport Station and Manchester Piccadilly (16 trains per hour during peak periods) and are supplemented by local stopping services too.

Residents living to the south of the borough near the A6 are served by a high frequency bus service operating between Hazel Grove and Manchester Piccadilly.

The 192 service also has a park and ride terminus in Hazel Grove and benefits from bus priority measures along the A6 (although inevitably the service is still sometimes delayed by congestion). Several bus services also operate between Stockport town centre and Manchester city centre serving local residential areas, but these services often have longer journey times.

In more rural parts of the borough, bus routes are less extensive with few services operating directly to Manchester city centre. Those services that do operate to Manchester city centre can be infrequent and do not always run late into the evening or on Sundays. Similarly, although some rail services in the rural parts of the borough do offer a direct service to Manchester Piccadilly, they are often not very frequent or can be delayed, making journeys to central Manchester increasingly difficult.

Stockport's absence of Metrolink also reduces accessibility to Manchester city centre, especially for people who do not live within close proximity of a railway station. This means that the majority of journeys made to the regional centre are made by either car or by rail. As a result of this, accessing other areas in the regional centre such as Media City is more challenging and contributes to a reliance on cars.

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4. Stockport 5-Year DLIP Outcomes

This section presents transport-related outcomes for the next 5 years. Each outcome includes a set of priorities for investment over this timeframe, including schemes to be delivered or developed. These schemes are included in map 2.

Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in Stockport's district and local centres

In the next 5 years this means progressing the aims and objectives of the Stockport Cycling and Walking Plan by delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in, and support people to make local trips by foot or by bike rather than by private car. These neighbourhoods will also be safe and usable for people with disabilities and mobility impairments, providing them with access to the local amenities they need. Priorities for investment over the next 5 years include:

Scheme Name	Description
Bee Network Phase 1: Active Neighbourhoods	Delivery of measures to remove through traffic from local streets and deliver high quality environments for walking and cycling. To include early delivery of improvements in Romiley and the Heatons.
Bee Network Phase 2: Active Neighbourhoods	Delivery of measures to remove through traffic from local streets and deliver high quality environments for walking and cycling (including Edgeley, Marple, Marple Bridge/Mellor, Hazel Grove and Cheadle)
Bee Network Phase 1: Beeway routes	Delivery of severance mitigation/crossing points and wayfinding to link up existing quiet and traffic free C&W routes
Bee Network Phase 2: Beeway routes	Delivery of severance mitigation/crossing points and wayfinding to link up existing quiet and traffic free C&W routes
Bee Network Phase 1: Busy Beeway routes	Delivery of high-quality cycling and walking provision on major road corridors
Bredbury and Woodley Cycling and Walking Improvement Package	To improve cycling and walking access to existing and potential new developments in Bredbury and Woodley
Cheadle Station Access Package	To improve cycling and walking access to the new proposed station in Cheadle, including new signal or priority junction with pedestrian and cycle links to Mill Lane and Cheadle District Centre.
Stockport Canals Improvement Package	To improve lighting and surfacing along the canal network as a high quality, off road cycling and walking network in the east of the borough.

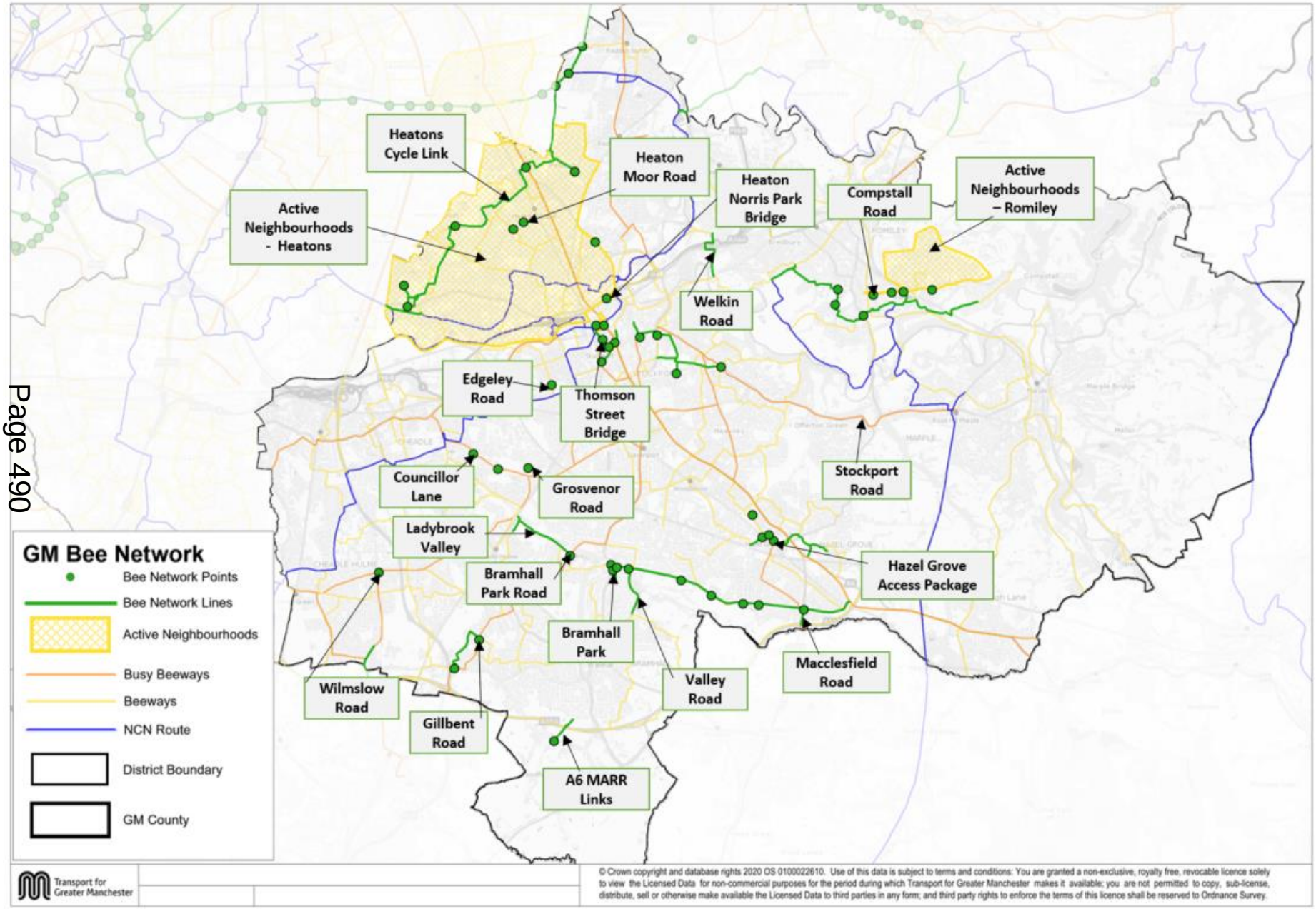
Scheme Name	Description
Middlewood Way Improvements	Upgrade to surfacing and lighting from Rose Hill to Middlewood Station

Outcome 2: Enhanced connections to and within Stockport town centre by foot, bike, and public transport

In the next 5 years this means supporting the sustainable growth of Stockport town centre and improve walking, cycling and public transport connectivity for local communities to ensure that everyone has access to facilities and opportunities in the Town Centre. Priorities for investment over the next 5 years include:

Scheme Name	Description
Stockport Interchange redevelopment	To increase the accessibility of bus and rail from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Stockport town centre. Scheme will also include improved pedestrian and cycle links to Stockport Station.
Stockport Town Centre Access Plan	To tackle congestion in and around Stockport town centre and remove barriers to movement for all modes.
Town Centre West Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of A6 Railway Road junction, remodelled to include increased capacity and east-west cycle route
Town Centre East Accessibility Package	To include delivery of new connectivity hubs, active neighbourhoods, slow streets, public realm improvements, EV charging and car club expansion. To include early delivery of Mersey Square, remodelled to improve bus movements.
Town Centre SUDS Package	Stepping stone spaces, Slow flow Streets, Stockport Southbank Sponge Promenade, Wearside Slipway and Grey water harvesting, Mersey Habitat Corridor
Underbanks/ Hillgate / old town sustainable transport Package	Package of cycling and walking improvements in the Old Town, including around Market Place, Underbanks and Hillgate.

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Map 2: Schemes with programme entry within the Mayors Challenge Fund and the future Bee Network within Stockport

Outcome 3: Improved rail capacity and improved facilities across Stockport

In the next 5 years this means focusing on addressing key capacity challenges on the rail network in Stockport, delivering new stations, and supporting the redevelopment of Stockport Station. Priorities for investment over the next 5 years include:

Scheme Name	Description
Stockport Station Redevelopment	To address immediate capacity constraints on the West Coast Main Line, which will become more pressing between 2027 and 2033, when HS2 trains will arrive from Crewe, but new infrastructure to Piccadilly will not yet be complete. Also includes highway layout including measures for walking and cycling and the redevelopment of the station to improve facilities and access.
Stockport area rail infrastructure improvements including Greek Street Bridge Replacement	To upgrade the rail corridor for National Rail / HS2 / potential Metro/tram-train services, improve local highways, and facilitate a high quality gateway to the Town Centre West MDC area. To undertake essential maintenance, and use the opportunity
Further Mobility Hub / Park and Ride upgrades emerging from the Mobility Hub / Park and Ride Study	To provide better access to public transport through Mobility Hub / Park and Ride facilities
Local rail stations, explore partnership options for management and improvement	To maximise existing rail assets to provide better facilities, improve transport integration and deliver community benefits. Includes working with existing Friends groups and Community Rail Partnerships
New Stations Delivery Tranche 1 and 2	Delivery of new train stations (subject to business case) at Cheadle, Stanley Green, High Lane and Adswood) to provide a new public transport option, contributing to modal shift and reducing pressure on the highway network where this can be shown to be viable.
Station Alliance Station Enhancement Programme	To identify regeneration opportunities at Bramhall, Cheadle Hulme, Rose Hill Marple and Hazel Grove stations. Seeking to enhance station facilities focusing on the access to and from stations, alongside work to provide residential, commercial and community facilities.
Mid-Cheshire Line Redoubling	To deliver additional capacity and resilience on the mid-Cheshire line

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Scheme Name	Description
Rose Hill Marple to Hazel Grove Line Reinstatement	Improvement of closed and existing railway lines to facilitate rail-based travel between Marple, Romiley and Stockport and improve orbital public transport services.
Rail capacity improvements on key commuting corridors: South East Manchester	To provide increased frequency and capacity for journeys into the Regional Centre, facilitating new developments and contributing to modal shift.
Ashton to Stockport Line Improvement	The expansion and upgrading of the current mainly single-track freight route between Stockport (Heaton Norris Junction) and Guide Bridge/Ashton Moss Junction to improve opportunities for orbital passenger services.
Hope Valley Line improvements (to Sheffield) including new passing facilities	To increase capacity so that the line can continue to carry mixed traffic and complement NPR services. Line improvements will also improve journey times and reliability between Manchester and Sheffield.

Outcome 4: Transport Network in Stockport will be clean and green and well-maintained

In the next 5 years this means reducing the environmental impact of the transport network across Stockport through interventions that accelerate the uptake of low emission vehicles and reduce emission of air pollutants from vehicle traffic across the Borough. This will also involve measures that make the transport network in Stockport more resilient to the impacts of climate change and flooding. Clean air and carbon priorities over the next 5 years include:

Scheme Name	Description
Implement the Greater Manchester Clean Air Plan	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.
Retrofit or upgrade buses to comply with more stringent emissions standards (continuation programme)	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.
Electric buses introduced to support Clean Air Plan and other environmental agendas - linked to Bus Reform and programme of	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.

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Scheme Name	Description
BRT, QBT and Bus Corridor Improvements	
Continued expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis (continuation programme)	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.
Electrifying Stockport Package	Package of electric vehicle charging opportunities in the town centre to include car charging points, bus charging, e-bike charging, van charging and taxi charging. These will be delivered as part of the connectivity hubs proposals, with opportunities to integrate with battery storage and energy generation schemes.
Retrofit or upgrade Local Authority fleet	To improve air quality in the regional centre and other areas and improve the health of GM residents and visitors.

Outcome 5: Stockport residents, workers and visitors have good access to Rapid transit connections and local public transport connectivity

In the next 5 years this means delivering improvements to the accessibility and capacity of Stockport's rapid transit network, supporting more residents, workers and visitors to travel to and from Stockport by sustainable modes as part of the wider GM Rapid Transit network. Priorities for investment over the next 5 years include:

Scheme Name	Description
Quality Bus Transit on key bus corridors: Ashton-Stockport	To provide an attractive alternative to car journeys between the Ashton – Stockport corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.
Quality Bus Transit on key corridors: A6 Manchester City Centre-Stockport College	To provide an attractive alternative to car journeys on the Manchester City Centre - Stockport College corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.
A6 Stockport to High Lane Streets for All and Bus Route Improvement Package	To improve reliability and resilience of A6 corridor and to support new residential development at High Lane and in Derbyshire by: improving reliability and speed of buses between Manchester City Centre and High Lane; improving walking and

Scheme Name	Description
	cycling provision to and along the A6; formalising on-street parking provision; and providing localised junction improvements for all modes. To address capacity and resilience issues in the High Lane area.
Bus Rapid transit corridor (Stockport-Ashton)	To provide a more attractive alternative to the car for orbital journeys between these key centres, thereby reducing pressure on the M60, A6017 and other local roads
Bus Rapid Transit corridor (Airport to the east)	A bus rapid transit connection from the Airport (with rail connections for the Regional Centre) to major new proposed GMSF allocations and existing residential areas, both presently poorly served by public transport. It will help achieve the step-change in non-car mode share needed to support the growth of the Airport area.
Metro / tram-train services to Hazel Grove and Stockport / East Didsbury	Complementary to a city-centre metro tunnel in providing network-wide capacity benefits to rail-based rapid transit plus benefits to specific corridors. Tram-train operation provides an alternative approach to metro operation.
Metro / tram-train services Manchester to Marple	Complementary to a city-centre metro tunnel in providing network-wide capacity benefits to rail-based rapid transit plus benefits to specific corridors. Tram-train operation provides an alternative approach to metro operation.
Metro / tram-train services (Stockport town centre to Manchester Airport)	A rapid transit connection from the Airport to Stockport and other locations to the north-east of Manchester Airport, needed to facilitate the growth of Manchester Airport area, which requires a step-change in non-car mode share.
Stockport to Denton/ Stalybridge Service Improvement Package	Including improved facilities and services to Reddish South
Metro/ tram train services Stockport to Marple	A rapid transit connection from Stockport to Marple, needed to improve public transport connectivity and improve accessibility to Stockport town centre

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Outcome 6: Stockport's highway network will be well-maintained and congestion pinch-points will be addressed to support active travel and public transport.

In the next 5 years this means delivering upgrades and enhancements to existing infrastructure assets to improve safety, air quality and the local environment and designing highways solutions to ease traffic congestion and support active travel and public transport. Asset management and infrastructure priorities over the next 5 years include:

Scheme Name	Description
Road Maintenance Fund	To support the economic performance, resilience and liveability of the city region by maintaining the current network in good condition.
Drainage Improvement and Flood Risk Mitigation Package	To support resilience by improving drainage and addressing key flood risk points including: - Torkington Park - Adswood Park - Rosevale Park - Shearwater Estate, Offerton - Heaton Moor Culverts Rehabilitation - Schools Hill and Bruntwood Park - High Lane Drainage and Sewers
Rights of Way Improvement Programme	To support resilience of the Rights of Way network and support delivery of the ROWIP
Highway Trees Improvement Programme	To support improved air quality and local environmental quality across the borough.
Street Lighting Column Replacement Programme	To improve resilience of the street lighting network and increase opportunities for 'smart uses'
A555 Electronic Signs and Information System	To improve signage and traffic management along the A555 and surrounding routes.
Road Safety – Minor improvement package	To improve road safety at key points and junctions across the borough, including improvement of safety signs.
Road Safety Around Schools Package	To improve road safety around schools
A34 Area Access Package	To improve capacity at key locations along the A34 between Handforth and Cheadle and improve conditions for walking and cycling, supporting and unlocking growth potential.
A560 Cheadle and Cheadle Heath Corridor resilience and reliability package.	To address capacity and resilience issues on the A560 corridor through Cheadle.

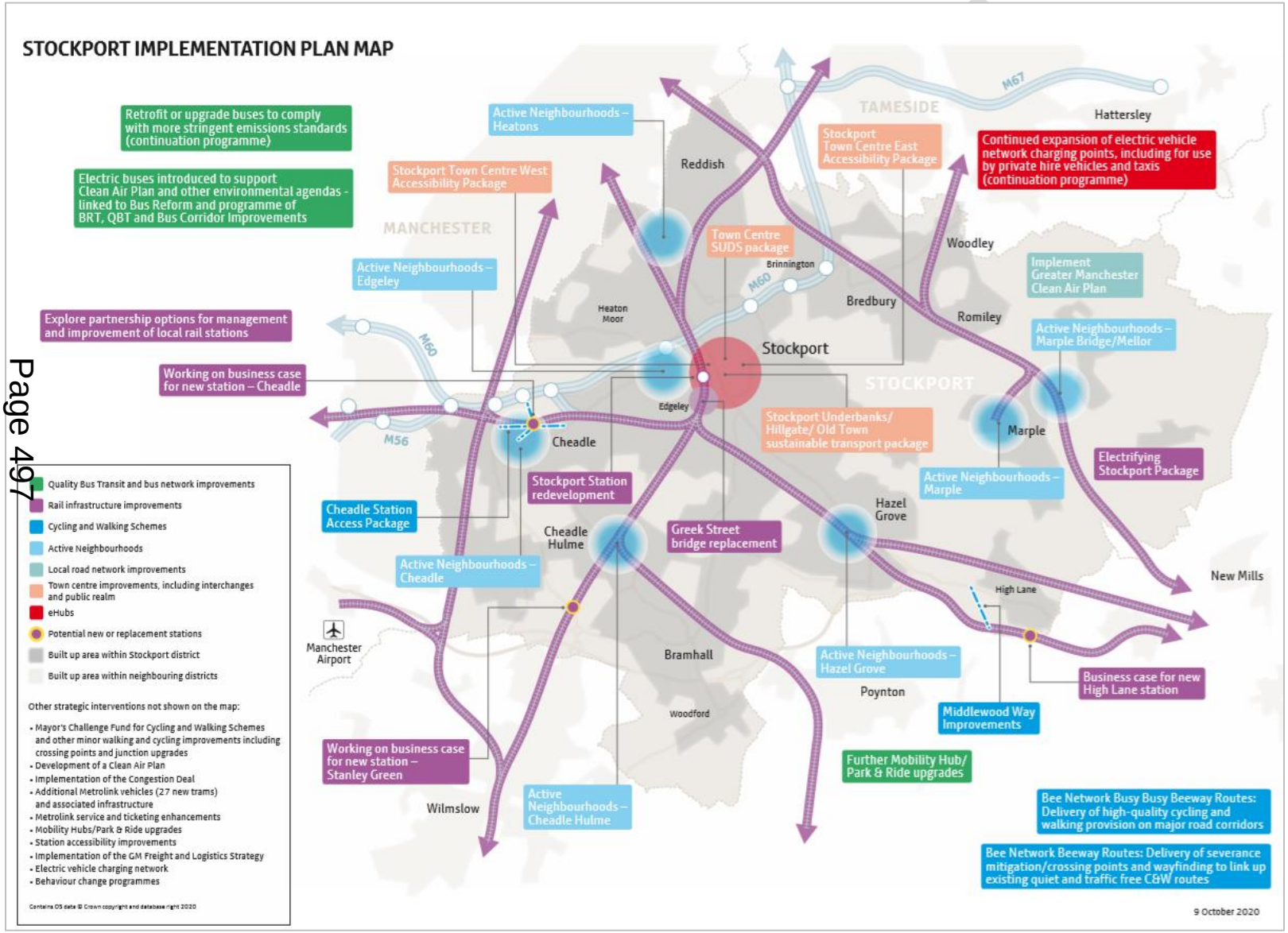
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Scheme Name	Description
Poynton Relief Road	To address capacity and resilience issues on Cheshire East border
Bredbury Economic Corridor Improvement (BECI) Package	To support delivery of new industrial development and GMSF housing growth by providing a new link between the M60 and Bredbury Gateway, J25 signalisation, widening of railway bridge to improve access for freight vehicles, pedestrians and cyclists, better linkages from residential areas of Bredbury, Romiley and Woodley to the M60 and Bredbury Gateway, upgrading of cycling and walking networks across the area, and passive provision to enable delivery of Ashton-Stockport Quality Bus Transit
GMSF Delivery Package	Package of improvements to facilitate delivery of GMSF sites
Stockport Structure Enhancements Package	To support maintenance and resilience of key structures across the Stockport network
A6 to M60 Relief Road	To address capacity and resilience issues from A6MARR to the M60 and facilitating reduced flows on the A6
M60 South East Junctions Study	To address existing congestion and reliability issues on the SRN and adjoining LRN and provide the capacity for anticipated growth both within the city-region and in neighbouring authorities.

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4.1. Stockport's Delivery Plan Schemes 2020 – 2025

Map 3 below shows schemes listed as priorities for investment within the outcomes above, that are not included within the GMTS 2040 Delivery Plan (Map 1).



5. Indicators

Stockport Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Tameside Summary GMTS2040 Implementation Plan

1. Introduction

This Implementation Plan sets out Tameside's transport priorities for the next five years, as part of the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025). While the 5-year Delivery Plan tends to consider large, medium and long-term future transport schemes, this Implementation Plan is mainly focussed on local neighbourhood and town-level priorities and interventions to be delivered across Tameside up to 2025. A summary of strategic schemes within the 5-Year Delivery Plan (2020-2025) for Tameside are provided in Map 1 below.

Tameside Council and NHS Tameside & Glossop Clinical Commissioning Group have come together to form one organisation – Tameside & Glossop Strategic Commission Group. We have developed together a new corporate plan 'Our People Our Place Our Plan – Corporate Plan for Tameside & Glossop' that reflects the priorities and guiding principles for our joint work in the area. This is the first corporate plan to pull together the objectives of the Strategic Commission, outlining the authority's aims and aspirations for the area, its people and how we commit to work for everyone, every day.

Our Corporate Plan has helped to inform the key outcomes, included within this Implementation Plan, that we wish to see achieved by 2025. These are:

- Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in Tameside;
- Outcome 2: Enhanced connections to/from and within Tameside's town centres, employment sites and key destinations by foot, bike, and public transport to support regeneration;
- Outcome 3: Streets in Tameside will be clean, green and relieve local communities from the impacts of congestion;
- Outcome 4: Streets in Tameside are safe, well maintained and in good condition for all people who live in or travel within Tameside and current and future assets are looked after.

Further details of the specific interventions which will enable us to achieve these outcomes are summarised later in this Plan.

This document sets out some of the steps Tameside Council will take with its transport partners and other stakeholders to make good progress towards its transport vision and priorities in the short-term. The steps are ambitious, and the development and delivery of the interventions set out will require a significant level of resource and funding. Inevitably, there is likely to be a need for some prioritisation, but Tameside will continue to work with the GMCA and TfGM to secure the required funding from the Government.

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2. Strategic Transport Issues in Tameside

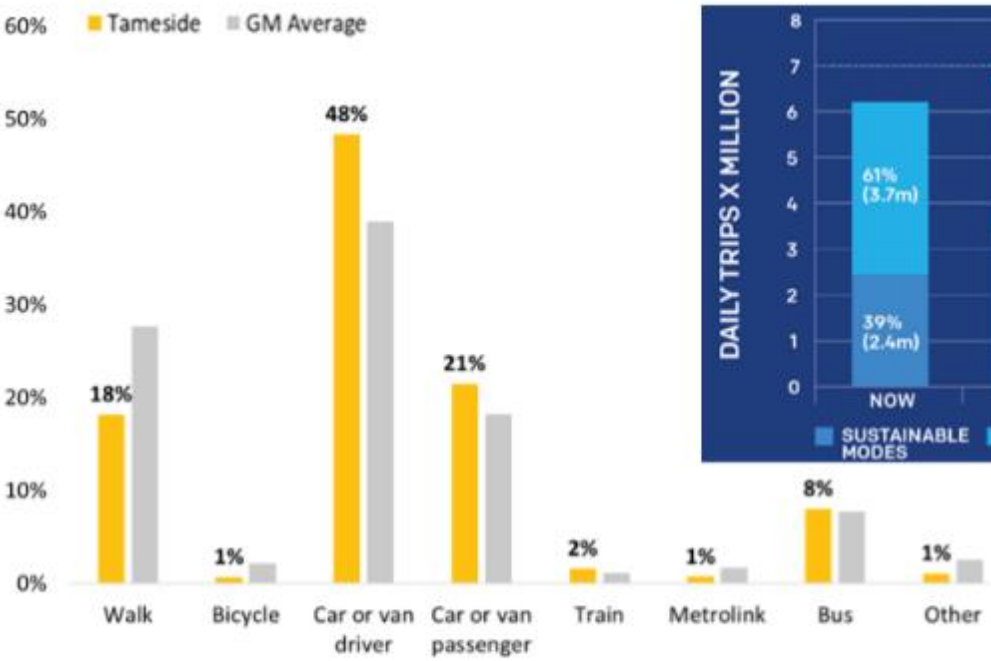
Achieving the 2040 Right Mix

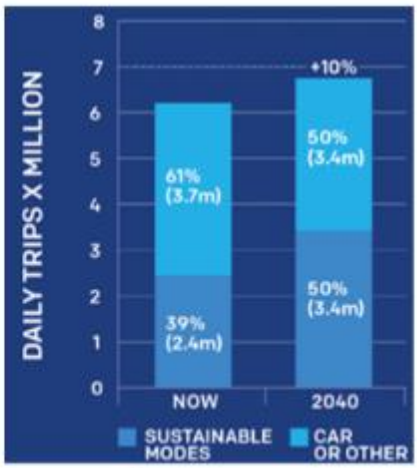
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester to be made by sustainable modes by 2040.

69% of all journeys starting in Tameside are made by car or van, and 31% by sustainable modes (19% active travel and 11% by public transport).

46% of journeys that start in Tameside are neighbourhood trips that are under 2km and could be walked in just over 20 minutes.

51% of these neighbourhood journeys are walked, 42% are made by private car or van, and 1% are made by bike.





Supporting Economic Growth

New Homes and Jobs

The Greater Manchester Spatial Framework set a target for delivery of 8,850 new homes by 2037, alongside 305,205m² of industrial and warehousing floorspace and 37,240m² of office floorspace.

A significant amount of this development will be delivered across 3 strategic GMSF allocations, Ashton Moss West (160,000m² of employment land, Godley Green Garden Village (2,350 dwellings) and Land South of Hyde (440 dwellings).



Town Centres

St. Petersfield is a strategic regeneration site forming a key gateway into Ashton-under-Lyne, the site will provide Ashton with its first town centre business park.

Tameside Council is committed to regenerating other key centres, including Staybridge, Hyde, Droylsden and Denton with plans set out in ongoing masterplans for these areas.



Protecting our Environment

Carbon

Tameside Council declared Climate Emergency in 2020, and we are committed to be a carbon neutral borough by 2038.



Improving Quality of Life

Health

The health of people in Tameside is generally worse than the England average and Tameside is identified as one of the 20% most deprived unitary authorities in England.



Tameside has a higher than average mortality rate for cardiovascular disease and a high prevalence of obesity amongst residents (65.5% of adults and 21% of Year 6 children).



Air Quality

There are 5 air quality management areas on Tameside highways that are forecast to exceed legal limit of NOx emissions beyond 2020.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

30% of households in Tameside do not have access a car.

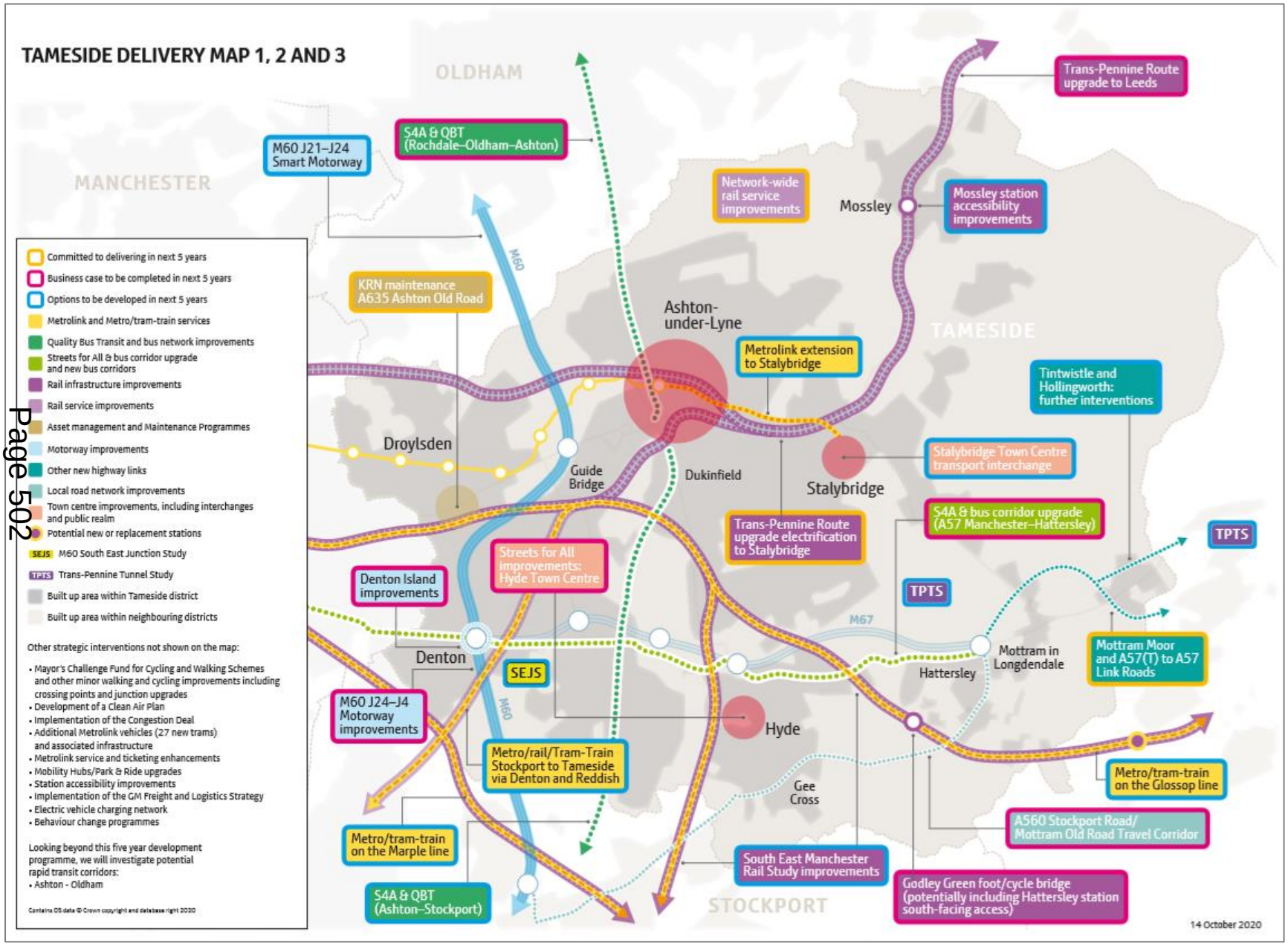


Road Safety

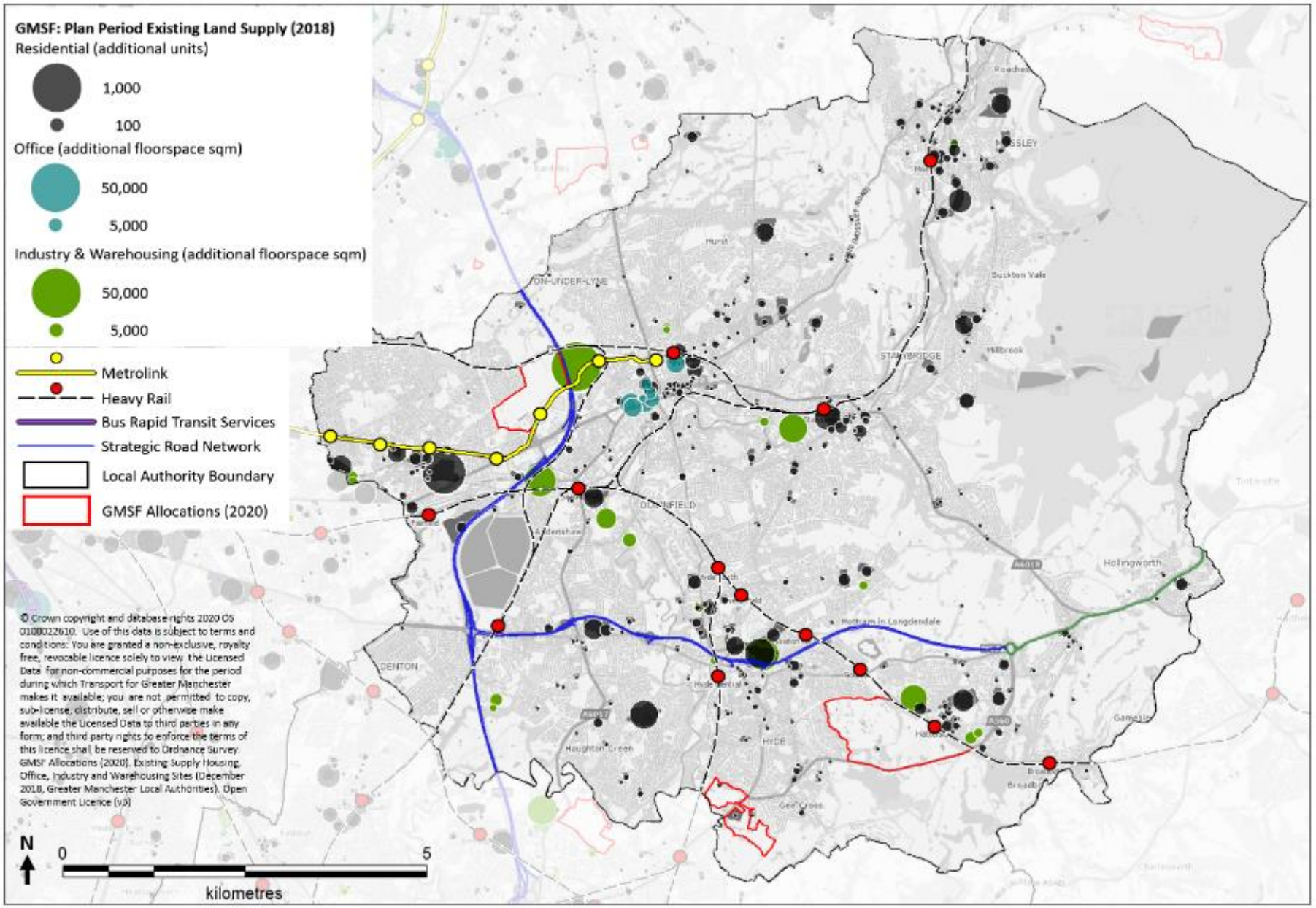
In 2019 there were 234 road traffic collisions resulting in 319 casualties on Tameside's roads.

Collisions resulted in 42 people being killed or seriously injured. 31% of the people killed or seriously injured were pedestrians, 14% were cyclists and 21% were motorcyclists.





Map 1: Strategic Transport Interventions in Tameside (2040 5-Year Delivery Plan 2020-2025)



Map 2: Tameside future land supply and existing strategic transport network (GMSF 2019 data sourced from the GMCA)

2.1 Covid-19 Recovery

The Coronavirus pandemic represents the biggest challenge for Tameside since World War 2. To enable the borough to 'build back better', Tameside Council are undertaking a number of measures to enable Covid-19 recovery, including:

- Continued support to develop strategic housing and commercial development;
- Delivering temporary or semi-permanent measures to support cycling and walking as an alternative to public transport as part of the #SafeStreetsSaveLives campaign and the Department for Transport's Emergency Active Travel Fund;
- Accelerating the design and delivery of the Mayor's Challenge Fund scheme on Albion Way in Ashton-under-Lyne town centre.

Proposals for temporary and semi-permanent measures include the delivery of segregated cycling facilities along two strategic routes to the Regional Centre, (the A57 Hyde Road and A635 Ashton Old Road) and orbital links to Stockport and Oldham, alongside implementation of modal filters to create low traffic neighbourhoods, support for schools and measures to improve town centre accessibility through creating additional footway space by addressing pinch-points, adding safe crossings and removing street clutter.

Alongside this work, major strategic projects such as the regeneration of the borough's town centres, and the proposed Garden Village at Godley Green remain the key focuses of the council's growth agenda. Officers are continuing to support development of these sites, including planning transport measures to support and unlock development.

3 Spatial Theme Challenges and Opportunities

3.1 Neighbourhoods

46% of all trips that start in Tameside can be defined as 'neighbourhood trips' (short and local trips under 2km in length). This is slightly above the GM average (44%) for journeys of this type. A significant proportion of these short, local trips are made by sustainable, active modes (52% walking and cycling, 4% public transport), however 42% of these journeys are still being made by private car or van (source: TRADS database). While many of these trips could be walked in under 20 minutes or cycled in 5 minutes, there are several key barriers to walking and cycling in Tameside that result in a high proportion of neighbourhood trips being driven, including:

- Severance – the lack of safe crossing points of the Strategic Road Network, railway and Metrolink lines create severance for those local journeys made by active modes;
- Traffic volumes and speeds – high traffic volumes and speeds create poor levels of actual and perceived safety for people who walk or cycle;
- Topography of Tameside – the topography is a challenge towards the east of the borough e.g. Mottram and Mossley where the western end of the Pennines encroach into the borough;

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- Footway accessibility – high levels of pavement parking creates accessibility issues on many of Tameside's neighbourhood streets and is a particular problem around schools where a high proportion of school trips are made by private car;
- Infrastructure quality - the existing cycle infrastructure is of varying quality and some areas (e.g. Mossley, Mottram and Stalybridge) lack significant coverage, which can act as a deterrent to participating in active travel.

These issues have a significant impact on the third of households in Tameside who do not have access to a car, and rely on making trips by foot, bike and public transport. Additionally, short car trips exacerbate environmental and health issues through the creation of hostile environments for pedestrians and cyclists and generating hotspots of poor air quality.

To enable improvements in the health, wellbeing and quality of life of our residents, we are working to encourage an increase in walking and cycling for neighbourhood journeys. To achieve this vision we are focussing on the delivery of the Bee Network across the borough, influencing new developments to implement active travel routes designed to Streets for All design principles and working with Highways England to develop and deliver a £1.95m cycle route between Hyde and Hollingworth, that runs parallel to the M67.

3.2 Ashton-under-Lyne Town Centre

Tameside Council continues to work with partners to deliver the multi-million-pound masterplan, Vision Tameside, in order to attract new business and create new jobs and future opportunities for Tameside residents. Vision Tameside is an ambitious redevelopment strategy to bring greater economic prosperity and transform learning and skills across the Borough. In Ashton alone, through its Vision Tameside initiative, some £250m has and is currently being spent on the regeneration of the major retail and administrative centre for the town. This includes the recently opened Ashton Interchange, which provides passengers with an easier way of switching between different modes of transport, as well as creating a far more pleasant travelling experience.

To support town centre regeneration, Tameside Council are committed to enhancing the connections to/from and within the district centre by foot, bike and public transport to ensure that these are the go-to travel options. Cordon count data shows that there has been an 11% increase in trips made to the town centre between 2013 and 2018, and a significant proportion of these trips are made by non-car modes (65%). Despite this, there are several transport related challenges that are currently creating barriers to achieving this outcome, including:

- Congestion – high levels of congestion in and around the town centre has a negative impact on journey times for bus users, creates a hostile environment for pedestrians and cyclists and leads to air quality issues. Ashton's close proximity to the M60 exacerbates these issues due to the impact on the town centre of queuing motorway traffic at the M60 Junction 23;

- Severance and road safety – major roads (e.g. A635 Park Parade and A6043 Albion Way) and junctions (e.g. the A627 Oldham Road/A6043 Wellington Road junction) create significant severance between surrounding neighbourhoods and the town centre leading to road safety issues for the most vulnerable users.
- Town centre development – new developments, including the Ashton Moss West GMSF site, require improved public transport and active travel linkages to both Ashton town centre and the residential areas around it;
- Public transport connectivity – although served by bus, Metrolink and rail, there is poor public transport connectivity from surrounding neighbourhoods (e.g. by bus to Stalybridge) especially in the evenings, on Sundays and early mornings.
- Parking provision – high levels of residential parking provision, especially in the Waterloo area, impacts local roads and unless managed effectively will be worsened with the planned high levels of development in and around Ashton-under-Lyne.

Tameside Council are working to overcome these challenges and we are focussed on delivering projects that prioritise people over traffic. The delivery of the MCF and Growth Deal proposals on the A6043 Albion Way will provide segregated cycle lanes, an enhanced walking environment and improved linkages reducing the severance between the town centre, railway station and the residential areas to the north of the town. The recent completion of the new Ashton Interchange will be complemented by the delivery of the Quality Bus Transit corridors between Rochdale-Oldham-Ashton and Ashton-Stockport.

3.3 Wider City Region

49% of all trips that start in Tameside are ‘wider-city region’ trips (for example Hyde to Stockport). This is significant when compared to the GM average for this type of trip (38%).
Ashton-under-Lyne, Denton, Hattersley and Hyde typically have strong public transport links to complete these types of journeys, however the communities and neighbourhoods in the east of the borough have more limited public transport options. This leads to a high dependence on the private car for wider-city region journeys (84%), with only 13% made by public transport and 3% by active travel.

Tameside’s wider town centres all suffer from their own individual challenges but there are some common transport barriers that result in a high proportion of wider-city region trips being undertaken by private car:

- Considerable decline in scheduled bus services – bus frequency and connectivity has seen a rapid decline in recent years with many areas (particularly in the east) suffering from a reduced service provision in the evenings and on Sundays;
- Orbital bus routes – orbital connections to neighbouring districts are well served by frequent bus services but, many of these services are significantly affected by traffic congestion resulting in slow and unattractive journeys;

- Some key destinations e.g. Tameside General Hospital and the Tame Valley employment area have low levels, or no public transport connectivity, resulting in car dominated destinations that are inaccessible to many Tameside residents;
- Rail network – there are 13 rail stations in the borough but only three have full disabled access. There is also a lack of stopping services at some stations e.g. Mossley and overcrowding on the Glossop line;
- Metrolink network – there is a lack of interchange facilities to bus services (with the exception of the new Ashton Interchange) and capacity issues at Park and Ride facilities at Metrolink stops e.g. Ashton Moss;
- Ticketing – the lack of integration of services and unaffordable fares discourage people from taking many public transport journeys particularly if they have access to alternative forms of transport (reliance on the private car);
- Vacant retail space – this creates poor levels of actual and perceived safety and reduces the dwell time of visitors to the town centres;
- Town centre severance – major roads through and around the town centres and a lack of suitable crossing points are responsible for poor cycling and walking connectivity, especially between transport hubs, residential and employment areas;
- Road safety – there is a need to provide local traffic management and road safety schemes within Tameside to reduce the number of accidents. In addition, there needs to be increased road safety education and training within schools.

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3.3.1 Other District Town Centres

The following table outlines the transport challenges and opportunities within Tameside's wider town centres.

Centre	Challenges	Opportunities
Hyde	The M67 separates Hyde town centre from the residential and employment areas to the north which has resulted in a limited number of access points for all road users to the town centre creating connectivity issues. Market Street is the main high street running through the town centre, but it currently serves as through route to the westbound M67 adding to existing town centre congestion and severance issues. There is poor pedestrian accessibility to Hyde Central station and the surrounding residential and employment areas and Hyde town centre.	The Council was successful in securing £100,000 of funding from the inaugural One Public Estate / British Property Federation bidding round. The bid proposes a regenerated and condensed town centre, improved public realm and enhanced pedestrian environment to support the vision that Hyde can be a thriving town centre. We continue to work with Highways England to deliver a cycle route along the main east-west corridor between Hyde and Mottram / Hollingworth to complement the MCF proposal to deliver the A57 Denton to Hyde segregated cycle route.
Denton	The town suffers with significant levels of congestion due to its proximity to the M60/M67/A57 Junction 24 (Denton Island Junction). This has a negative impact on all road users and has resulted in high levels of air pollution along nearby roads that are at risk of exceeding legal limits of NOx by 2020. The M67 separates Denton town centre from the residential, retail and	The Council has 3 successful MCF schemes in development: - the A57 Denton to Hyde segregated cycling route; - the A57 Crown Point junction upgrade scheme which proposes to deliver an innovative Cyclops junction; - the Ross Lave Lane scheme will improve sections of the Trans Pennine Trail to enhance connections between Denton and Reddish Vale and further on to Stockport town centre.

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Centre	Challenges	Opportunities
	employment areas to the north which has resulted in a limited number of access points for all road users to the town centre creating connectivity issues	
Stalybridge	Stalybridge is the busiest and most important rail station in Tameside but it suffers from poor access by active modes from residential and employment areas around the town, insufficient frequency of local stopping services and deficient parking provision which has led to significant parking issues both around the station and in the town centre.	Stalybridge is Tameside's focus for the GM Mayor's Town Centre Challenge. A Stalybridge Town Centre Challenge Board has been established to develop plans for the town's regeneration. Following a consultation period, the February 2020 'Stalybridge: Our Place, Our Plan' document was published which sets out the Board's vision for the town, a proposed strategy, an action plan and forms the basis of ongoing funding bids. Stalybridge has been successful in securing a share of the £95m fund for Historic England's High Streets Heritage Action Zones initiative with their outline proposal for a Heritage Walk from the Railway Station to the Heritage Quarter improving the street scene and routing. A major review of the existing bus station and the creation of a fully integrated transport interchange in and around the railway station will prove a massive regeneration initiative for the town.
Droylsden	Droylsden suffers from significant severance issues caused by busy roads, Manchester Road and Ashton Road, and the Metrolink line, especially at the junction with Market Street. This severance means there is poor connectivity in the town	The Council have delivered a number of active travel schemes in Droylsden, providing cycle friendly routes through a combination off street and traffic calmed residential areas. We are committed to enhancing these connections and extending these routes to a wider area of Tameside through delivering the

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Centre	Challenges	Opportunities
	centre, especially for those travelling by active modes. The Manchester Road/ Ashton Road/ Market Street junction in the centre of Droylsden operates above vehicular capacity severely affecting Metrolink reliability in the vicinity.	MCF cycle schemes currently in development.

3.3.2 GMSF Allocations

Tameside has three strategic GMSF sites across the borough; Ashton Moss West (160,000m^2 employment floorspace), Godley Green Garden Village (2,350 dwellings) and Land South of Hyde (440 dwellings). Further information on the GMSF and these sites can be found at https://www.tameside.gov.uk/GMSF.

The GMSF will be hugely important for the future prosperity of Tameside and proposes:

- To prioritise the regeneration of brownfield land within the urban area for homes and jobs;
- To help meet the housing need of our residents by providing much needed affordable homes, with the Godley Green site creating a new, vibrant and sustainable community based upon established Garden Village principles; and
- The identification of the physical and social infrastructure that is required to support new development, such as new roads, public transport, and education and health facilities.

Tameside Council continues to work with the GMCA, TfGM and other stakeholders to progress the development and delivery of the GMSF. An initial assessment of the interventions that may be required to support GMSF sites has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

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4 Tameside 5-Year Outcomes

This section presents transport related outcomes that Tameside Council aim to achieve over the next 5 years. Each outcome includes a set of priorities for investment over this timeframe, including schemes to be delivered or developed.

There are further transport related outcomes which are included within the wider 5 – Year Delivery Plan which have not been included here.

Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by foot and by bike in Tameside Borough

In the next 5 years this means delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in and encourage more local trips by foot or by bike rather than by private car. Helping to support healthy lifestyles and reduce carbon emissions whilst providing better access to facilities, services and retail.

Tameside Council are working closely with TfGM to deliver these improvements through the delivery of the Bee Network and the GM Local Cycling and Walking Infrastructure Plan (a major evidence-based piece of work guided by the Department for Transport). Map 4 shows the Committed and Priority Bee Network within Tameside.

The Emergency Active Travel Fund (EATF) launched by Government in May 2020 has enabled us to move forward with implementation of a number of interventions to support active travel. The EATF seeks to deliver measures that will address immediate challenges presented by Covid-19, such as reduced public transport capacity and its adverse economic impact on town centres and on access to employment and services for the most deprived communities. The measures will also help tackle longer-term critical public health challenges associated with physical inactivity and road safety, the climate emergency and the impact of congestion on the local economy. Relevant EATF schemes in Tameside are referenced below.

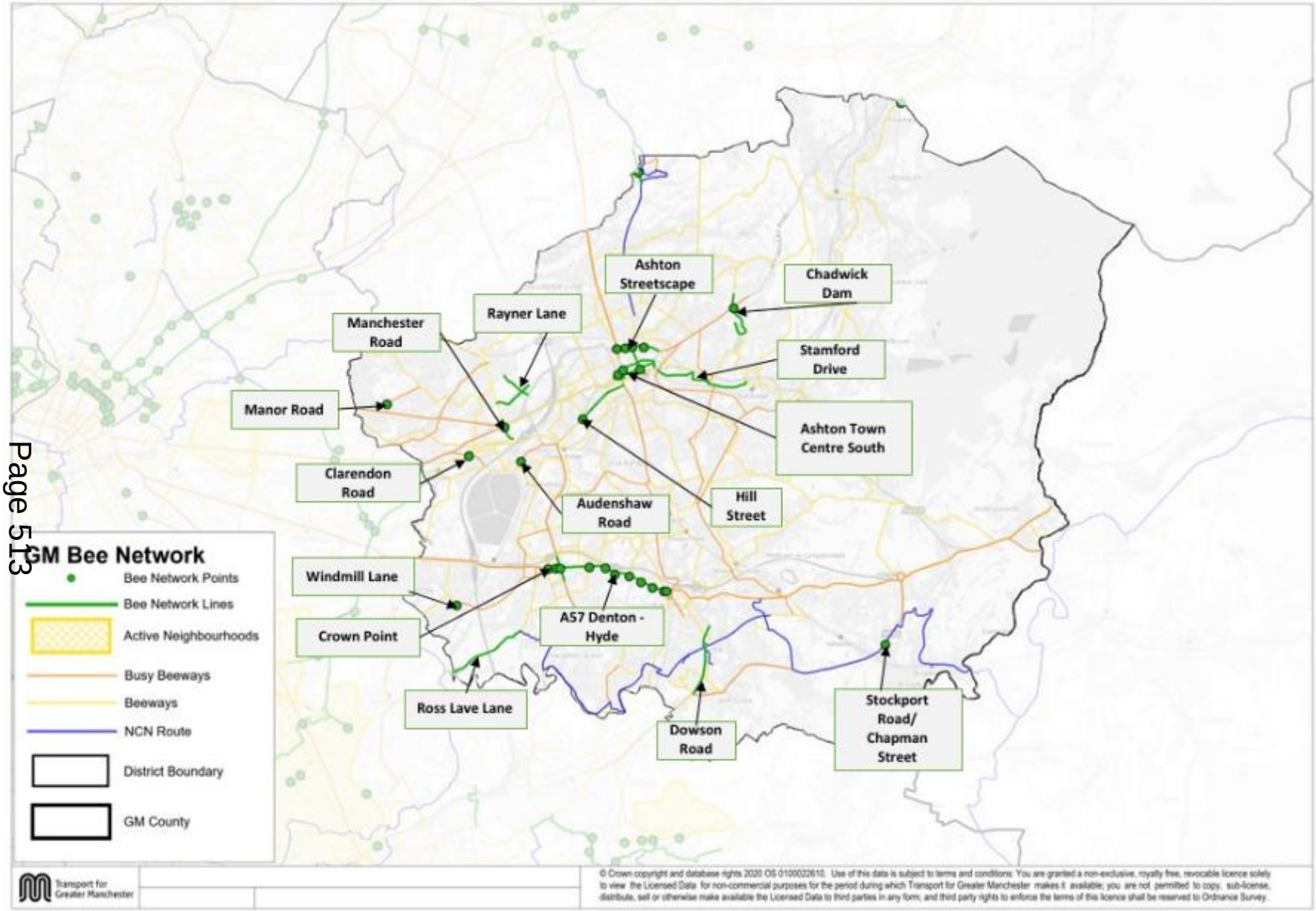
Priorities for investment over the next 5-years:

Scheme Name	Description
EATF Schemes	Tranche 1 of EATF schemes in Tameside includes ‘pop up’ cycle lanes along the A635 Manchester Road and two road closures near Stalybridge in residential areas to open the streets up for people and remove rat running traffic.
Hyde to Mottram/Hollingworth	A Highways England funded cycle scheme providing a safe cycle route linking Hyde town centre to Mottram and Hollingworth along the A57 Corridor.
Parklets / Pocket Parks	Using public engagement to identify potential locations for parklets and pocket parks, which could provide seating, greenery and cycle parking and enhance a

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Scheme Name	Description
	variety of street types to increase dwell time and work for people rather than vehicles.
GMSF allocations walking and cycling improvements	Improvements to walking and cycling connections, including Public Rights of Way, bounding or near to the GMSF allocations (detailed proposals to be determined at planning application stage).

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Map 3: Tameside Committed and Priority Bee Network

Outcome 2: Enhanced connections to/from and within Tameside's town centres, employment sites and key destinations by foot, bike, and public transport to support regeneration

A third of households in Tameside have no access to a car and depend on active modes and the public transport network to make their everyday journeys, deficiencies on the network can have a severe impact on access to opportunities and quality of life.

In the next 5 years this means creating Streets for All in Tameside's town centres through improvements to the public realm and design of our streets, which focus more on the needs of people rather than vehicles. Further details of the Streets for All initiative can be found in the 2040 Delivery Plan.

The three strategic GMSF allocations within Tameside need to be connected to the wider-city region by public transport and have enhanced active travel connections to the rapid transit network. Interventions needed for these sites will be identified/ through the GMSF process.

Priorities for investment over the next 5-years:

Scheme Name	Description
Streets for All – Hyde Town Centre	The development of a business case for a Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Hyde Town Centre. To link with masterplan work currently being undertaken in Hyde.
Streets for All – Town Centres	The development of options for a Streets for All approach to improving public realm, walking and cycling links, and reducing traffic within Ashton-under-Lyne, Stalybridge, Droylsden and Denton. To link with masterplan work to be undertaken in these towns.
Walking and Cycling connectivity to rapid transit networks	To provide improved access to rapid transit networks by active travel modes from the surrounding residential, employment and retail areas.
Masterplans	Town centres for which masterplans are under development include Ashton-under-Lyne, Stalybridge, Hyde, Droylsden and Denton.
Park & Ride / Travel Hubs at Audenshaw / Ashton Moss on the Ashton Metrolink Line	To provide better access to public transport through Travel Hub/Park & Ride facilities. These locations will serve the Ashton Moss West GMSF site and will help to improve access to the Regional Centre and the wider GM area.

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Scheme Name	Description
Bus services to support GMSF allocations	The development of new, extended and enhanced bus services and infrastructure to serve the GMSF allocations where required (detailed service design to be determined at planning application stage).

Outcome 3: Streets in Tameside will be clean, green and relieve local communities from the impacts of congestion

In the next 5 years this means reducing the impacts of roads and motor traffic in Tameside to help us realise our environmental, carbon, economic and quality of life objectives, as well as achieving our Right Mix targets. To achieve this, Tameside Council will deliver interventions that accelerate the uptake of low emission vehicles and tackle congestion hotspots that do not create an attractive and safe environment for people walking and cycling, delay bus services and create air pollution.

Priorities for Investment over the next 5-years:

Scheme Name	Description
Air Pollution Reduction Actions	Measures to reduce emission of pollutants in areas that are expected to exceed or are at risk of exceeding air quality thresholds.
Behaviour Change	Introduction of Car Clubs, cycle training, publicity etc. to positively influence and reduce car usage. Increasing the number of people making active journeys is essential to responding to the numerous health issues and low level of physical activity within the Borough and we are working to support this through delivery of the Bee Network and associated behavioural change activity.
New junctions to access the strategic development sites across the borough	Alexandria Drive and Lord Sheldon Way access junctions to Ashton Moss West. The creation of two new access points along the A560 Mottram Old Road for Godley Green.
Improvements to local junctions to mitigate traffic associated with potential GMSF allocations	A number of junctions on the local road network have been identified through the GMSF Locality Assessments as potentially requiring improvements in order to accommodate the generated traffic from allocations and provide facilities for all users (specific junctions/designs to be determined at planning application stage).
A635 Manchester Road/ B6390/Audenshaw	Improvements to these linked junctions to reduce peak hour traffic congestion.

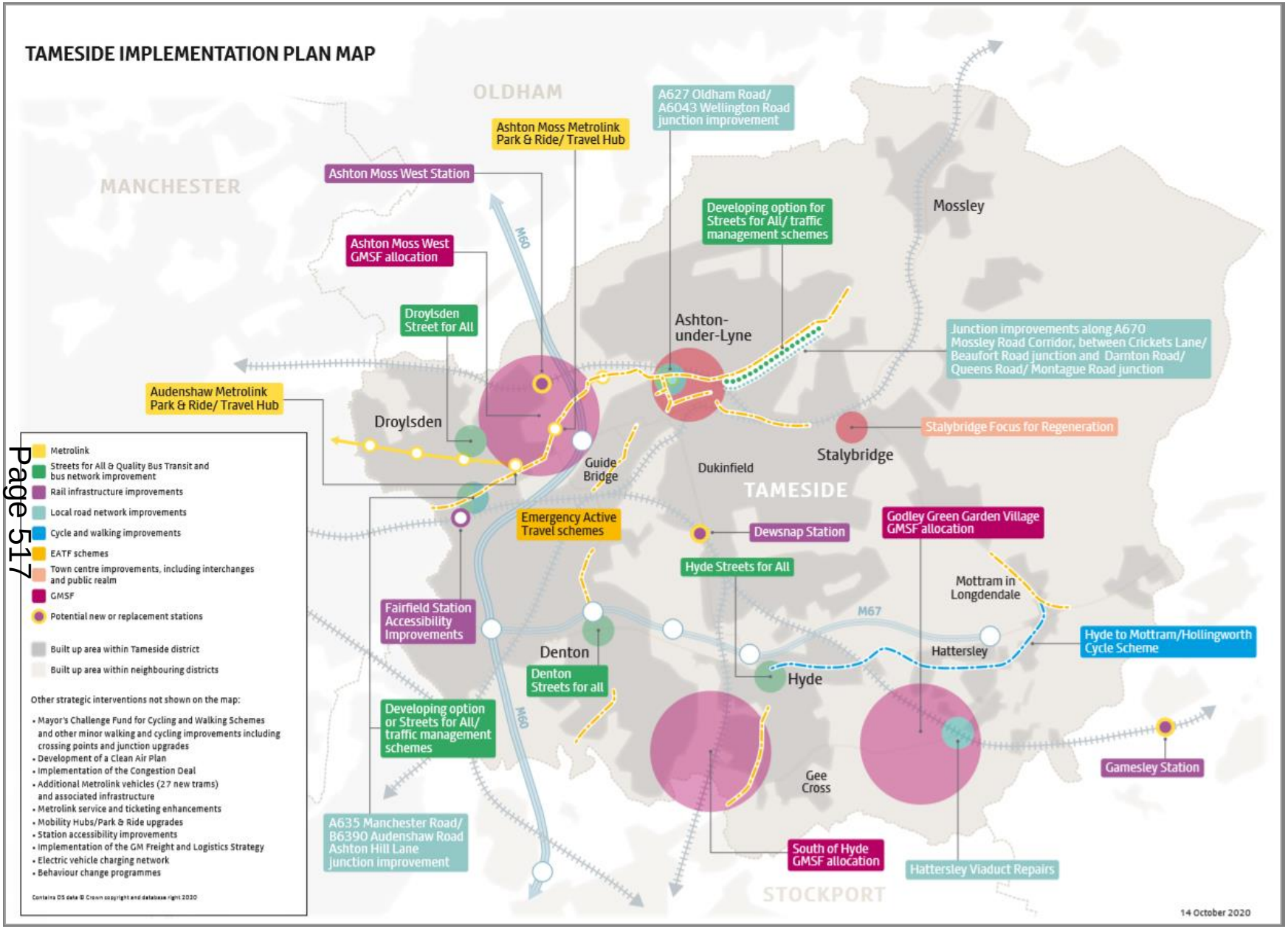
Scheme Name	Description
Road/Ashton Hill Lane junction, Audenshaw.	
A670 Mossley Road Corridor, Ashton	Package of Streets for All measures on the A670 Mossley Road, Ashton, including the A670 Mossley Road/ Crickets Lane/ Beaufort Road junction and the A670 Mossley Road/ Darnton Road/ Queens Road/ Montague Road junction and the length of Mossley Road between the two links
A627 Oldham Road/A6043 Wellington Road junction, Ashton	Improvements to this junction to reduce significant traffic congestion and incorporate improved cycle crossing provision.
A6140 Lord Sheldon Way / Notcutts / A6140	Necessary local mitigation to support the development of the Ashton Moss West allocation.

Outcome 4: Streets in Tameside are safe, well maintained and in good condition for all people who live in or travel within Tameside and current and future assets are looked after

This means continuing to invest in maintaining Tameside's streets and roads for all road users, from fixing footways, crossings and potholes at the neighbourhood level to essential maintenance to structures on Tameside's Key Road Network.

Priorities for investment over the next 5-years:

Scheme Name	Description
Pothole Repair	Local walking / cycling investment plans to improve active Delivery of Central Government Pothole funding programme.
Structures Maintenance	Continued investment in structures using the Bridges Asset Management system and inspections. The Medlock Valley Flood Scheme includes the replacement of the Bardsley Road Bridge over the River Medlock, culver refurbishment and retaining wall replacement.
Hattersley Viaduct Refurbishment and Widening	Refurbishment of Hattersley Viaduct which requires major works to ensure its long term continued use and additionally to widen the structure to provide segregated cycle and pedestrian facilities across it.



Map 4: Tameside Local Implementation Plan Schemes

5 Indicators

Tameside Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Trafford Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction

1.1 This Implementation Plan sets out how we will work towards our priorities including economic growth, improving the environment and social inclusion by building on Trafford's planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025).

1.2 While the 5-year Delivery Plan tends to consider large, medium and long-term transport schemes, this Implementation Plan is mainly focussed on local, neighbourhood level priorities and interventions to 2025.

1.3 The Trafford Council Corporate Plan (2018-2022) sets outs the Council's vision and priorities, including 'Maximising our green spaces, transport and digital connectivity'. The following elements of this Corporate Plan priority are relevant to the LIP:

- To make it easier to move around the Borough;
- To improve transport links across the Borough;
- To reduce the impacts of climate change.

1.4 An effective, sustainable transport system will help Trafford residents to achieve a good work/life balance by providing improved infrastructure for public and private transport, improving links to work and leisure destinations. A sustainable transport network will also be integral to delivering a low carbon future, a key priority for Trafford following its declaration of a Climate Emergency in November 2018.

1.5 Trafford is bringing forward significant housing and employment growth through the Greater Manchester Spatial Framework and the Trafford Local Plan. Delivering sustainable transport access to development sites and improving the existing network will be integral to achieving successful, sustainable development and in meeting Trafford's low carbon growth ambitions.

1.6 This Local Implementation Plan presents how Trafford Council, with its transport partners and stakeholders, will deliver infrastructure improvements and contribute to achieving these priorities. It complements the Greater Manchester-level transport interventions set out in Our Delivery Plan, as shown in Map 1, below.

1.7 To achieve these ambitions, we have set five key transport-related outcomes which we would wish to see achieved by 2025. These are:

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- **Outcome 1:** Increasing the number of neighbourhood journeys (under 2km) made by foot
- **Outcome 2:** Increasing the number of neighbourhood journeys (under 2km) made by foot and bike and enhancing connections between and within the Borough's town centres
- **Outcome 3:** Improved access to bus services across Trafford
- **Outcome 4:** Streets in Trafford will be clean and green
- **Outcome 5:** Improving access to Railway Stations and Metrolink Stops
- **Outcome 6:** Streets in Trafford are well-maintained and in good condition

1.8 This document sets out some of the steps Trafford borough will seek to take with partners to make good progress towards these outcomes in the next 5 years. The steps are ambitious and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require use to prioritise measures and to continue working with the GMCA and TfGM to secure the required funding from Government to develop and deliver these schemes.

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2. Trafford Strategic Transport Issues

Achieving the 2040 Right Mix

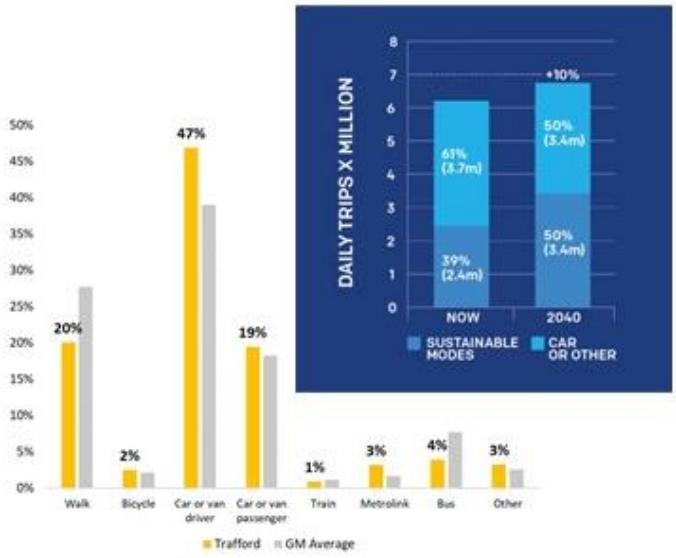
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester being made by sustainable modes by 2040.

66% of all journeys starting in Trafford are made by car or van, and 30% by sustainable modes (22% active travel and 8% by public transport).



42% of journeys that start in Trafford are neighbourhood trips that are under 2km and could be walked in just over 20 minutes.

42% of these neighbourhood journeys are walked, 53% are made by private car or van, and 1% are made by bike.



Supporting Economic Growth

New Homes and Jobs

The Greater Manchester Spatial Framework identifies the potential to deliver 20,500 new homes and around 520,000 square metres of industry and warehousing development and 250,000 square metres of commercial floorspace by 2037 in Trafford borough.



Town and District Centres

We are committed to supporting continued economic growth and recovery from COVID-19 in our town and district centres.

Plans include delivery of the Stretford Masterplan, Sale Public Realm and Movement Strategy, Altrincham Town Centre Neighbourhood Business Plan, Hale Village Place Plan, and Sale Moor Village Place Plan.



Protecting our Environment

Carbon

Trafford Council declared a Climate Emergency in 2018, and we are committed to becoming a carbon neutral borough by 2038.



Improving Quality of Life

Health

69% of adults in Trafford are physically active, higher than the UK average of 67.2% of adults (2018/19 Public Health England data)..

It is estimated that 64% of adults are classified as overweight or obese, higher than the UK average of 62.3% (2018/19 Public Health England data).



Trafford residents have a slightly higher life expectancy than the UK average (2016 – 2018 Public Health England data).

Air Quality

There are 8 areas on Trafford's highways network that are forecast to exceed the legal limit of NOx emission beyond 2021 (2019 data).



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

22% of households in Trafford do not have access to a car, lower then the GM average (2011 Census data).

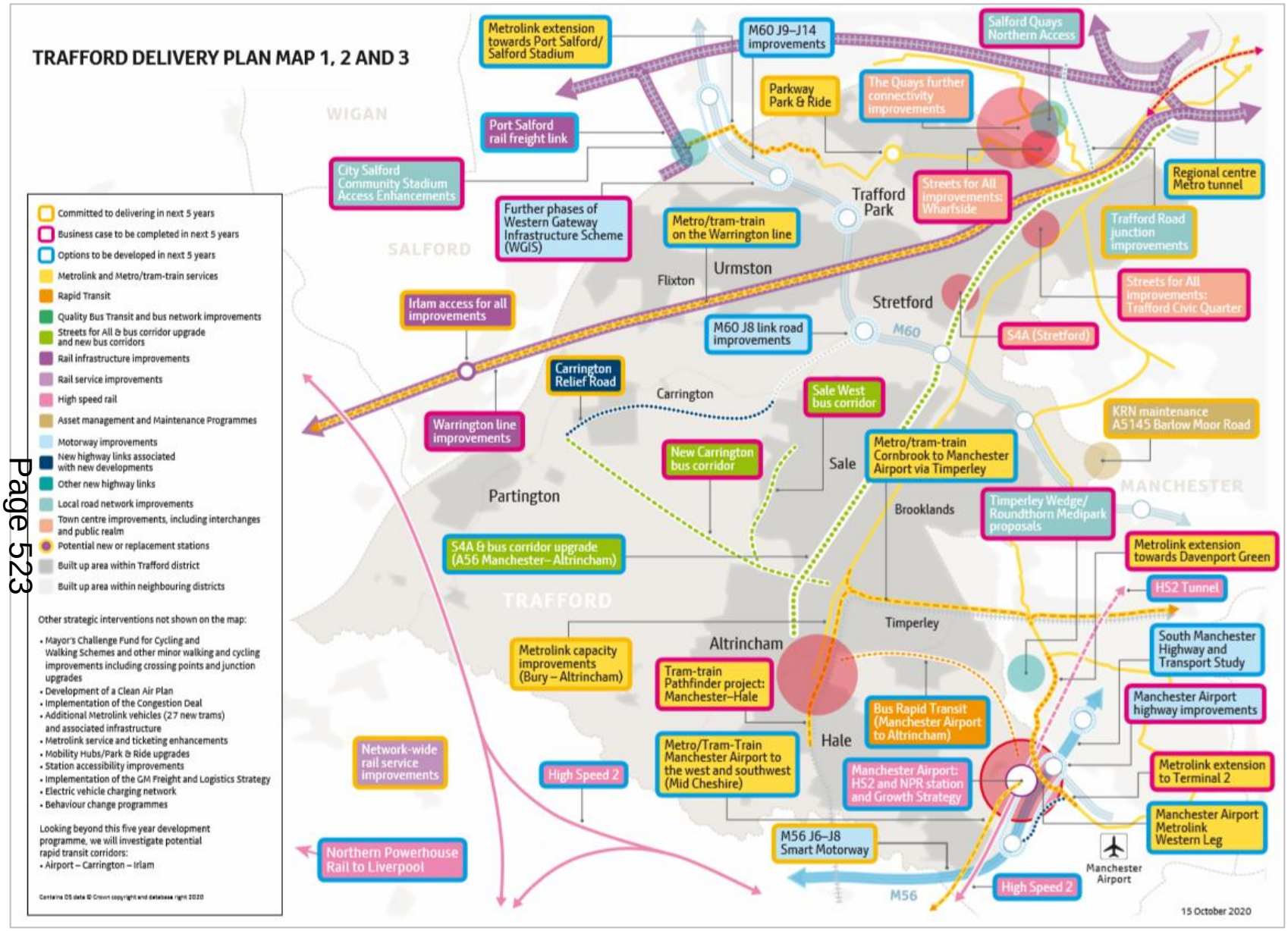


Road Safety

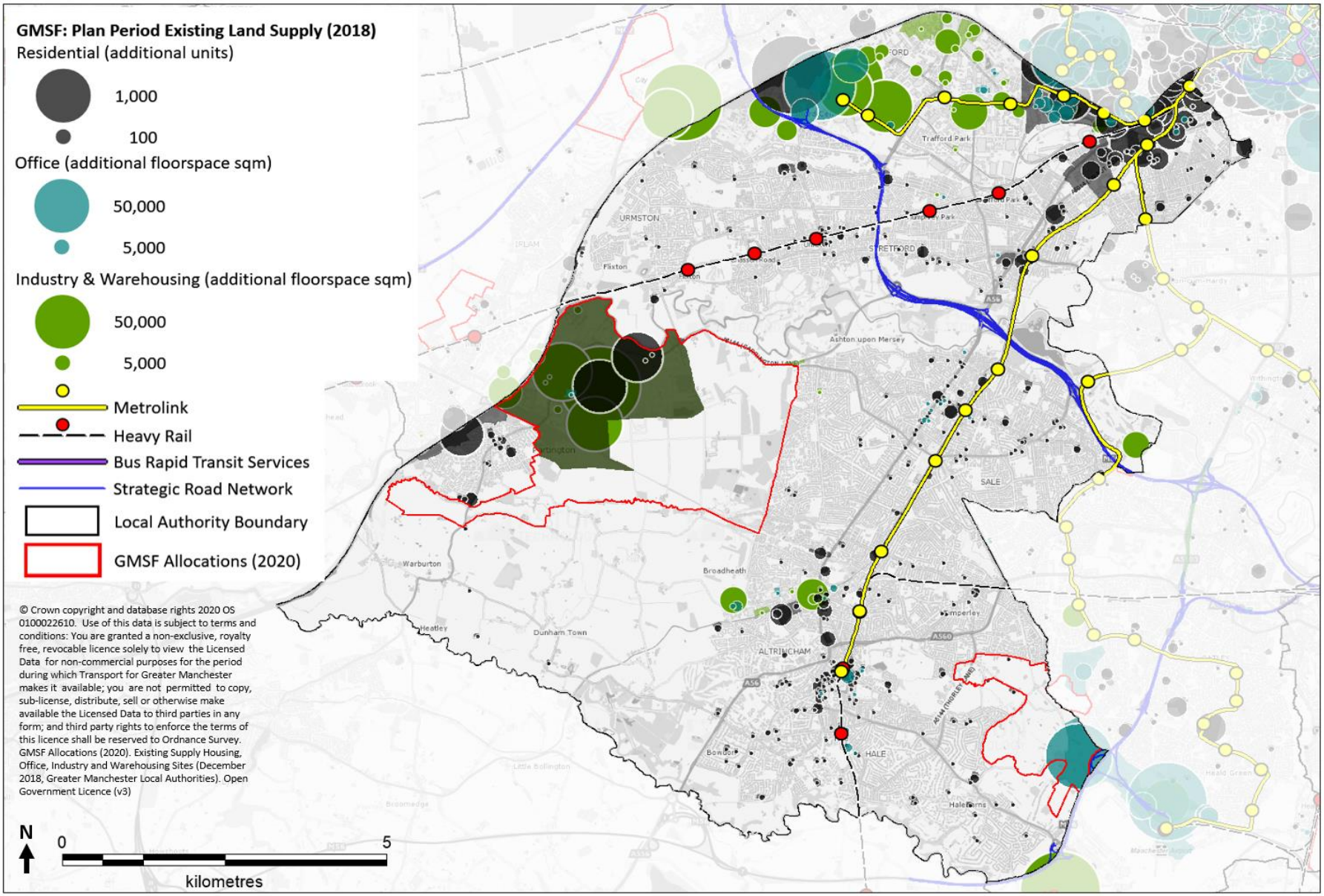
In 2019 there were 3617 road traffic collisions in Greater Manchester. 297 collisions resulted in 358 casualties on Trafford's roads.

Collisions resulted in 57 people being killed or seriously injured. 32% of the people killed or seriously injured were pedestrians (18), 15% were cyclists (9), 12% were motorcyclists (7).





Map 1: Trafford GMTS 2040 Delivery Plan schemes



Map 2: Trafford future land supply and existing strategic transport network (GMSF 2019 data sourced from the GMCA)

3. Spatial Theme Challenges and Opportunities

Neighbourhoods

3.1 A significant proportion of the trips which start in Trafford are at neighbourhood level (42%), 53% of these trips are made by private car whilst 1% are made by public transport (source: TRADS database).Most of these trips are short enough to be taken by foot or bike and there is significant scope to increase the current 43% mode share of active travel trips.

3.2 Road traffic has a significant impact on walking and cycling, including actual and perceived safety. Major roads also cause severance between neighbourhoods and destinations whilst pavement parking restricts footway space and accessibility.

3.3 The A56 through the Borough presents a particular challenge of severance, limiting east - west movements and regeneration, and is heavily trafficked. Opportunities exist to improve areas seriously affected such as Stretford through the 'Streets for All' initiative, the Stretford Masterplan and the emerging Stretford Area Action Plan.

3.4 A key challenge is improving sustainable transport access to key employment locations like Trafford Park, which is home to one of the largest concentrations of businesses in northern England. High volumes of freight, congestion on the M60 and a severance effect are particular challenges to regeneration ambitions in this location.

3.5 Trafford also has transport dilemmas at specific facilities and times, for example trips generated by major sporting attractions including Lancashire Cricket Club and Manchester United Football Club in Old Trafford. These issues are being considered in the emerging Civic Quarter Area Action Plan proposals.

3.6 Parts of Trafford are currently poorly served by public transport; this includes areas such as Carrington, Partington and Sale West. GM wide bus reform measures could potentially improve the frequency of services to these areas, providing improved connections to surrounding town centres and employment locations. Proposals for the Trafford Greenway are currently being developed linking Altrincham, Carrington and Partington, as well as an opportunity to cross the Manchester Ship Canal to Irlam. This would provide a significant benefit to Partington with the potential for a cycle link from Partington to Irlam station from where people can travel by train to the Regional Centre.

3.7 The Greater Manchester Spatial Framework (GMSF) includes proposals for two major development sites at New Carrington and Timperley Wedge. Ensuring these sites are properly served by public transport, walking and cycling will be integral to the success of these development sites. Development at both sites should provide an improved service to

neighbouring, existing communities – particularly at Carrington where much of the area is somewhat isolated from the public transport network.

3.8 Place plans for Sale Moor and Hale, together with the emerging Flixton neighbourhood plan, will highlight issues and opportunities to enhance the public realm and improve movement witin these places.

3.9 A key issue is discouraging people from driving their children to school. One way in which this can be minimised is the continuation of work, with Sustrans, on active neighbourhood schemes. It is possible to get more people cycling and walking without expensive initiatives and Trafford Council/TfGM is keen to work with local neighbourhoods in promoting walking and cycling. An example is the Urmston Active Neighbourhood where relatively low-cost, quick interventions are being considered to increase active travel options.

Town and district centres

3.10 A number of Trafford's town and district centres are difficult to access and move around by pedestrians due to road traffic, severance caused by highway infrastructure, lack of dedicated infrastructure and wayfinding. Key issues are as follows.

Altrincham

3.11 Altrincham is the main town centre in Trafford and the Altrincham Town Centre Neighbourhood Business Plan was adopted in 2017 which covers the town centre area. In recent years there has been major investment in the Altrincham Interchange (rail/metrolink/bus) and in public realm improvements in the town centre.

3.12 Key issues include:

- Vehicle movements and car parking;
- Further improvements to signage and wayfinding;
- Making the town centre more attractive for pedestrians and cyclists, by improving historic ginnels and alleyways, creating large pedestrianised areas, green walkways and additional cycleways.

Sale

3.13 Sale is identified as a town centre in the Trafford Core Strategy (2012)..Considerable investment has been made in public realm improvements and facilities for cyclists and pedestrians in the town centre, including linkages along and to the Bridgewater Canal corridor. The Sale Public Realm and Movement Strategy (2018) identified proposals to improve the public realm and provide a better environment for pedestrians and cyclists.

3.14 Key issues include:

- Making the town centre even more attractive for pedestrians and cyclists;
- A lack of connectivity with the surrounding residential areas.

Stretford

3.15 Stretford is identified as a town centre in the Trafford Core Strategy (2012). The Refreshed Stretford Masterplan (2018) identifies key actions required to deliver major regeneration of the area, including improved public realm and promoting sustainable modes of transport at the town centre. An Area Action Plan for Stretford is being prepared which aims to deliver around 700 new homes in the town centre.

3.16 Key issues include:

- Severance caused by the A56, which divides the main shopping area, Stretford Mall, from other areas of commercial activity such as shopping frontages on Edge Lane;
- The need for key improvements for pedestrians and cyclists to enhance the town centre for users.

Urmston

3.17 Urmston is identified as a town centre in the Trafford Core Strategy (2012) and an active neighbourhood is being created in the Urmston area which aims to make walking and cycling a natural choice for short journeys.

3.18 Key issues include:

- Maximising generally good public transport access with the train station and bus network;
- The centre lacks a strong public realm but Eden Square provides a somewhat functional ‘town square’.
- The need for key improvements for pedestrians and cyclists to enhance the town centre for users;
- Need for fully segregated cycle routes along some of the busiest roads
- New crossings of busy roads or other physical barriers that divide communities

Hale

3.19 Hale is identified as a district centre in the Trafford Core Strategy (2012). The draft Hale Village Place Plan was published for consultation in January 2020 and will provide a framework for the centre ensuring good transport accessibility and safe movement in and around the centre.

3.20 Key issues include:

- Vehicle movements and car parking within the village centre;
- A need to reduce traffic speeds;

- A need for improved routes for pedestrians and cyclists;
- Opportunities for public transport improvements, in particular by tram/train between Altrincham and Hale.

Sale Moor

3.21 Sale Moor is identified as a district centre in the Trafford Core Strategy (2012). The draft Sale Moor Village Place Plan was published for consultation in January 2020 and will provide a framework for the centre ensuring good transport accessibility and safe movement in and around the centre.

3.22 Key issues include:

- The current gyratory system and guard railing which act as a barrier and substantial hindrance to overall movement and accessibility within the centre;
- A need to reduce traffic speeds;
- A need for improved walking and cycling routes through and within the village centre and improvements to the public realm.

Timperley

3.23 Timperley is identified as a district centre in the Trafford Core Strategy (2012).

3.24 Key issues include:

- Timperley district centre is focused around the junction of Park Road and Stockport Road, which consequentially results in a high number of vehicle movements through the centre and therefore reduces the overall accessibility of the centre for pedestrians;

Major development sites In Trafford

New Carrington

3.25 New Carrington is a proposed allocation in the GMSF, the site is proposed for approximately 4,300 dwellings and 350,000 sqm employment floorspace in the GMSF plan period to 2037. The development will deliver a new sustainable community which is integrated with the existing communities at Carrington, Partington and Sale West.

3.26 Significant transport infrastructure will be required to support the development, including the Carrington Relief Road, new bus services, active travel links and utilising the route of the disused railway line as a sustainable transport corridor.

3.27 An initial assessment of the interventions that may be required to support this site has been undertaken within the Locality Assessments prepared as part of

the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

Timperley Wedge

3.28 Timperley Wedge is a proposed allocation in the GMSF, the site is proposed for approximately 2,400 dwellings and 60,000 sqm office floorspace.

3.29 The Timperley Wedge allocation will contribute to the delivery of improved east – west links between Altrincham and the Airport through a bus rapid transit corridor. The site will also be served by the Metrolink Western Leg extension. The proposed HS2 Airport station is also located within the site.

3.30 An initial assessment of the interventions that may be required to support this site has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

Wharfside

3.31 Trafford Wharfside is identified in the Trafford Core Strategy as a Strategic Location witihin the Regional Centre opposite Salford Quays. The area forms part of MediaCityUK and offers great potential for new economic and residential development. It is anticipated that the Wharfside area could deliver around 2,000 new homes by 2037.

Pomona

3.32 Pomona Island is identified in the Trafford Core Strategy as a Strategic Location within the Regional Centre. The sites is remediated land within the Manchester Docks area, representing a major opportunity to expand and diversify the residential and economic offer of the Regional Centre. It is anticipated that the Pomona Area could deliver around 2,500 new homes by 2037 in line with an approved masterplan for the area.

Trafford Centre Rectangle

3.33 The Trafford Centre Rectangle is identified as a Strategic Location in the Trafford Core Strategy, within which around 2,000 new homes could be delivered in the plan period, including the Trafford Waters development site. There are a number of sites in the area that offer significant potential to contribute to local and sub-regional priorities.

Civic Quarter Area Action Plan Area

3.34 An Area Action Plan is being prepared for the Civic Quarter which covers part of Stretford and Old Trafford and offers the opportunity to act as a regeneration and renewal catalyst in the area creating a sustainable, diverse

and vibrant mixed use neighbourhood building on existing businesses and residential neighbourhoods. The Civic Quarter AAP could deliver around 2,800 new homes in the plan period.

Wider City-Region

3.35 Of trips starting in Trafford 38% are to the wider city-region. 80% of these trips are made by private car, whilst 13% are made by public transport (source: TRADS database). Trafford has the same walking/cycling modal shift issues that have been recognised across Greater Manchester, with short local trips by car being a particular problem, for example journeys to and from schools.

3.36 A number of initiatives in adjacent areas have the potential to benefit Trafford. For example, the Manchester to Chorlton cycling and walking route offers opportunities for communities in the north of the Borough and possible links to this route from Trafford would improve sustainable links to Manchester City Centre. There are also opportunities to link these schemes to other Bee Network projects in Trafford, for example the Sale – Sale Water Park scheme.

Public Transport

3.37 Trafford is relatively well served by Metrolink, by both the Altrincham line and the newly opened Trafford Park line. There has been a steady increase in users of the Altrincham line, to the extent that there are now capacity issues on this line particularly in morning and evening peaks. Upgrades have been identified for the route and there will be a move to all double units, as well as consideration of using slightly longer vehicles. A Metrolink network study is due to commence and may provide recommendations for further improvements.

3.38 The Trafford Park Metrolink line was opened in March 2020 and provides access to thousands of jobs and major employers in Trafford Park and the Trafford Centre area.

3.39 Metrolink lines and stops offer a valuable rapid transit route, but the nature of the routes means that they are linear and a key challenge for Trafford is to spread these benefits to adjacent areas. There are opportunities to provide improved active travel links to Metrolink stops, promoting sustainable first and last mile journeys, particularly around key interchange stations such as Altrincham. Improved bus services to Metrolink stops will also provide connections, for example the Sale West bus study proposes improved links from Sale West and the development proposals at New Carrington to Sale Metrolink stop. The wider GM opportunities around integrated ticketing across the public transport network will also make interchanging between bus and Metrolink a more attractive option for users.

3.40 Planned extensions to the Metrolink in Trafford include the Manchester Airport Western Leg which is identified in the GM Delivery Plan. This will branch off

the Manchester Airport line, past Wythenshawe Hospital and to the proposed GMSF Timperley Wedge allocation, providing a stop to serve the site, and linking to the proposed HS2 / NPR Airport station and Manchester Airport. The line will be delivered in stages, with the first phase anticipated to be to Davenport Green, serving the Timperley Wedge site and then extended to serve the HS2 / NPR station and on to Manchester Airport once HS2 construction has completed.

3.41 There are significant opportunities from bus reform in Greater Manchester and in Trafford there is a need to improve bus services to areas which are currently isolated from the public transport network such as Sale West, Carrington and Partington. These are often the most deprived areas as well.

3.42 In terms of heavy rail, Trafford is served by the Warrington Central / CLC line and the Mid-Cheshire line. There are particular capacity issues on the Warrington Central / CLC line leading to congestion and overcrowding at peak times. The Delivery Plan proposes improvements for these routes and identified the potential for Tram-Train to provide a higher frequency 'metro' service.

Highway Network

3.43 Road maintenance and resilience issues exist within Trafford and there is some impact on the network as a result of lack of funding. The Council uses Department for Transport grant funding to maintain the highway network, this funding can support resurfacing and improvements to approximately 5km of the network per annum, which equates to less than 1% of the highway network in Trafford. The funding is therefore focused on areas which support the continued safe use of the road network. In recent years this funding has been supported by Council Capital although this is not guaranteed and therefore other sources of funding will be applied for when they become available.

3.44 Going forward a priority for Trafford will be to improve the highway network so that it can support increased cycling and walking trips. Trafford has secured funding for a number of cycling and walking schemes through the Bee Network programme and is continuing to expand the cycling and walking network at pace through measures introduced through the Emergency Active Travel Fund (EATF).

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4. Trafford 5-Year LIP Outcomes

Outcome 1: Increasing the number of neighbourhood journeys (under 2km) made by foot

4.1 In the next 5 years this means delivering street improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in, and support people to make local, shorter journeys by foot. Promoting ease of movement for pedestrians in town centres and communities is a priority for Trafford and places will be designed in a way that makes active travel the most attractive option, by providing safe, attractive, fun and well-proportioned streets with high quality public realm and which support the 'streets for all' principles.

4.2 Priorities for investment over the next 5 years:

Investment Priority	Description
Urmston Active Neighbourhood	Trafford Council has identified the Urmston area, also covering both Flixton and Davyhulme, as an Active Neighbourhood, where sustainable means of travel will be quicker and more convenient than private car ownership. The aim is a neighbourhood where land currently dominated by the motor vehicle will be freed up for social and economic activities creating cleaner and healthier air quality. Proposals for this scheme are currently being developed in consultation with the community.
Further Active Neighbourhoods schemes	Identify other opportunities for active neighbourhoods in Trafford.
New / improved pedestrian crossings on major transport routes	Identify roads which are a particular barrier to pedestrian movements and provide new / improved pedestrian crossings. Priorities include the A56 in Sale, Stretford and Altrincham town centre and the A6144 through Carrington and Partington.

Outcome 2: Increasing the number of neighbourhood journeys (under 2km) made by foot and bike and enhancing connections between and within the Borough's town centres

4.3 In the next 5 years this means delivering the Bee Network schemes to provide improved active travel links and adopting 'streets for all' principles in the town centres of Altrincham, Sale, Stretford and Urmston.

4.4 Priorities for investment over the next 5 years:

Investment Priority	Description
Talbot Road / White City	Bee Network scheme to provide off carriageway cycle lanes and junction improvements. The scheme will provide an enhanced walking and cycle route providing safer trips for pedestrian/cyclists both as a commuter route between Stretford and Manchester and leisure movements to the retail and leisure attractions.
Talbot Road / A56 and Great Stone Road	Bee Network scheme including dedicated cycling and walking facilities. Consideration is also being given to a CYCLOPS layout at the junction of Talbot Road / Great Stone Road.
Seymour Grove	Bee Network scheme to provide a safe walking and cycle route linking the Stretford Cycleway and the Old Trafford community to Manchester via the Manchester to Chorlton Walking and Cycling Route, as part of the Made to Move agenda. This scheme will provide a segregated cycle route along Seymour Grove, and improve the junctions to provide quality crossing facilities for walking and cycling.
Wharfside Way / Europa Way	Bee Network scheme to provide a safe walking and cycle route linking Stretford, Trafford Park Rail Station, Trafford Park, Media City, The Lowry Theatre and Retail, Bridgewater Way, Old Trafford Stadia (Football & Cricket grounds), NCN55 and Metrolink (New Trafford Park Link). Proposals include a continuous route across accesses and minor junctions, controlled parallel & toucan crossings, reconfiguration of a roundabout to create a safer junction for all users, landscaped areas of place and cycle parking.
Sale / Sale Water Park	Bee Network scheme to provide a safe walking and cycle route linking Sale Town Centre, the district centre of Sale Moor and Sale Water Park, and its communities in between, as part of the Made to Move agenda. This scheme will provide a segregated cycle route along Northenden Road and Old Hall Road and improve the junctions to provide quality crossing facilities for walking and cycling. The scheme will also improve the amenities and space in Sale Town Centre and Sale Moor by making it more attractive to pedestrians and cyclists to spend time in those locations.

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Investment Priority	Description
Altrincham Link Bridge	Bee Network scheme to provide a safe route linking Altrincham Town Centre to the residential areas north of Altrincham Town Centre. This will also provide a MCF compliant crossing point of the Bridgewater Canal. Additionally, the route would link Altrincham to the Bridgewater Way, one of the six designated 'Cycleways' in Greater Manchester and to assist in making cycling and walking the mode of choice for short journeys in North Altrincham.
GM Bike Hire Scheme	Support the Greater Manchester-wide bike hire scheme as a positive opportunity for people to avoid the use of cars for short trips. Stage one includes area of Trafford within the Regional Centre and priorities beyond stage one include Altrincham, Sale, Stretford and Urmston for first and last mile and shops/school trips.
Active travel improvements to the A56	The A56 is an important highways corridor in the borough and making this route more attractive to walking and cycling is a priority. This will need to be achieved along the whole route and key areas of focus are: • A56 Bridgewater Way • A56 between Talbot Road to M60 • A56 M60 to Dane Road

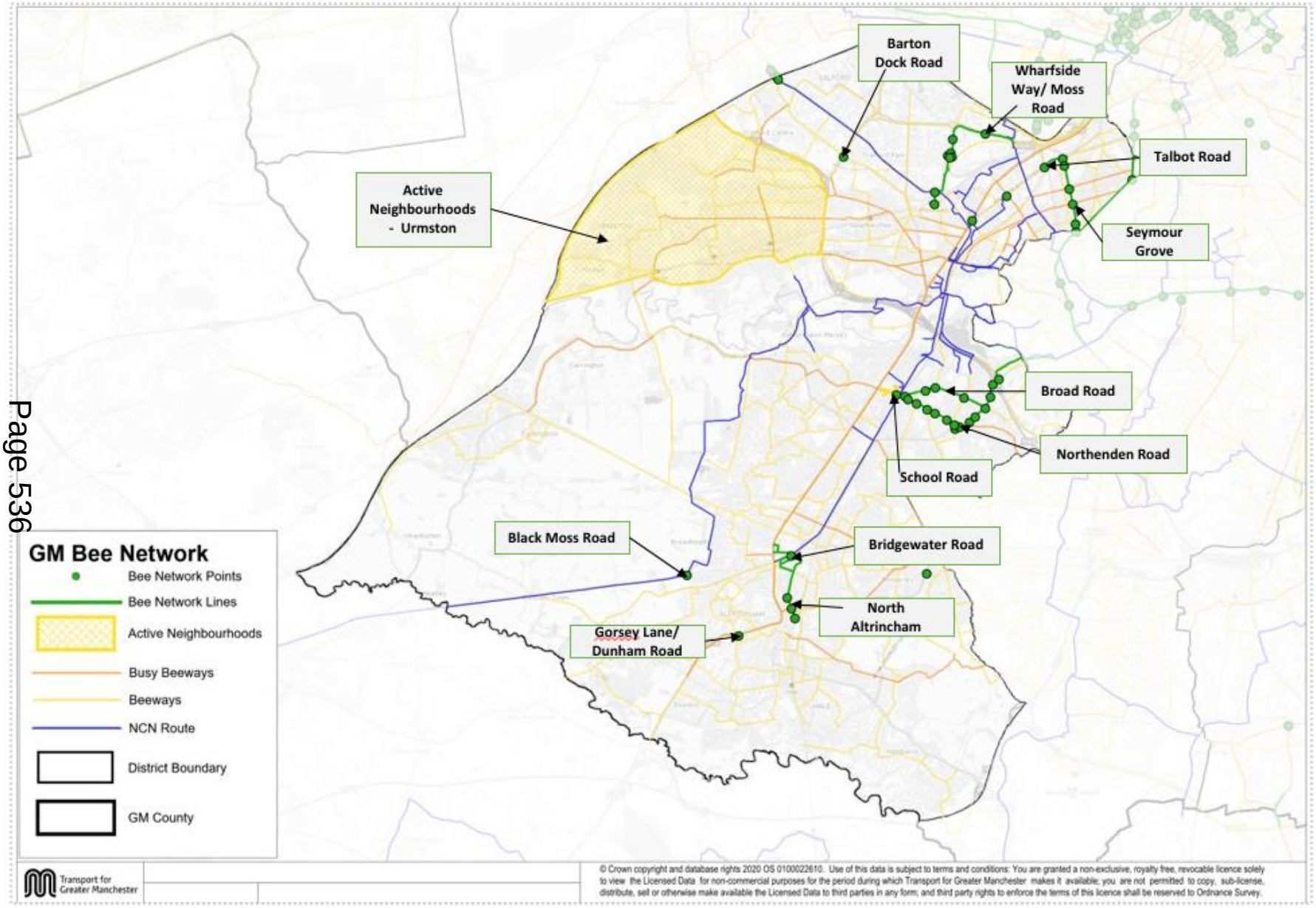
4.5 The following longer term schemes have also been identified in Trafford to deliver significant improvements to the cycling and walking network.

Investment Priority	Description
White City Circle	White City Circle is a critical hub which is the missing pedestrian/cycling link connecting A56 Chester Road/ A5063 Trafford Road /A5081 Wharfside Way. This scheme would provide walking and cycling improvements around White City Circle by fully segregating pedestrians /cyclists by means of a bridge to provide a safer option to navigate around the complex junction. The carriageway layout and traffic signal configuration will be reviewed and adapted to achieve optimum efficiency.
Trafford Greenway	Off highway cycle route along the old rail line linking Altrincham, Carrington, Partington, Cadishead and Irlam Station.

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Investment Priority	Description
	This scheme will bring a disused section of the former Cheshire rail line, between Timperley and Irlam, back into use as a Greenway and will also link to the wider New Carrington development proposals.

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Map 3: 5-Year Bee Network proposals

Outcome 3: Improved access to bus services across Trafford

4.6 In the next 5 years this means focusing on improving bus provision on key corridors, including the A56, as well as improving bus services to areas of Trafford which are poorly served such as Partington and Sale West.

4.7 Priorities for investment over the next 5 years:

Investment Priority	Description
A56 bus corridor	The A56 will continue to be a focus for improvements along different sections of the corridor and opportunities will be identified for bus priority measures at key junctions. This will include potential improved bus connections from Stretford to Manchester city centre.
Bus rapid transit connections between Altrincham and Manchester Airport	Develop quality bus transit connections between Altrincham and the Airport as part of wider improvements to east / west linkages across south Greater Manchester and linked to the proposed GMSF Timperley Wedge allocation.
Improved bus connectivity to Partington, Carrington and Sale West	Maximise opportunities for Partington / Carrington / Sale West bus improvements linked to the proposed and existing planning permissions in the area for residential and employment development, as well as the wider GMSF New Carrington allocation in the longer term. Improved bus services will be integral to the success of the New Carrington allocation and significant infrastructure investment will be required to deliver bus priority measures which make public transport a genuinely attractive alternative to the private car.

Outcome 4: Streets in Trafford will be clean and green

4.8 In the next 5 years this means reducing the environmental impact of motor traffic in Trafford through interventions that accelerate the uptake of low emission vehicles and reduce the emission of air pollutants from vehicle traffic across the Borough.

4.9 Priorities for investment over the next 5 years:

Investment Priority	Description
Air pollution reduction	Measures to reduce the emission of pollutants in areas that are expected to exceed air quality limits.
Electric vehicle charging points	Programme to increase the number of EV charging points across the Borough.

Investment Priority	Description
Local cycling and walking investment plans	Local walking and cycling investment plans to improve active travel connections between residential areas and rail/Metrolink stations.

Outcome 5: Improving access to Railway Stations and Metrolink Stops

4.10 In the next 5 years this means delivering improved and new sustainable travel routes to railway stations and Metrolink stops in Trafford. The Borough is relatively well served by Metrolink with stops on both the Altrincham and Trafford Park lines. The Warrington Central/CLC railway line also runs through Trafford with stations including Urmston and Flixton, as well as railway stations on the Mid-Cheshire line at Altrincham and Navigation Road. These routes provide valuable sustainable travel links to the Regional Centre, as well as other main town centres and employment locations. Improving links to these stations from a wider area will enable more people to travel by sustainable modes.

4.11 This links to the wider Delivery Plan transport priority to increase capacity on the Altrincham Metrolink line, as well as longer term objectives to provide tram-train services on the Mid-Cheshire line and Warrington Central/CLC line.

4.12 Priorities for investment over the next 5 years:

Investment Priority	Description
Improved sustainable travel links to Railway Stations and Metrolink Stops	Improving walking, cycling and bus links to all rail and Metrolink stations from surrounding neighbourhoods, including via integrated bus/rail/Metrolink ticketing where appropriate.
Increasing capacity of Metrolink and rail	Increasing capacity of rail and Metrolink services to the Regional Centre and Manchester Airport, through improved frequency and additional Metrolink carriages.

Outcome 6: Streets in Trafford are well-maintained and in good condition

4.1 This means continuing to invest in maintaining Trafford's streets for all people who use them, from fixing footways, crossings and potholes at the neighbourhood level to essential maintenance to structures on Trafford's key road network.

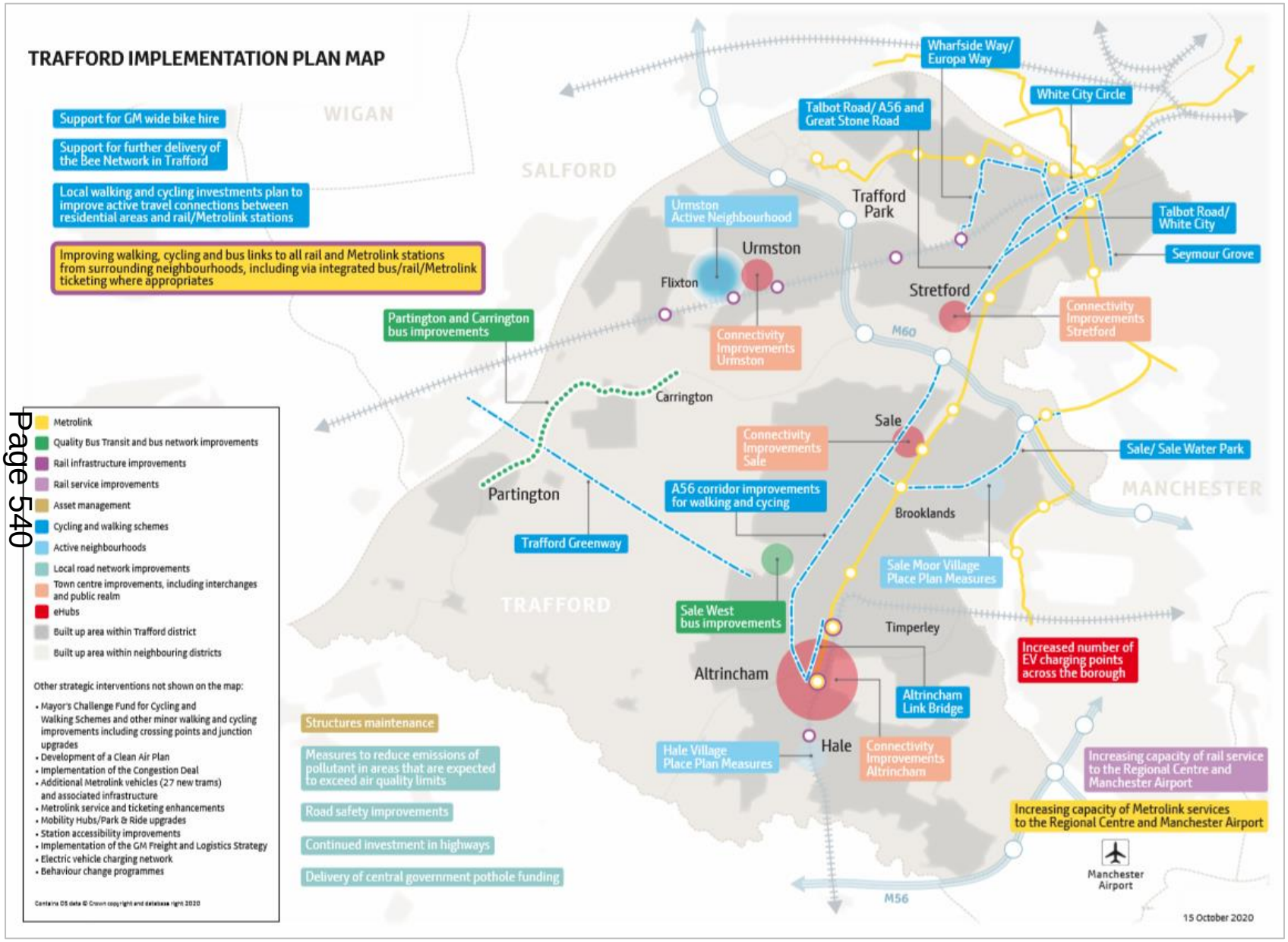
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4.2 Trafford Capital Investment Programme 2020-23:

	2020-21	**2021-22**	**2022-23**	**TOTAL**
	£'000	£'000	£'000	£'000
Highway Structural Maintenance	1,000	800	700	2,500
Street lighting programme	650	650	650	1,950
Highway Tree Programme	50	50		100
Integrated Transport Strategy	150	150	150	450
Boroughwide – boundary / village entry signs	35	35	35	105

4.13 The Highway Structural Maintenance investment includes investment in structures, drainage and signage across the Borough.

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Map 4: Trafford Local Implementation Plan Schemes

5. Indicators

5.1 Trafford Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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Wigan Summary GMTS2040 Implementation Plan 15.10.20

1. Introduction

This Implementation Plan sets out Wigan's local neighbourhood and town level transport priorities for the next five years, as part of Our Five Year Delivery Plan (2020-2025). These have a distinct focus on several key areas, including active travel, sustainable transport and town centre access, with some - including new infrastructure within the Wigan Bolton Growth Corridor - referenced in the emerging Greater Manchester Spatial Framework (GMSF).

These transport objectives are consistent with the Council's corporate strategy 'The Deal 2030' which includes an ambition for the borough to become 'a well-connected place' by 2030, as one of its 10 priorities. The Deal 2030 has been approved by the council and other public sector organisations as a 'plan for the place' of Wigan borough, and - in partnership with residents - it commits the council and its partners to the delivery of the priorities set out in the document. To become a well-connected place, it commits to increasing the amount of people using greener travel options and improving connectivity in the borough, by:

- Investing in transport infrastructure to help reduce congestion and improve air quality.
- Working with our partners to improve the public transport offer across the whole borough.
- Keeping traffic moving, maintaining the highways; and providing safe and accessible routes for walking and cycling.
- Promoting flexible working to reduce the number of journeys made by council staff.

Improved connectivity both within the borough and to nearby destinations will contribute to making Wigan a more attractive place to live, work, visit and invest, and will therefore help the Council to achieve a number of the strategy's other key priorities including 'an environment to be proud of', 'economic growth that benefits everyone', and 'a home for all'.

This document sets out some of the steps Wigan will take, with partners and stakeholders, to deliver infrastructure improvements and make good progress towards our transport vision and priorities in the shorter term. It complements the Greater Manchester-level transport interventions set out in Our Delivery Plan, as shown in Map 1, below.

When it comes to the borough's local neighbourhood and town level priorities for the next five years, we have set five key outcomes to be achieved by 2025. These are:

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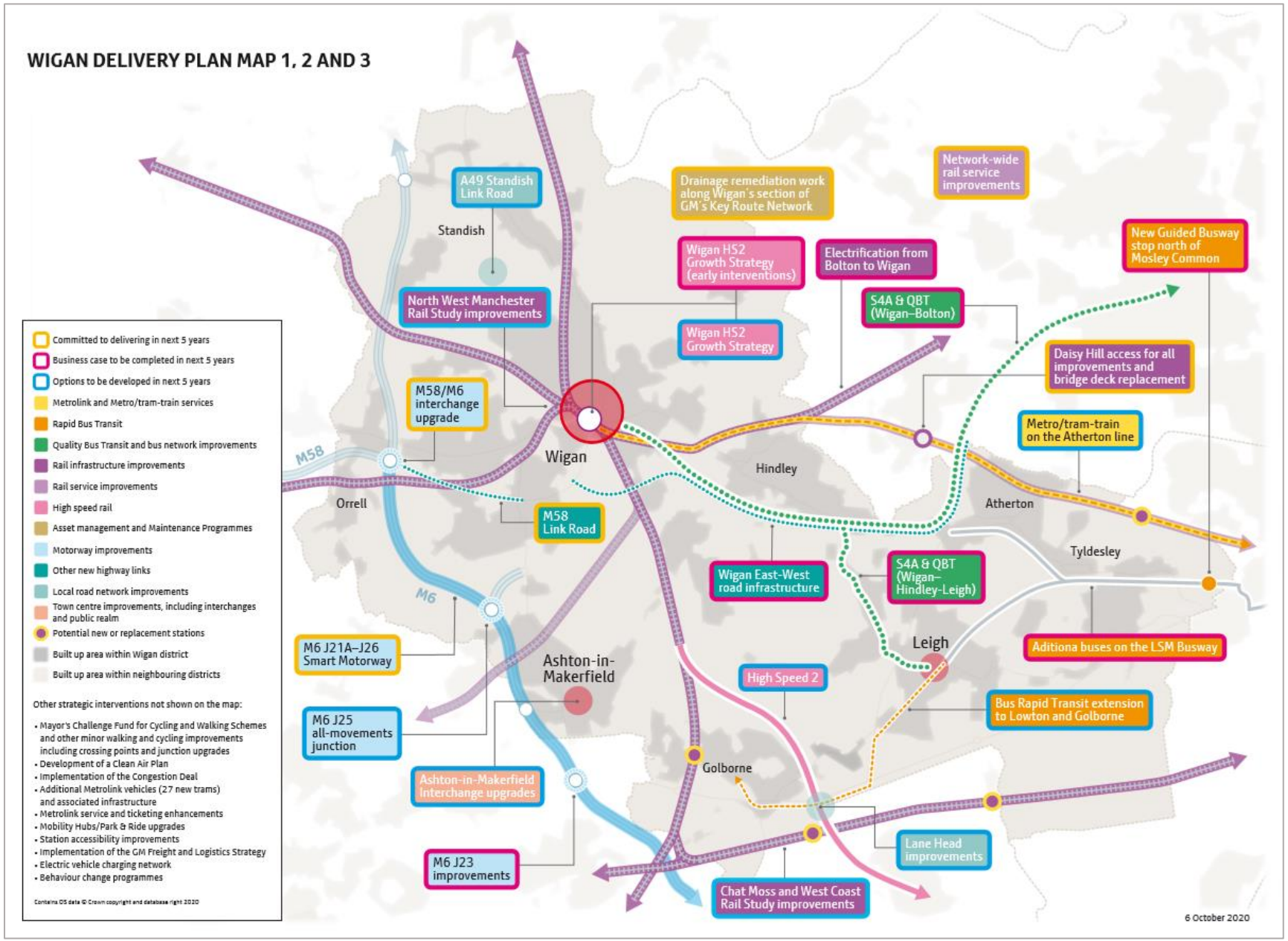
- **Outcome 1:** Increase the number of neighbourhood journeys (under 2km) made by foot and by bike across the borough of Wigan.
- **Outcome 2:** Improve access to, and perceptions of, local bus services for people who live, work or travel in the borough.
- **Outcome 3:** Better management of parking facilities in Wigan's centres, public transport stops and rail stations.
- **Outcome 4:** Attractive and well supported town centres with something for everyone.
- **Outcome 5:** Streets which are well maintained and in good condition.

Further details of the specific interventions which will enable us to achieve these outcomes are summarised later in this document. It is important to emphasise, however, that our transport plans for the coming years have a distinct focus on several key areas, including:

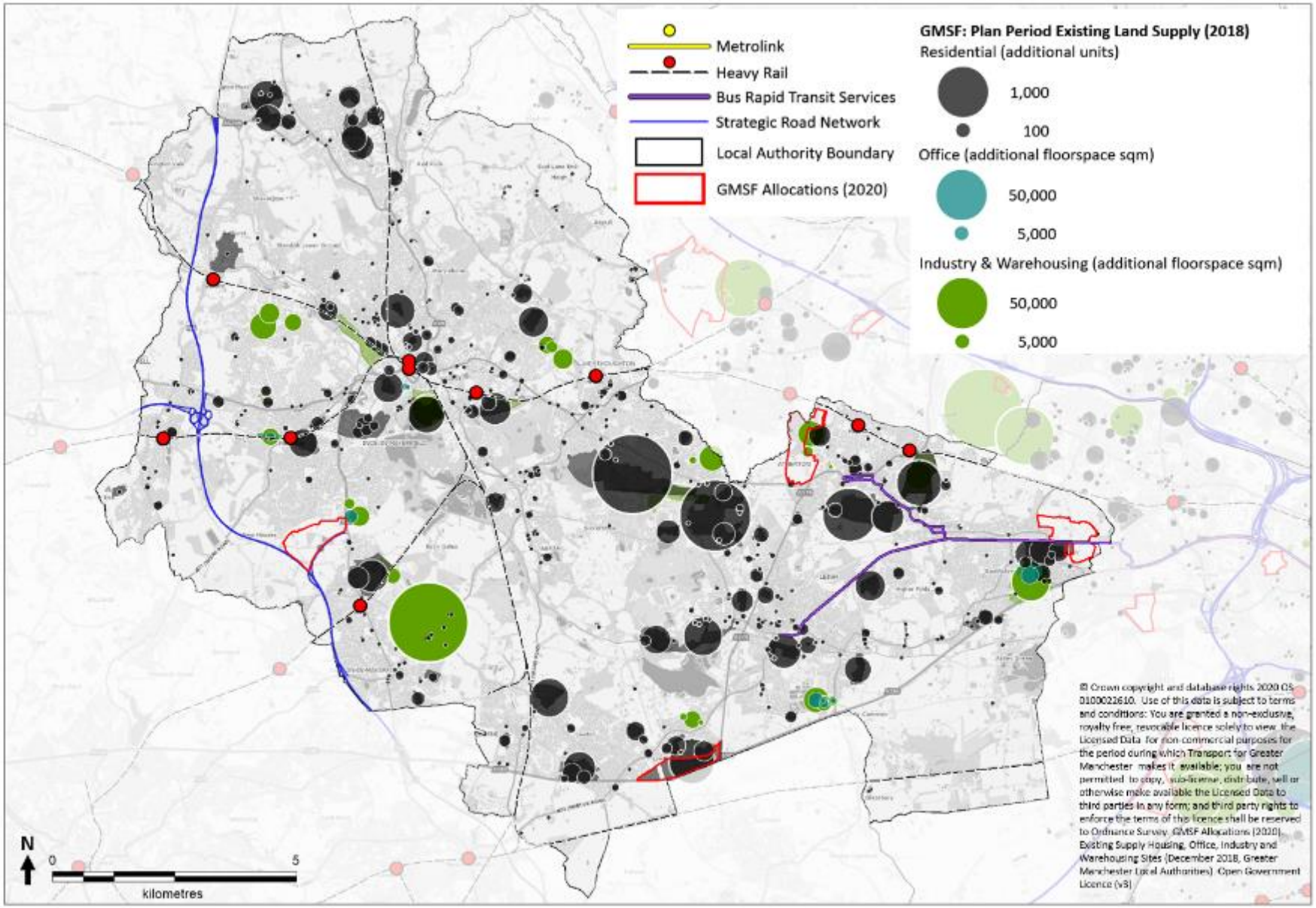
- **Active travel** where Wigan will continue to work through the Mayors Cycling and Walking Challenge Fund (MCF) to deliver key walking cycling priorities in Wigan as part of the Bee Network;
- **Town centres** with a focus on directing development towards the east-west core of the borough - including the towns of Wigan, Ince, Hindley, Platt Bridge, Leigh, Atherton, Tyldesley, Astley and Ashton-in-Makerfield - in order to achieve transformational regeneration, through improved cycling and walking routes and wayfinding, better access to public transport and a reduction in the negative impacts of road traffic.
- **Sustainable transport** including the identification of more bus friendly routes and the design and business case development of new public transport links to support future development

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Map 1: Delivery Plan Map 1, 2 and 3 Interventions



Map 2: Wigan Transport Network and Land Supply

2. Wigan Borough Strategic Transport Issues

Wigan's current Transport Strategy 'Wigan Borough on the Move' was launched in 2011 and sets out the borough's plans up to 2026. The document is due to be refreshed in late 2020 to take account of recent developments, and to ensure consistency with the Greater Manchester Transport Strategy 2040.

The Strategy identifies key strategic transport issues facing the borough, which remain highly relevant – including the need for public transport improvements, better integration of bus and rail services, walking and cycling, road projects, congestion measures and car parking – and sets out key transport solutions and projects needed to enable Wigan to deliver its transport vision and achieve its objectives.

Wigan's Core Strategy – the principle document within the borough's Local Plan – was adopted in 2013. It sets out the borough's planning strategy until 2028, including how much housing and employment development is needed and where it should go.

A key focus is the inner 'east-west core' of the borough, which stretches westwards to the M6 motorway and eastwards to Tyldesley and Astley. This is where most of Wigan's economic and social deprivation is concentrated, and where the environment is most degraded. A key priority for Wigan Council is ensuring that spatial planning helps to tackle these issues. Map 2 sets out the existing transport network alongside GMSF land supply allocations.

'Right Mix' and Carbon Neutral by 2038

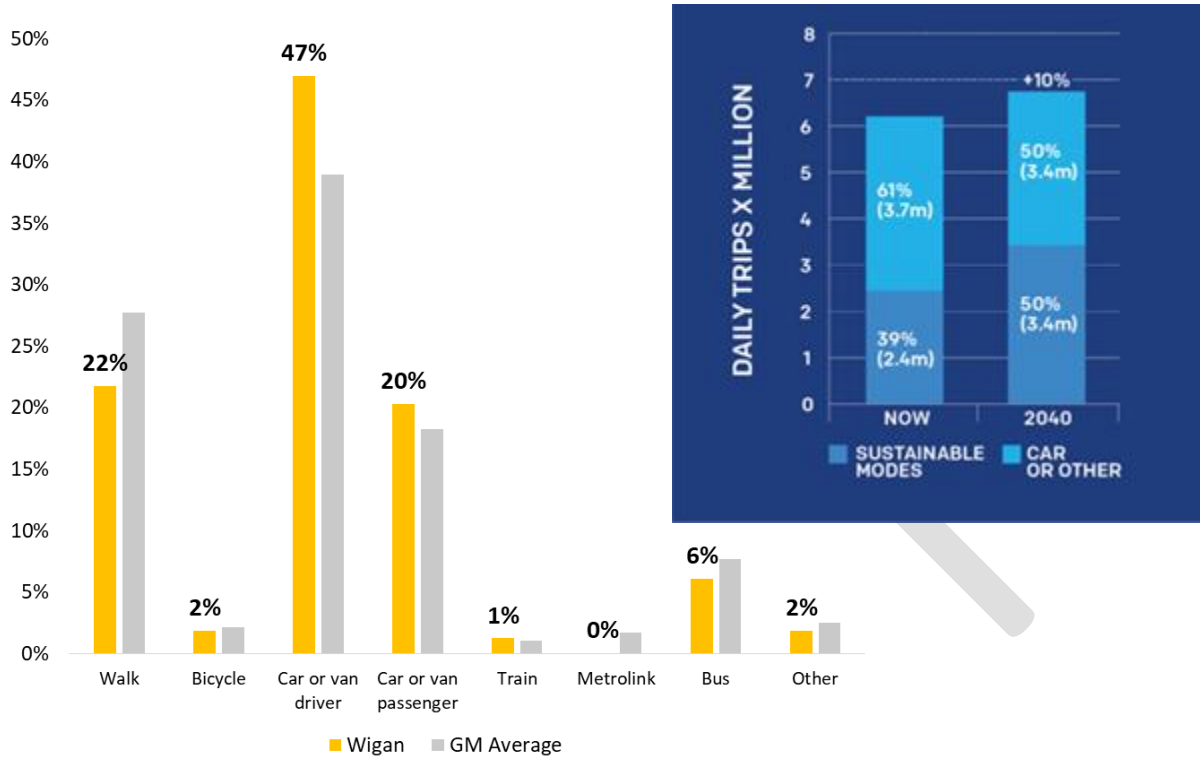


Wigan Council has declared a Climate Emergency and is committed to working with its neighbours and other key stakeholders to ensure the Council is carbon-neutral by 2038 or sooner, and that the whole borough is carbon neutral by 2050. Wigan supports the current aim for 50% of all trips to be made by sustainable modes (walking, cycling or public transport) in Greater Manchester by 2040.

Currently, 67% of all trips that start in the borough are made by car or van, 7% by public transport and 24% by 'active travel'. Active travel means walking or cycling, with the vast majority of this comprising walking, rather than cycling.

The percentage of all trips made by public transport and active travel in Wigan will need to increase if the borough, and Greater Manchester, are to meet their environmental targets and help to achieve health and air quality benefits for residents. We call this working towards the 'Right Mix' of transport for Greater Manchester.

One of the areas with the biggest potential for change is local ‘neighbourhood’ trips (of 2km or less) where there are still large numbers of short car journeys which could reasonably be switched to walking or cycling.



Transport Mode Share in Wigan and across Greater Manchester (TRADS Yrs567 2016 – 2018)

Work to date - to support switches to walking, cycling and public transport - includes:

- **The Bridgewater Canal (Muddy Mile) scheme**, which comprises improvements to the Bridgewater Canal towpath in Astley including resurfacing the towpath, better signage and improved access points. This is now part of the Bridgewater Way which encourages people to walk and cycle on towpath from Wigan Pier, through Leigh and into Salford.
- **Saddle Junction and Robin Park Road improvement schemes** which provide safer and more convenient cycling and walking facilities linking Marsh Green, Kitt Green and Newtown with Robin Park and Wigan town centre.
- **Pedestrianisation of town centre shopping streets**, such as Standishgate in Wigan town centre, and Bradshawgate in Leigh. These changes have helped to create a better environment for town centre activities and retailers.
- **Support for the regional ‘Safe Streets Save Lives’ campaign** to give pedestrians and cyclists more space. These measures include temporarily extending pedestrian zone times in Wigan and Leigh town centres to help walking and cycling movements; introducing 20mph speed limits on some Wigan town

centre roads and extending the operating times of the bus lane on Leigh Road from peak hours to 24/7.

- **The Standish Mineral Line scheme** provides additional and improved sections of on and off-road facilities, creating high quality multi-user routes (walking, cycling, equestrians and wheelchair).
- **Wigan's Cycling and Walking Steering Group** has recently been set up to discuss and remove barriers to active travel with residents and stakeholders.

Supporting Economic Growth

Wigan Council is committed to supporting economic growth and recovery from COVID-19. Its adopted Core Strategy makes clear that investment needs to be directed towards the east-west core of the borough: in and around the towns of Wigan, Ince, Hindley, Platt Bridge, Leigh, Atherton, Tyldesley, Astley and Ashton-in-Makerfield, to create attractive places for people and businesses. Beyond the east-west core, development should be focused on Golborne and Lowton, and Standish.

This will enable the borough to capitalise on its strategic location between the growth areas of Manchester, Liverpool and Central Lancashire, to be more competitive economically and attract businesses, diversify the housing offer and meet housing needs, improve transport infrastructure and enable people to take advantage of the opportunities for education, jobs and leisure in those locations.

The borough has experienced high levels of housing growth in recent years, including around 4,000 net additional homes built in the last three years (2017-20). This is set to continue. The draft GMSF sets an annual target of 1,126 homes in the borough for the period 2020-37, equating to over 19,000 new homes. It also proposes the delivery of new, high quality employment sites, including at M6 Junction 25, to attract investment from the key growth sectors of logistics and manufacturing, creating new jobs for local people.

In future, Wigan will provide a gateway to high speed rail with the West Coast Main Line joining the high-speed network just south of Wigan and connecting to Crewe, Birmingham and London Euston. Being a HS2 station will support ongoing regeneration of Wigan town centre, particularly around the town's stations and Wigan Pier Quarter. Wigan Town Centre is identified as main town centre in the draft GMSF with a key role as a local economic driver, a transport hub and a primary focus for office, retail, leisure and cultural activity.

An initial assessment of the interventions that may be required to support these sites has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.



Work to date includes:

- **Work on the M58 and A49 link roads** to provide better east-west connectivity between the M6 and Wigan town centre.
- **Increasing M58/M6 interchange capacity** providing better connectivity into Wigan.
- **Junction improvements at Victoria Street/Warrington Road** to remove the traffic merge so that Victoria Street and Warrington Road have their own signal stages. Crossing has also been made easier and safer for pedestrians and cyclists.
- **Ambitious Town centre plans** for Wigan and Leigh.
- **Redevelopment of Wigan Bus Station** which has improved the experience of people using it and provides an improved gateway into the town centre.
- **Wigan's emerging HS2 Growth Strategy,** being prepared to ensure that as new high speed trains start to go through Wigan (from 2026) the delivery of wider benefits around the stations and town centre are felt by local people and businesses.
- **Wigan Pier Quarter** including development of The Edge venue alongside residential and commercial development, and an arts and commercial space at Trencherfield Mill.
- **Future High Streets Fund bid** to support a wider package of regeneration proposals for the town centre, which will include the King Street area (adjacent to the Wigan North Western station gateway) to provide more space for living and working.
- **Work towards procuring a development partner for the Galleries** in the heart of Wigan town centre, which will see new and diverse uses brought to the town.
- **The proposed allocation of a high quality employment site in the GMSF at M6 Junction 25** to capitalise on the borough's strategic location within the M6 growth corridor and to attract inward investment from key growth sectors, including logistics and advanced manufacturing.

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Protecting our Environment and Environmental Impact

Addressing air quality issues in the is a priority for the borough. The Council is committed to improving air quality and reducing the effects of climate change as set out in 'The Deal 2030'. Yet in 2018 the following six locations in the borough recorded nitrogen dioxide levels in excess of annual limits set by the EU:

- Newton Road / Winwick Lane, Lane Head, Golborne
- A49 Warrington Road, Mars Bridge
- Robin Pak Road, Wigan (near Saddle Junction)
- Southgate, Wigan
- School Lane, Standish
- A577 / Market Street / Lily Lane junction, Hindley

Despite this, nitrogen dioxide levels have reduced at some of these locations since 2017, and at other locations including Atherleigh Way / Twist Lane in Leigh and along the M6 (north of M6 Junction 24) where levels are now below the EU limit. Wigan Council is taking significant steps to reduce the emission of pollutants in these areas.



Work to date includes:

- **The development of the GM Clean Air Plan** alongside other Greater Manchester local authorities, which aims to reduce nitrogen dioxide levels at the roadside in the shortest possible time.
- **Circa £2m investment in walking and cycle routes** to offer sustainable alternatives to making short trips by car, including the opening of 'Muddy Mile' down the Bridgewater Canal, as part of the first Bee Network cycling scheme.
- **Delivering the electric vehicle charging point network**: by the end of 2020, there will be 48 twin electric vehicle charging points across Wigan borough.
- **The introduction of a permanent weight limit on Winwick Lane, Lowton southbound from the A580** to help address pollution levels at Lane Head. A northbound weight limit is being sought, but this would need to be implemented by Warrington Borough Council.

Public Transport Reliability, Capacity and Connectivity

The borough's road network causes congestion along key routes and at key locations at peak times. Buses have to share the road network with cars and lorries. They contribute to, and experience, the same congestion. This has a major impact on public transport reliability.



There are two railway stations in Wigan town centre and seven other stations in the borough. The two main stations in Wigan are separate and lie either side of a busy road. There is a lack of integration between them and with bus services, too.

Wigan Council is working in partnership with bus and train operators, TfGM and national agencies to develop a better public transport system that is more reliable for people who visit, live and work in the borough.

Work to date includes:

- **Wigan Town Centre bus station**. Completed in 2018, this provides a modern and accessible transport facility that not only makes travel easier for residents but helps boost connectivity across the city region.
- **Park and ride schemes** being considered at Hindley rail station and Tyldesley stop on the Leigh Guided Busway.
- **Improved accessibility to Daisy Hill, Hag Fold and Atherton rail stations** from West of Gibfield GMSF allocation to be considered at planning application stage.

Improving the Quality of Life and Reducing Inequalities Across the Borough

Wigan borough has a lower than average life expectancy (in comparison to the rest of England). Life expectancy is 12 years lower for men, and almost 10 years lower for women, in the most deprived areas of Wigan than in the least deprived areas. Wigan also has higher than average mortality rates from cardiovascular disease. There were 300 reported road traffic collisions resulting in 380 casualties in Wigan in 2018. In 2018 Wigan had the 6th highest number of reported road traffic casualties of all 10 local authorities in GM, and the 16th highest of all 24 local authorities in the North West.

Wigan Council is working to tackle the dangers that result in road collisions with consequential serious injuries, and the perception of these dangers that discourages people from cycling and walking as part of a daily, healthy lifestyle.



Work to date includes:

- **The creation of Wigan Council's 'Behavioural Change' team**. Formerly the Road Safety team, its remit has expanded. The team continues to deliver road safety education, training and publicity, as well as promoting and encouraging the use of sustainable transport across the Borough.
- **Start of work to deliver 'active centres' and 'active corridors'.** Wigan Council has, to date, secured circa £20 million from the Mayor's Challenge Fund to deliver walking and cycling schemes that aim to support and improve road safety, such as the planned Wigan Central crossing scheme.
- **Development of 'School Streets' programme**. Trialled in September 2020, it is designed to create a safer environment around schools to encourage walking and cycling.
- **Safe Streets Save Lives initiative.** When travel restrictions were put in place following the outbreak of COVID-19, Wigan saw significant increases in walking and cycling. Increasing accessibility to transport hubs and town centres are only some of the measures being implemented to further encourage modal shift.
- **Poolstock Lane Environmental Scheme.** Our aspiration is to make Poolstock a less vehicle-dominated, more user-friendly and community-based area using Greater Manchester's 'Streets for All' emerging approach.
- **Preparation of a Planning for Health Supplementary Planning Document** to inform new development and to provide guidance on the successful interpretation of Policy CP1 of the Core Strategy which requires the health impacts of new developments to be considered at planning application stage.

3. Spatial Theme Challenges and Opportunities

3.1 Neighbourhoods

Nearly half (46%) of all trips starting in Wigan Borough can be classed as 'Neighbourhood trips': short, local trips of less than 2km in length. There are slightly more trips of this kind are made in Wigan than in other parts of Greater Manchester

(Greater Manchester's average is 44%). Of these short trips in Wigan, 50% are made by car or van (higher than Greater Manchester average).

Across the borough, road traffic has a significant impact on local walking and cycling trips, including actual and perceptions of safety. Major roads are often the source of congestion and severance which affects travel by other modes (bus, cycle, walking) between neighbourhoods and destinations. Air quality issues, poor street design and a lack of dedicated infrastructure sometimes also put people off making short trips by active modes.

There is very little infrastructure for active travel in some areas, including to the north east of the town centre (between Scholes and Whelley), Orrell, Pemberton and Golborne, and Lowton - although challenges in many of these areas will be addressed by Bee Network improvements in future.

There are a number of opportunities to meet these challenges, including the development and delivery of the Bee Network proposals in Leigh/Atherton/Tyldesley and Standish/Wigan/Ashton. Wigan's Cycling and Walking Steering Group has been set up to discuss and remove barriers to active travel with residents and stakeholders.

Standish and Golborne and Lowton Infrastructure Assessments are looking to improve walking and cycling infrastructure in local areas. A Link Road connecting A579 Atherleigh Way to A572 Newton Road is also being considered at Pocket Nook GMSF allocation to reduce localised congestion and increase accessibility to public transport services. An essential aspect of the through road is the bridge over the proposed HS2 line, without this infrastructure, the through road cannot be delivered The Council is in ongoing negotiations with HS2 Ltd about these matters.

3.2 Wider City Region

Of all trips that start in the borough, 'Wider City Region' trips - trips between local centres, sometimes crossing into a different borough: from Wigan to Bolton, for example, or Ashton in Makerfield to St Helens - are the most frequent type. They comprise 49% of all trips made. This is significant when compared to the Greater Manchester average for this type of trip (38% of all trips made). Of these 'Wider City Region' trips that start in Wigan, 82% are made by car or van (slightly higher than the GM average) and 13% are made by public transport (12% by bus and 1% by train) which is in line with the Greater Manchester average for these trips between local centres.

A key challenge in relation to 'Wider City Region' trips that start in Wigan is the impact of increased congestion on public transport. Buses get stuck in traffic congestion, leading to perceptions of bus travel as unreliable and people opting to use private vehicles instead, thus increasing traffic congestion to a greater extent.

Parts of the Borough which are particularly adversely affected are between Leigh and Wigan at peak times, and the Ince-in-Makerfield and Westhoughton areas. Travel between Orrell and other western parts of the Borough and Lancashire and Merseyside is also challenging at peak times. Park and Ride facilities at Wigan's stations and Guided Busway stops are at capacity at peak times, causing car parking pressures on nearby residential streets.

There are several opportunities to meet these challenges such as increased service provision and additional stops on the guided busway, including North of Mosley Common GMSF allocation for example. There are further plans to explore opportunities to enhance park and ride facilities at various transport hubs across the borough.

3.3 Wigan Town Centre

A key challenge for Wigan Town Centre relates to radial approaches into the town, where there are often traffic delays and congestion (especially during peak times). This, combined with the existence of few crossing points, makes it difficult to access to the town centre on foot or by bike.

Another key challenge is that, although plans are in place for the regeneration of the Wigan Pier Quarter, it remains disconnected from the heart of the town. Wigan Athletic is another key asset which could help to support the town centre if links were improved between the grounds and the station, bringing supporters back into the town centre, encouraging people visiting Wigan to stay for longer periods of time, and perhaps return in future.

In terms of opportunities, Bee Network schemes have been developed to reduce pedestrian and cycle severance to Wigan Town Centre, by improving key junctions along Riverway. Work is also ongoing to develop cycling routes that link the town centre with existing investment at the edge of the town centre.

Wigan Council has been working with Historic England to create a Heritage Action Zone on King Street in Wigan Town Centre. £1.3 million has been secured to help restore listed buildings to their former glory alongside new opportunities for cultural engagement and education. Wigan has bid for funding from the Government's Future High Streets Fund, which aims to revitalise local town centres.

Finally, work is ongoing to define the development opportunities for the wider town centre area, including through the HS2 Growth Strategy and work to maximise the land assets in and around the station in anticipation of the arrival of High Speed 2 and Northern Powerhouse Rail.

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3.4 Regional Centre

Just 2% of all trips from Wigan borough are made to the Regional Centre (Manchester City Centre, the Quays in Salford and the Etihad Campus area). This is far below the Greater Manchester average of 15%.

There are a number of challenges when it comes to making these kinds of trips, including less comprehensive bus routes and train timetabling between some parts of Wigan and Manchester city centre. In addition, public transport services departing from Wigan and going into Manchester City Centre are frequently at full capacity, forcing people to travel out of the borough to come back in.

In the next five years, subject to successful pathfinder study work, Wigan Council will work in partnership with TfGM to develop plans for Metro/tram-train from Wigan to Manchester via Atherton. Tram-train technology – which is common in some European countries, but relatively novel in the UK – could enable better use to be made of the borough's existing rail lines, by allowing adapted Metrolink vehicles to share sections of track with conventional trains. In addition, possible service improvements are planned for the Leigh-Salford-Manchester Guided Busway, including the potential to extend it further west (for example, towards Wigan).

4. Wigan 5-Year LIP Outcomes

The following section outlines Wigan Borough's 5-Year LIP outcomes, and priorities for investment to achieve these. Map 3, below, shows local investment priorities to meet these outcomes.

Outcome 1: More neighbourhood journeys (under 2km) made by foot and by bike across the borough of Wigan.

In the next five years, this means improving cycling and walking networks to make it easier and safer for pedestrians and cyclists to move around the borough, encouraging healthy lifestyles, a reduction in carbon emissions and better access to facilities, services and retail. People will feel supported to make local trips by foot or by bike, rather than by private car.

We are working closely with GM on this work, including on the Bee Network and the GM Local Cycling and Walking Infrastructure Plan. In addition, Wigan has some significant proposals for improving walking and cycling in and around Wigan Town Centre.

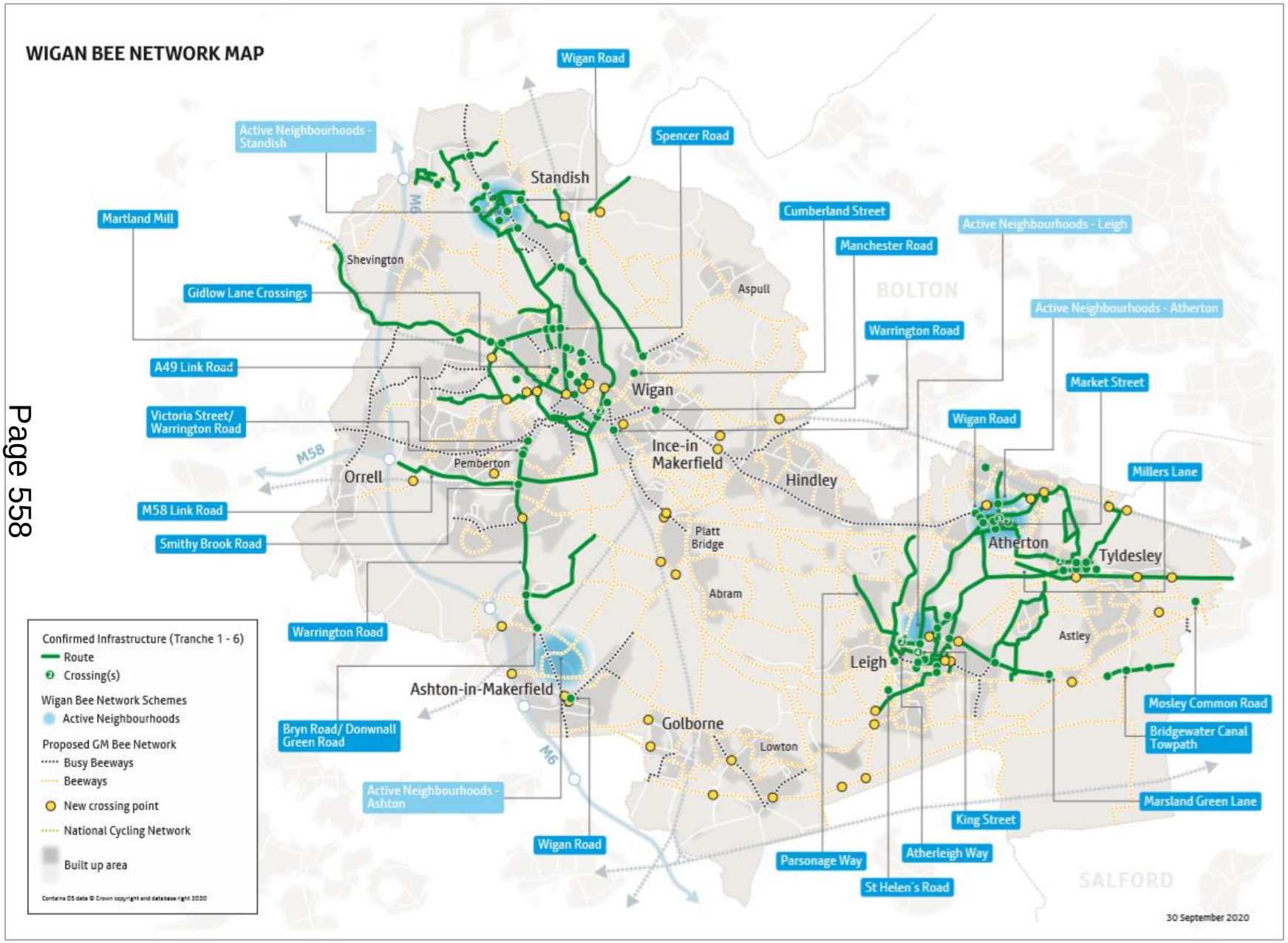
Priorities for investment over the next 5 years include:

Investment Priority Name	Description
Worsley Mesnes Active Neighbourhood/Low Traffic Neighbourhood (MCF Tranche 5 and EATF bid)	A scheme to provide high quality safe space for walking and cycling for all local residents as part of a wider estate improvement programme.
Standish Mineral Line Extension (MCF Tranche 2)	Wigan Council has secured funding to extend the Standish Mineral Line to connect with the Highways England works at Junction 27 of the M6.
Leigh, Atherton and Tyldesley (MCF Tranche 4)	A scheme to improve cycle and walking facilities in Leigh, Atherton and Tyldesley.
Standish to Ashton (MCF Tranche 5)	A scheme to improve cycle and walking facilities along the A49 strategic corridor from Ashton to Standish.
Victoria Street Junction (MCF Tranche 1)	A scheme to provide a more coherent, direct and safe cycling and pedestrian route, giving people a better experience when negotiating a busy junction.
Road to Wigan Pier	A scheme to improve walking and cycling links between Wigan town centre and Wigan Pier Quarter
Saddle Junction to Alexandra Park Cycleway	Various schemes to improve the cycle network connectivity around Wigan town centre.
Eastern Gateway	A scheme to ‘open up’ the Eastern Gateway and ensure that pedestrian and cycling linkages to the town centre and the Scholes area are significantly improved.
Wigan Central crossing scheme (MCF Tranche 3)	The scheme will provide safe road crossing facilities including five Toucan Crossing upgrades on existing key junctions along Gidlow Lane, Springfield Road, Kenyon Road/Walkden Ave, Park Road, and Frog Lane.

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Investment Priority Name	Description
Wigan Town Centre Masterplan Proposals	Improving connections from Wigan town centre to adjoining neighbourhoods and beyond is a priority, including by enhancing cycle and pedestrian crossings.
Leigh Town Centre Masterplan Proposals	Planned improvements to cycle and pedestrian environments in the Leigh-Westleigh Waterfront area.
Active Neighbourhoods in Leigh Neighbours (MCF Tranche 4), North Wigan (MCF Tranche 5) and Ashton (MCF Tranche 5).	Schemes to make it easier, safer and more pleasant for people to travel by bike or on foot in and around these parts of the borough, through the introduction of measures such as new or upgraded crossings, new cycle parking, protected cycle infrastructure and modal filters.
Behaviour Change Activities	Deliver behaviour change to support the Bee Network, active neighbourhoods, and new development.
School Streets	Establish and progress delivery of School Streets programme across Wigan Borough
GMSF allocations walking and cycling improvements	Improvements to walking and cycling connections including Public Rights of Way bounding or near to the GMSF allocations (detailed proposals to be determined at planning application stage).
Improvements to local junctions to mitigate traffic associated with potential GMSF allocations	A number of junctions on the local road network have been identified through the GMSF Locality Assessments as potentially requiring improvements in order to accommodate the generated traffic from allocations and provide facilities for all users (specific junctions/designs to be determined at planning application stage).

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Map 3: Bee Network in Wigan

Outcome 2: Improve access to, and perceptions of, local bus services for people who live, work or travel in the Borough

In the next 5 years, this means a focus on improving the reliability, comfort and attractiveness of bus journeys, with a particular focus on: better integration for services linked to the guided bus way; improved bus access to some stations and key employment and ensuring that all new developments are accessible by bus.

Priorities for investment over the next 5 years include:

Investment Priority Name	Description
Review of Bus Services Linked to the Guided Busway.	For example, those serving the Trafford Centre and Salford Quays and consider how to ensure they are better integrated with other services.
Improved Access to Rail Stations by Bus.	Hag Fold, Atherton.
Enhanced Bus Connectivity to key Employment Sites.	To support employment opportunities at M6 J25 and Haydock.
Development of Bus Priority Measures	Develop opportunities to deliver bus priority across the borough.
Bus services to support GMSF allocations	The development of new, extended and enhanced bus services and infrastructure to serve the GMSF allocations where required (detailed service design to be determined at planning application stage).

Outcome 3: Better management of parking facilities in Wigan's centres, public transport stops and rail stations.

Over the next 5 years, Wigan Council will continue to focus on reducing the impact of parked vehicles, especially in key centres, to create more pleasant environments and remove obstacles to pedestrian, cyclist and public transport movement.

Wigan will continue to work with and other partners to consider what can be done to turn rapid transit stops into 'Mobility Hubs', with not just improved parking facilities, but also better cycle parking and cycle access, better pick-up and drop-off provision, and better links with flexible on-demand transport. More work also needs to be done to ensure all drivers of electric vehicles in Wigan can access public charging infrastructure that is affordable, efficient and reliable to meet local and national carbon targets.

Priorities for investment over the next 5 years include:

Investment Priority Name	Description
Improved Parking Provision in Standish	To improve accessibility to Standish's retail and hospitality offer and resolve ongoing parking availability issues caused by lack of publicly available provision.
Park and Ride	Explore opportunities to enhance park and ride facilities around Hag Fold, Atherton, Hindley, Leigh and Tyldesley. Encourage people to access park and ride facilities and reduce parking demand on-street.
Increase quantity of safe cycle storage in Wigan's town centres.	This will encourage cycling by reassuring those who wish to do so that there is safe storage for their bikes when visiting the borough's town centres
Electric Vehicle Charging Points	Work towards increasing the number of electric vehicles charging points across the borough.

Outcome 4: Attractive and well supported town centres with something for everyone.

Alongside Wigan town centre, the Borough has seven smaller town centres: Ashton-in-Makerfield, Atherton, Golborne, Hindley, Pemberton, Standish and Tyldesley. This means there are specific issues in relation to the way these local centres - and the communities which surround them – develop. Wigan Council is working with community groups to address these issues, and to make changes residents want to see, at the most local level possible.

Priorities for investment over the next 5 years include:

Investment Priority Name	Description
Standish Neighbourhood Plan	Standish Neighbourhood Forum, known as Standish Voice, has worked with the local community and Wigan Council to prepare a neighbourhood plan for Standish. The Standish The Plan sets out a Vision for Standish, and objectives around: improving Standish's retail and hospitality offer by supporting existing businesses and attracting new ones, reducing traffic congestion through new transport initiatives and

Investment Priority Name	Description
	better parking, enhancing, and improving access to, open space (to improve residents' health), promote sustainable and high quality housing, maximising government and private developer funding from developments and promoting health and wellbeing within a sustainable community.
Abram Neighbourhood Plan	Abram Communities Together is working to prepare, in partnership with Wigan Council, a Neighbourhood Plan for Abram. The aim of the plan is to inspire Abram Ward Residents to take greater ownership of their community and create an area where everyone is welcomed.
Golborne and Lowton Neighbourhood Plan	Golborne and Lowton West Voice is working to prepare a neighbourhood plan to enable Golborne and Lowton West to grow as a strong community, help local people shape the area in which they live and work and support new development proposals.
'Our Town' campaign	The 'Our Town' campaign intends to build on residents deep sense of belonging to their individual wards by developing a package of improvement measures to address the issues raised during the 'Big Listening Project' in 2018. Each area will be deep cleaned, including jet-washing, weeding and pruning to tidy up the streets. New flower planters will be installed along with new trees. Other measures such as repainting and replacing street signs and benches, new or improved street-lighting and repainting road markings will be implemented where appropriate.

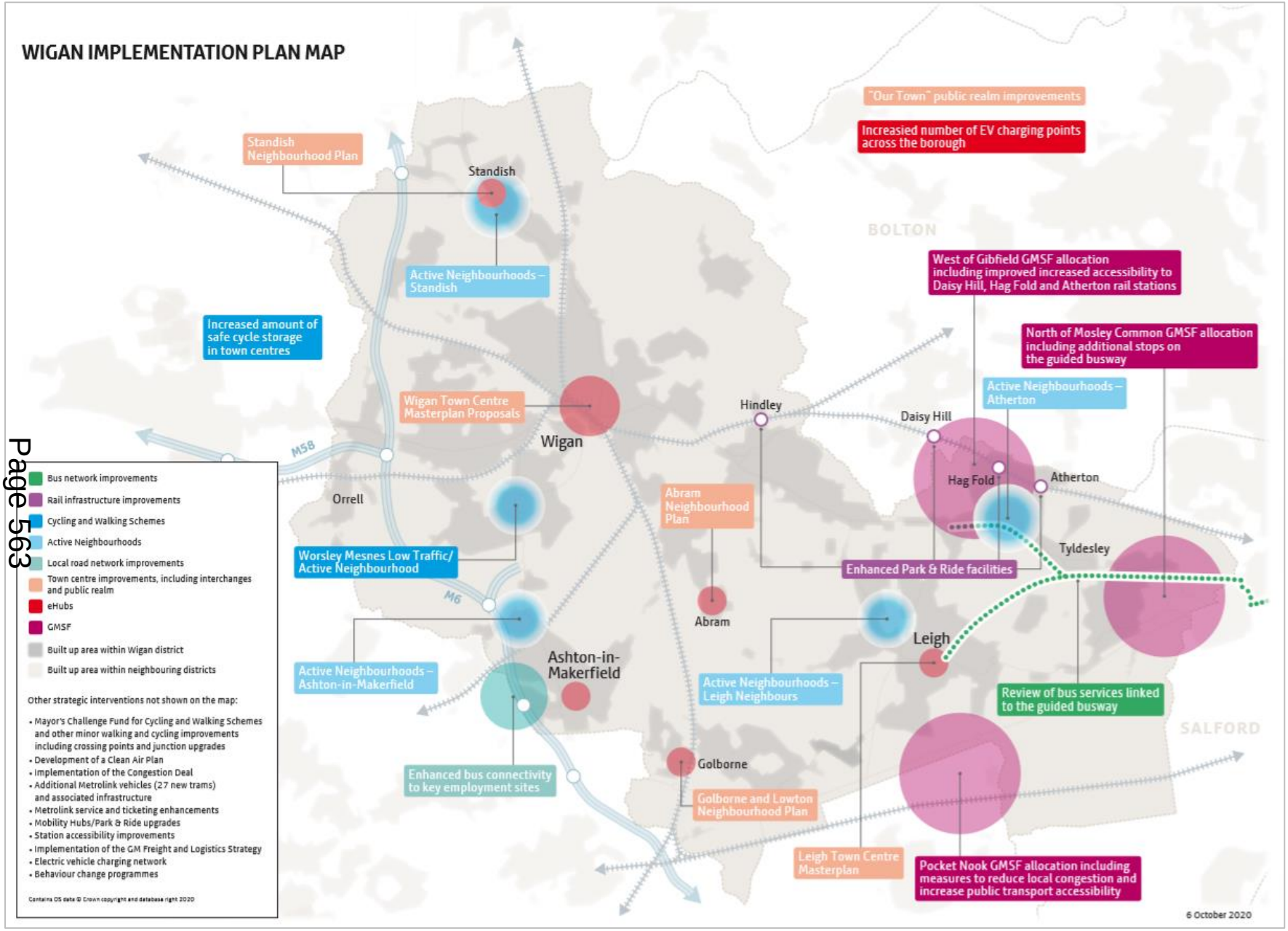
Outcome 5: Streets which are well maintained and in good condition.

The Council will continue to invest in maintaining Wigan's streets and roads for all people who use them, from fixing footways, crossings and potholes at the neighbourhood level to essential maintenance to structures on Wigan's Key Road Network.

Priorities for investment over the next 5-years include:

Investment Priority	Description
Pothole repair	Local walking / cycling investment plans to improve active Delivery of Central Government Pothole funding programme.
Highway Maintenance	Continued Council capital investment in the structure of the highway by way of an asset management-based approach to road resurfacing.

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Map 4: 5 Year Local Implementation Plan Interventions

5. Implementation Plan Indicators

Wigan Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets.

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APPENDIX C: GMSF allocations and their transport interventions

Allocation Name	Transport Interventions
GMA01.1 Northern Gateway (Heywood/Pilsworth)	**Necessary Strategic** • N/A **Supporting Strategic** • Bus Rapid Transit (BRT) corridor linking Manchester city centre and Rochdale via Heywood Old Road/ Manchester Road **Supporting Local:** • N/A **SRN Mitigation** • M66 Junction 3 / Pilsworth Road junction upgrade • M62 J19 / A6046 Heywood Interchange – pedestrian and cycle measures • M66 Junction 2 / A58 additional lane • M66 Link Road **Necessary Local** • Pedestrian and cycle facilities • Introduction of local bus services to/from/within the allocation • Moss Hall Road / Pilsworth Road (South) junction upgrade • A6045 Heywood Old Rd / Whittle Lane additional traffic management measures • Moss Hall Road / Pilsworth Road (North) junction upgrade • Hollins Brow / Hollins Lane junction upgrade • Pilsworth Road (Between M66 Link Road and "3-Arrows" Junction) upgrade to dual carriageway standard
GMA01.2 Northern Gateway (Simister and Bowlee)	**Necessary Strategic** • N/A **Supporting Strategic** • New Metrolink stop on proposed line between Crumpsall and Middleton • Bus Rapid Transit (BRT) corridor linking Manchester city centre and Rochdale via Heywood Old Road/ Manchester Road **Supporting Local** • N/A **SRN Mitigation**

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Allocation Name	Transport Interventions
	• M60 Junction 19 / A576 Middleton Road – signalisation of the Northern and Eastern Arms (A576 N and the M60 West Bound off Slip) • M62 J19 / A6046 Heywood Interchange – pedestrian and cycle measures • Corridor improvements on A576 Middleton Road / Manchester Old Road in vicinity of M60 J19 – interventions to be determined. **Necessary Local** • Pedestrian and cycle facilities • Introduction of local bus services to/from/within the allocation • Improvement of A6045 Heywood Old Road / A576 junction • A6045 Heywood Old Road / Langley Lane signalisation
GMA02 Northern Gateway (Stakehill)	**Necessary Strategic** • A627(M) / A664 Rochdale Road (Slattocks) roundabout improvement **Supporting Strategic** • Potential New Rail Station at Slattocks • M62 J19 improvements/ A6046 Middleton Road Heywood Interchange • M60 J19/ A576 Middleton Road improvements • A627(M) / Chadderton Way / A663 Broadway Interchange **Supporting Local** • Resurfacing of Thornham Lane • Tactile kerb installation between the northern site and Castleton Station **SRN Mitigation** • M62 J20 **Necessary Local** • A664 Queensway / A664 Manchester Road Signalised junction improvement • A664 Queensway / A664 Edinburgh Way 3-arm roundabout improvement • A664 Queensway / A664 Edinburgh Way / A627 (M) / Sandbrook Way Signalised junction improvement - Bus Improvements including new Rochdale-Oldham service
GMA03.1 & GMA03.2 Roundthorn MediPark Extension & Timperley	**Necessary Strategic** • Timperley Wedge Spine Road

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Allocation Name	Transport Interventions
Wedge (previously GMA11 & GMA46 2019 GMSF)	• Roundthorn Medipark Spine Road **Supporting Strategic** • Metrolink Western Leg Extension • Airport to Altrincham Bus Rapid Transit (BRT) • M56 J6 (improvement to be determined) • M56 J5 and wider corridor improvement (improvement to be determined) **Supporting Local** • N/A **SRN Mitigation** • M56 Junction 3 **Necessary Local** • Stopping up Whitecarr Lane at its junction with Newell Road • Stopping up Clay Lane/Barnacre Avenue from north of Capenhurst Close • Stopping up Clay Lane (at the western end of the Timperley Wedge Spine Road) • Dobbinetts Lane/Floats Road junction upgrade • Upgrade Dobbinetts Lane to standard width along its length • Improvement of Thornley Lane/ Runger Lane • Upgrade Terminal 2 Roundabout to a signalised roundabout • Timperley Wedge Spine road Beeway • Beeway link to Timperley Wedge Spine Road • Spine Road crossing points • Improved connections with proposed Beeway at Whitecarr Lane towards Newall Green • Bus service improvements – extending bus service 102 through the allocation • Clay Lane bus gate • BRT proofing Timperley Wedge Spine Road and BRT stops • Metrolink Western Leg Extension – Metrolink stop at Timperley Wedge
GMA04 Bewshill Farm	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A

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Allocation Name	Transport Interventions
	SRN Mitigation • N/A **Necessary Local** • Pedestrian and cycle facilities and connection to the existing network • Contribution towards the Local Link service
GMA05 Chequerbent North	**Necessary Strategic** • Chequerbent roundabout Link Road or junction improvement **Supporting Strategic** • Measures (highway connections and/or east-west public transport) delivered by policy GM Strat 8 • Metro Tram-train improvements on the Wigan-Manchester railway line **Supporting Local** • Implementation of the Westhoughton Bee Network scheme **SRN Mitigation** • Improvement at M61 J5 **Necessary Local** • Pedestrian and cycle connection between the allocation and the existing network
GMA06 West of Wingates / M61 Junction 6	**Necessary Strategic** • Public transport improvements – Local Link established, or bus service frequencies increased **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • M61 J5 Improvement **Necessary Local** • Blackrod Road/Manchester Road (signal timings) • A6 De Havilland Way/A6 Chorley Road junction improvements • Link road and Dicconson Lane roundabout • Hall Lane/Bolton Road • M61 Junction 6 (associated with the works at the A6 De Havilland Way/A6 Chorley Road) • Mansell Way / De Havilland Way (amended signal timings)

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Allocation Name	Transport Interventions
	• Pedestrian and cycle enhancements external to the allocation
GMA07 Elton Reservoir Area	**Necessary Strategic** • Link Road and three access junctions • Elton Metrolink Stop and Park & Ride facility **Supporting Strategic** • N/A **Supporting Local** • A56/Radcliffe Road signal improvements • A58/Ainsworth Road/ Starling Road signal improvements **SRN Mitigation** • N/A **Necessary Local** • Radcliffe Town Centre Improvements • New bus route and associated stops through the allocation • Pedestrian and cycle facilities external to the development – delivery of missing section of the Bolton-Bury Cycleway
GMA09 Walshaw	**Necessary Strategic** • N/A **Supporting Strategic** • Elton Link Road **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Link road providing bus penetration through the allocation between Lowercroft Road and Scobell Street, via Walshaw Road. • Crostons Road/ Tottington Road junction • Tottington Road/Walshaw Road priority junction • Cockey Moor Road junction • A58 Bolton Road/Ainsworth Road junction improvement • A58 Bolton & Bury Road/Starling Road junction improvement • Introduction of bus services through the allocation • Provision of off-site active travel infrastructure
GMA10 Global Logistics	**Necessary Strategic** • N/A

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Allocation Name	Transport Interventions
	Supporting Strategic • M56 Junction 6 (improvements to be determined) **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • A538/Sunbank Lane (improvement to be determined) • Sunbank Lane walking and cycling accesses and crossing
GMA11 Southwick Park (previously GMA12 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • N/A
GMA12 Beal Valley (previously GMA14 2019 GMSF)	**Necessary Strategic** • New Metrolink Stop and Park and Ride facility adjacent to Broadbent Moss and Beal Valley allocations • Metrolink Overbridge • Key internal highway network (spine road) **Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Improvement of Elizabethan Way / A640 Newhey Road / A6193 Sir Isaac Newton Way roundabout interchange • A640 Huddersfield Road / A640 Newhey Road / A663 Shaw Road / Cedar Lane enhancements to the operation of the signal-controlled junction **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Improvement of A663 Shaw Road / A671 Oldham Road junction

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Allocation Name	Transport Interventions
	• Improvement of A663 Crompton Way / Rochdale Road / Beal Lane junction • Improvement of B6194 Heyside / Water Street / Bullcote Lane junction • Provision of bus services within the allocation • Improvement of walking/cycling facilities on Heyside and Cop Road via new Metrolink overbridge bridge
GMA13 Bottom Field Farm (Woodhouses) (previously GMA22 Woodhouses Cluster 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Cycling and walking improvements • Minor Traffic Management improvements
GMA14 Broadbent Moss (previously GMA15 2019 GMSF)	**Necessary Strategic** • New Metrolink Stop and Park and Ride facility adjacent to Broadbent Moss and Beal Valley allocations • Key internal highway network (spine road) • Metrolink Overbridge **Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Elizabethan Way / A640 Newhey Road / A6193 Sir Isaac Newton Way • A640 Huddersfield Road / A640 Newhey Road / A663 Shaw Road / Cedar Lane enhancements to the operation of the signal-controlled junction **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Improvement of A663 Shaw Road / A671 Oldham Road junction • Improvement of A663 Crompton Way / Rochdale Road / Beal Lane junction • Improvement of B6194 Heyside / Water Street / Bullcote Lane junction

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Allocation Name	Transport Interventions
	• Provision of bus services within the allocation • Traffic calming Vulcan Street
GMA15 Chew Brook Vale (Robert Fletchers) (previously GMA18 Robert Fletchers 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Sustainable access package of off-site improvement to walking and cycling routes • Access road and bridge over Chew Brook • A635 Holmfirth Road access junction
GMA16 Cowlishaw	**Necessary Strategic** • N/A **Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Improvement of A671 Rochdale Road / B6195 High Barn Road / A671 Oldham Road / B6195 Middleton Road junction **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Improvement of A663 Shaw Road / A671 Oldham Road junction • Improvement of A663 Crompton Way / Rochdale Road / Beal Lane junction • Upgrade of PRoW to Low Crompton to Bee Network standard
GMA17 Hanging Chadder	**Necessary Strategic** • N/A **Supporting Strategic** • Improvement of A627 (M) / Chadderton Way / A663 Broadway interchange • Rochdale-Oldham-Ashton Quality Bus Transit corridor **Supporting Local** • N/A **SRN Mitigation** • N/A

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Allocation Name	Transport Interventions
	Necessary Local • Cycle connection along A671 between Grasmere Rd and Fir Bank Road to Bee Network • General Traffic Management improvements
GMA18 Land South of Coal Pit Lane (Ashton Road) (previously GMA13 Ashton Road Corridor 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • Rochdale-Oldham-Ashton Quality Bus Transit corridor **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Improvement of Coal Pit Lane/A627 Ashton Road Junction including localised improvement of Coal Pit Lane • Pedestrian and cycle route between Coal Pit Lane / Ashton Road Junction and White Bank Road
GMA19 South of Rosary Road	**Necessary Strategic** • N/A **Supporting Strategic** • Rochdale-Oldham-Ashton Quality Bus Transit corridor **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Permeable network for pedestrian and cyclist priority within the allocation & PRoW connections to Bardsey Bridleway • Minor traffic management improvements
GMA20 Bamford and Norden (previously GMA23 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Norden Road / War Office Road scheme • Norden Road pedestrian crossing

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Allocation Name	Transport Interventions
	• Bus stop upgrades at the Norden Road / War Office Road junction • Furbarn Road improvements • North-South Greenway
GMA21 Castleton Sidings (previously GMA24 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Manchester Road / Queensway (signal alterations) • Active travel links beyond allocation boundary
GMA22 Crimble Mill (previously GMA25 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Public Transport improvements – bus stop upgrades on Rochdale Road East • Sustainable travel improvements • Crimble Lane improvements
GMA23 Land North of Smithy Bridge (previously GMA26 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • A58 Residential Relief Road **Supporting Local** • A58 local improvements **SRN Mitigation** • N/A **Necessary Local** • A58 Halifax Road / B6225 Hollingworth Road / A6033 Todmorden Road signals • A58 Wardle Road signals • Hollingworth Lake car park • Traffic calming and parking management measures along Hollingworth Road

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Allocation Name	Transport Interventions
	• Secure cycle parking at Littleborough Rail Station • Bus stop upgrades along Hollingworth Road and Lake Bank
GMA24 Newhey Quarry (previously GMA27 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • Improvements to existing bus services **SRN Mitigation** • N/A **Necessary Local** • A640 Huddersfield Road / A640 Newhey Road / A663 Shaw Road / Cedar Lane • Elizabethan Way / A640 Newhey Road / A6193 Sir Isaac Newton Way • Pedestrian crossing on Huddersfield Road • Existing residents' car park • Metrolink Park and Ride car park
GMA25 Roch Valley (previously GMA28 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • A58 Residential Relief Road • Cycle improvements towards Smithy Bridge Rail Station • Upgrade to level crossing on Smithy Bridge Road **Supporting Local** • A58 local improvements • Footway/cycleway to the south of the proposed access road **SRN Mitigation** • N/A **Necessary Local** • A58 Halifax Road / B6225 Hollingworth Road A6033 Todmorden Road signals • A58 Wardle Road signals • Secure cycle parking at Smithy Bridge Rail Station • Bus stop upgrades along Smithy Bridge Road and Halifax Road • Toucan Crossing at Smithy Bridge Rail Station • Toucan crossing at allocation entrance on Smithy Bridge Road

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Allocation Name	Transport Interventions
GMA26 Trows Farm (previously GMA29 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • M62 Junction 20 **Supporting Local** • N/A **SRN Mitigation** • See supporting strategic interventions **Necessary Local** • A664 Queensway / Cowm Top Lane Signalisation • A664 Queensway / A664 Manchester Road Signal Junction Staging Amendments • A664 Queensway / A664 Edinburgh Way Roundabout Widening • A664 Queensway / A664 Edinburgh Way / A627 (M) / Sandbrook Way Signal Junction • Pedestrian and cycle improvements
GMA27 Land at Hazelhurst Farm (previously GMA30 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • A580 East Lancashire Road/ Moorside Road crossing improvements • Worsley Road crossing • Ramped cycle & disabled access from Greenleach Lane to NCN55 • Local transport/sustainable travel improvements
GMA28 Land East of Boothstown (previously GMA31 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Sustainable transport measures • Footpath along Leigh Road

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Allocation Name	Transport Interventions
	• Footpath from canal to Occupation Road access • Leigh Road active travel crossing • Newearth Road active travel crossing
GMA29 North of Irlam Station (previously GMA32 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • CLC Rail line capacity improvements • Metro/Tram-train services on the CLC line **Supporting Local** • A57 Liverpool Road/ Stadium Way Junction improvement • Improvements to bus services • Cheshire Line Connection / Trafford Green Way – Walking & Cycling Improvements • Traffic calming & parking management **SRN Mitigation** • N/A **Necessary Local** • B5320 Liverpool Road / B5471 Brinell Drive junction improvement • A57 Cadishead Way / B5311 Fairhills Road junction improvement • B5320 Liverpool Road / Roscoe Road / B5311 Fairhills Road junction improvement • Bridge replacement to afford access via Moss Lane • Station Access - Active Travel Improvements between the station and allocation • Irlam Bee Network links • Increased provision of cycle parking at Irlam rail station
GMA30 Port Salford Extension (previously GMA33 2019 GMSF)	**Necessary Strategic** • WGIS infrastructure • Rail freight terminal • Canal berths & container terminal • Link Road between A57 Liverpool Road (linked to new junction on the M62) • Access to allocation off link road – roundabout on link road to provide access to Port Salford Extension **Supporting Strategic** • CLC Rail line capacity improvements • Metro/Tram-Train services on CLC line • Metrolink extension to Port Salford

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Allocation Name	Transport Interventions
	• Rail study improvements **Supporting Local** • Improvement at A57 Cadishead Way / B5311 Fairhills Road junction • Improvements to Local Link services • Walking & cycling improvements: Cheshire Lines Connection / Trafford Greenway **SRN Mitigation** • M60 J11 improvements • M60 J10 improvements • M60 J12 improvements • New junction on M62 **Necessary Local** • Identification of a scheme at the A57 Liverpool Road/ Stadium Way junction • Bus service improvement • Walking & cycling improvements to link to the Bee Network
GMA31 Bredbury Park Industrial Estate Expansion (previously GMA34 2019 GMSF)	**Necessary Strategic** • See SRN interventions **Supporting Strategic** • Remaining elements of the Bredbury Economic Corridor Improvements (BECI) package **Supporting Local** • N/A **SRN Mitigation** • M60 J25 Improvements (as part of Bredbury Economic Corridor Improvements) **Necessary Local** • Ashton Road/Bredbury Park Way (north) junction • Forward visibility improvements on Ashton Road • Walking, cycling and bus stop infrastructure improvements • Bus service improvement – divert existing 322/327 bus service through the allocation
GMA32 Former Offerton High School (previously GMA35 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • Walking and cycling improvements **SRN Mitigation** • N/A

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Allocation Name	Transport Interventions
	Necessary Local • Traffic calming • Marple Road / The Fairway junction improvements
GMA33 Heald Green 1 (West) (previously GMA37 Heald Green 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • Manchester Airport Eastern BRT • Highway improvements at key junctions along the A34 and A555 corridors **Supporting Local** • Provision of a new bridge over the railway and provision of a busway between the allocation and Styal Road • Re-construction of the Wilmslow Road/Finney Lane/Etchells Road junction. **SRN Mitigation** • N/A **Necessary Local** • Walking and cycling route improvements • Traffic calming • Public Transport interventions
GMA34 Heald Green 2 (East) (previously GMA40 Stanley Green 2019 GMSF)	**Necessary Strategic** • Manchester Airport Eastern BRT • Provision for a bus rapid transit corridor within the site • Link road between a re-modelled Eden Park roundabout on the A34 and Wilmslow Road. **Supporting Strategic** • New railway station at Stanley Green • Highway improvements at key junctions along the A34 and A555 corridors • Re-modelled A34 Eden Park roundabout **Supporting Local** • Provision of bus stops along Wilmslow Road and Stanley Road • Controlled pedestrian crossing facility on Wilmslow Road **SRN Mitigation** • N/A **Necessary Local** • Walking and cycling route improvements • Stanley Road highway improvements • Public transport interventions
GMA35 High Lane (previously GMA38 2019 GMSF)	**Necessary Strategic** • N/A

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Allocation Name	Transport Interventions
	Supporting Strategic • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • A6 Site Access junction construction • Walking and cycling route improvements to Middlewood Way • Walking and cycling route improvements to Brookside and High Lane Primary Schools • Public transport – extend 192 bus service • Improved / reallocated bus stops • New Toucan crossing • Foot and cycle path parallel to the A6
GMA36 Hyde Bank Meadows (previously GMA39 Hyde Bank 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • Local parking review • Bus stop improvements **SRN Mitigation** • N/A **Necessary Local** • Walking and cycling route improvements • Traffic calming • Compstall Road / Cherry Tree Road junction improvements
GMA37 Woodford Aerodrome (previously GMA41 2019 GMSF)	**Necessary Strategic** • Manchester Airport Eastern BRT **Supporting Strategic** • Highway improvements at key junctions along the A34 and A555 corridors • Poynton Relief Road – including overbridges for walkers, cyclists and farm vehicles. **Supporting Local** • Station car parks • Extension of high-quality public realm treatment on Chester Road to include gateway treatments • Improvement to local quiet lanes in the vicinity of the allocation **SRN Mitigation** • N/A

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Allocation Name	Transport Interventions
	Necessary Local • Walking and cycling route improvements • Public Transport: Extension of 42B into Woodford site • Rapid transit route through the allocation • Poynton Access Road: construction of junction, access road and improvements
GMA38 Ashton Moss West (previously GMA42 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • A6140 Lord Sheldon Way / Notcutts / A6140 (this junction forms part of the wider M60 J23 split interchange) • A635 Manchester Road / A6140 / A635 Signalised Crossroads (this junction forms part of the wider M60 J23 split interchange). • M60 J23 (North) / A635 Manchester Road **Necessary Local** • Walking and cycling measures • Enhancement of bus service 217
GMA39 Godley Green Garden Village (previously GMA43 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • Improvement of M60 J24 Denton Island • Package of measures along the A560 (including possibility of Ashton-Stockport QBT) **Supporting Local** • N/A **SRN Mitigation** • Improvement of M67 / A57 Hyde Road / A560 roundabout junction **Necessary Local** • Walking and cycling measures • Provision of direct pedestrian/cycle access bridge across the railway line to the vicinity of Hattersley Station • Provision of bus services within the allocation
GMA40 Land South of Hyde (previously GMA44 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic**

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Allocation Name	Transport Interventions
	• Package of measures along the A560 (including possible Ashton-Stockport QBT) • Improvement of M67 / A57 Hyde Road / A560 roundabout junction **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Walking and cycling measures • Bus improvements along the A560 Stockport Road adjacent to the allocation
GMA41 New Carrington (previously GMA45 2019 GMSF)	**Necessary Strategic** • Carrington Relief Road • Carrington Spur widening approach to M60 J8 • Flixton Road signalised junction Phase 1 signalisation • Flixton Road signalised junction Phase 2 signalisation • Carrington Link Junction Widening Phase 1 • Carrington Link Junction Widening Phase 2 • Isherwood Road Upgrade (part of Eastern link road) • Southern and Eastern Link • Sale West Link • Carrington Relief Road widening between Isherwood Road and start of Carrington Spur **Supporting Strategic** • WGIS infrastructure • Trafford Greenway & Bee Network Bridge **Supporting Local** • N/A **SRN Mitigation** • M56 Bowden Roundabout **Necessary Local** • A56 Junction / Manchester Road / Barrington Road signalised junction upgrade • Altrincham / A56 Dunham Road / Highgate Road realignment • Heatley / Paddock Lane / Bent Lane (widen radii) • Public Transport Measures: Carrington to Stretford (via Urmston) corridor • Public Transport Measures: Access to Altrincham Package

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Allocation Name	Transport Interventions
	• Public Transport Measures: Access to Sale Package • Public Transport Measures: Upgrading an extension of the existing bus services – including bus priority measures, real time information etc. • Greenway Link to Sale • PROW improvements • Controlled pedestrian crossings at the A56 Dunham Road / Park Road / Charcoal Road.
GMA42 M6 Junction 25 (previously GMA48 2019 GMSF)	**Necessary Strategic** • Signalisation of Bryn Interchange **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • M6 Junction 24 Improvement **Necessary Local** • N/A
GMA43 North of Mosley Common (previously GMA49 2019 GMSF)	**Necessary Strategic** • N/A **Supporting Strategic** • N/A **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Bridgewater Road/Newearth Road junction improvement • Manchester Road East / Armitage Avenue junction improvement • A580 East Lancashire Road / Mossley Common Road junction improvement • Guided busway stop and services
GMA44 Pocket Nook (previously GMA50 2019 GMSF)	**Necessary Strategic** • Bridge over future HS2 line **Supporting Strategic** • Improved bus service connectivity • New railway station(s) in local area • A580 East Lancashire Road / A579 Atherleigh Way • A580 East Lancashire Road/ A572 Newton Road • A572 Newton Road/ A579 Winwick Lane

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Allocation Name	Transport Interventions
	• A580 East Lancashire Road/ A574 Warrington Road **Supporting Local** • N/A **SRN Mitigation** • N/A **Necessary Local** • Develop PRoW connection between Pocket Nook Lane and Schools • Develop PRoW connection between Pocket Nook Lane and Moorfield Crescent
GMA45 West of Gibfield (previously GMA51 2019 GMSF)	**Necessary Strategic** • Chequerbent to Platt Lane link road and associated improvements at Chequerbent roundabout **Supporting Strategic** • Any measures (highway connections and/or east-west public transport) delivered by policy GM Strat 8 • Metro/Tram-Train improvements on the Wigan-Manchester railway line **Supporting Local** • Implementation of the Leigh, Atherton and Tyldesley Bee Network scheme **SRN Mitigation** • Improvement at M61 Junction 5 **Necessary Local** • A577/A579/Gibfield Park Way roundabout improvements • Active travel improvements including link to Daisy Hill rail station

Version - 13/10/20

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APPENDIX D: 2040 Transport Strategy KPIs

Network Principles KPIs – Customer Responses							
	Indicator	**Value**	**Date**	**Change**	**Question**	**Response**	**Source**
Integrated	Ease of making multi-mode trips	80%	2018	N/A (baseline)	How easy or difficult is it for you to use different forms of transport in one journey in Greater Manchester	Easy + Very Easy	MMNP
	Multi-modal fares	59%	2019	From 2018: ↓1 ppt	The way fares are set up allows travel by ANY public transport and ANY operator in Greater Manchester	Agree + Strongly Agree	Fares survey
	Real choice	52%	2018	N/A (baseline)	How often do you feel you have a choice of transport?	Always + Often	MMNP
	Ease of interchange Bus Tram Train	2018 75% 85% 61%		N/A (baseline)	How you would rate the following aspects when travelling by [mode]?: Ease of connecting to onward bus/ train/tram	Satisfied + Very Satisfied	MMNP
	Being well-informed	81%	2019	N/A (baseline)	Overall, I am satisfied with the travel information available in Greater Manchester	Agree + Strongly Agree	CTI
Reliable	Journey time predictability	57%	2018	N/A (baseline)	How predictable are your journey times in Greater Manchester?	Always + Often Predictable	MMNP
	Stress	23%	2018	N/A (baseline)	How often are your journeys within Greater Manchester stressful?	Always and Often Stressful	MMNP
	Punctuality at the stop/station Bus Tram Train	2018 62% 91% 53%		N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?: Punctuality of arrival	Satisfied + Very Satisfied	MMNP

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					time at the stop/station		
	Punctuality arriving at destination Bus Tram Train	 76% 93% 62%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?: The bus arrives at the destination at the time you expect it to arrive	Satisfied + Very Satisfied	MMNP
	Car punctuality	53%	2018	N/A (baseline)	How you would rate the following aspects when travelling by car?: Arriving at the time you want to arrive	Satisfied + Very Satisfied	MMNP
	Car congestion	40%	2018	N/A (baseline)	How you would rate the following aspects when travelling by car?: Traffic congestion	Satisfied + Very Satisfied	MMNP
Healthy	Healthy	31%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's transport network encourages you to walk or cycle as part of your trips?	Agree + Strongly Agree	MMNP
Inclusive	Ease of access All Disability No car	 74% 62% 71%	2019	 →0 ↓5 ppts ↓1 ppt	How easy or difficult do you find travelling to [selection of destinations] (by any form of transport)?	Very easy + easy (weighted average)	NHT KBI 03, KBI 04, KBI 05
	PT affordability	65%	2019	From 2018: ↓5 ppts	I can afford to travel by public transport as much as I like	Agree + Strongly Agree	Fares survey
	Fair fares	63%	2019	From 2018: ↑3 ppts	I get a fair deal for the fares I pay	Agree + Strongly Agree	Fares survey

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Environmentally responsible	Environmentally responsible travel	43%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's transport network encourages people to travel in an environmentally responsible way?	Agree + Strongly Agree	MMNP
	Quality of local environment	68%	2019	N/A (baseline)	Composite of: • Noise levels from traffic: 74% • Pollution from traffic: 60% • My neighbourhood has a clean environment: 70%	Good + Very Good/ Agree + Strongly Agree	Neighbourhoods survey
Safe	Feeling safe from traffic Walk Bike	 75% 51%	2018	N/A (baseline)	How you would rate the following aspects when walking/travelling by bike?: Feeling safe from traffic during the day	Satisfied + Very Satisfied	MMNP
	KSI number (all) Pedestrians Cyclists Children	 683 227 87 77	2019	From 2018: ↓9% ↓11% ↓29% ↓17%	 Aged 14 and under		Safer Roads GM
	KSI rate per million km Pedestrians Cyclists	 0.5 0.6	2019	 ↓17% ↓25%			Safer Roads GM + TRADS
Secure	Personal security whilst waiting for PT (daytime) Bus Tram Train	 83% 90% 88%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/train/tram?: Personal security waiting at the stop/station during the day	Satisfied + Very Satisfied	MMNP

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	Personal security whilst waiting for PT (night, relative to day)	-27% points	2018	N/A (baseline)	Average % point reduction across PT modes for above question when asked about “at night”	Satisfied + Very Satisfied	MMNP
	Personal security on PT (daytime) Bus Tram Train	 87% 89% 84%	2018	N/A (baseline)	How would you rate the following aspects when travelling by bus/train/tram? : Personal security while travelling on a bus/train/tram during the day	Satisfied + Very Satisfied	MMNP
	Personal security on PT (night, relative to day)	-27% points	2018	N/A (baseline)	Average % point reduction across PT modes for above question when asked about “at night”	Satisfied + Very Satisfied	MMNP
	Personal security walking Day Night	 81% *55%	2018	N/A (baseline)	How would you rate the following aspects when walking?: Personal security during the day/at night * NB women's perception of personal security is significantly lower than men's	Satisfied + Very Satisfied	MMNP
	Personal security cycling Day Night	 68% 32%	2018	N/A (baseline)	How would you rate the following aspects when travelling by bike? : during the day/at night	Satisfied + Very Satisfied	MMNP
	Personal security car Parking (day) Parking (night) In vehicle	 81% 57% 85%	2018	N/A (baseline)	How would you rate the following aspects when travelling by car?: Personal security at parking areas during the day/at parking	Satisfied + Very Satisfied	MMNP

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					areas at night/in your vehicle		
Resilient	Resilience – PT	31%	2018	N/A (baseline)	Do you agree or disagree that Greater Manchester's public transport network is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
	Resilience – road network	28%	2018	N/A (baseline)	Thinking about Greater Manchester's road network now, do you agree or disagree that it is able to withstand unexpected events and weather conditions?	Agree + Strongly Agree	MMNP
Well-maintained	Highway condition	32%	2019	↑7 ppts	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following…? KBI 23	Satisfied + Very satisfied	NHT
	The condition of pavements	53%	2019	↑2 ppts	Thinking about roads and transport locally, how satisfied or dissatisfied are you with the following…? WCBI 02	Satisfied + Very Satisfied	NHT
	Condition of cycle routes	53%	2019	↑1 ppt	How satisfied or dissatisfied are you with each of these locally…? WCBI 10	Satisfied + Very Satisfied	NHT
	Waiting environment (shelter, litter etc.) Bus Tram Train	62% 82% 79%	2018	N/A (baseline)	How you would rate the following aspects when travelling by bus/tram/train?	Satisfied + Very Satisfied	MMNP

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Network Principles KPIs – Operational View						
	Indicator	**Value**	**Date**	**Change**	**Measurement**	**Source**
Integrat	PT Network coverage	82%	Feb 2020		Proportion of GM population at GMAL Level 4 or better.	
Inclusive	Travel cost by mode, relative to RPI. Bus Tram Train Car	 +15% -4% +18% -14%	2019	From 2018 ↑2.3% ↑1.5% ↓0.1% ↓1.1%	Index of cost of travel, average peak fare, from2001 base.	
Environmentally	NOx & PM emissions	Full details are available from the Clean Air Greater Manchester Annual Status Reports: https://cleanairgm.com/data-hub/monitoring-reports				
	Transport CO_2 emissions in GM	4,328 kilo-tonnes	2018	↓1.6%	Annual CO_2 emissions, all transport excl. aviation, shipping & military. Excludes CO_2 embedded in construction.	BEIS
Secure	Crime & ASB on transport networks	8,502	2019	N/A – change in method during 2018	Annual all reported crime and ASB incidents on the public transport network	TravelSafe
Reliable	PT punctuality Bus Northern Rail* Bus Tram	 82.5% 51.1% 1 49	Sept 2019 2019/20	 From 2018/19: ↑ 7 ↑29	Proportion of bus services departing? between 1 min early and 6 mins late. Proportion of train services departing? between 1 min early and 1 min late. * Refers to whole TOC network rather than GM geographical area Average excess waiting time (seconds)	Rail: ORR Bus: TfGM surveys
	Highway journey time reliability	88.5%	2019	From 2018: ↑0.2ppts	Proportion of journeys within +/- 25% of median journey time.	TfGM Bluetooth network
Well-	KRN where maintenance should be considered	25.6%	2018/19	↓3.4ppts	% of KRN with carriageway condition classified as red or amber.	GM Districts

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Spatial Theme KPIs – Customer Responses							
	Indicator	**Value**	**Date**	**Change**	**Question**	**Response**	**Source**
Global	Non-car mode share for GM-originating passenger journeys to airport	7%	2017 - 2019	N/A			TRADS
Regional Centre	Non-car mode share	79%	2019	From 2018 ↑1 ppt	Proportion of trips arriving in AM peak		Cordon counts
	Easy to get to (GM residents)	82%	2018	N/A (baseline)	How easy or difficult is it to travel to the Regional Centre[7] in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant place to walk around and spend time in Residents Visitors	 76% 65%	2018	N/A (baseline)	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good + Very Good	Town Centres
	Feeling safe after dark Residents Visitors	 42% 42%	2018	N/A (baseline)	How do you rate [centre] for the following?	Good/ very good	Town Centres
	'Liveability'	26%	2018	N/A (baseline)	I would not consider living in the Regional Centre	Disagree + Strongly Disagree	Town Centres
	Regional centre road traffic levels	20,620	2019	From 2018: ↓3.2%	Number of motor vehicles arriving in the AM peak		Cordon counts
	Theme share of trips as per Right Mix	15%	2017	N/A (baseline)			TRADS
	Active Travel + Public Transport	59%	2017	N/A (baseline)			TRADS

[7] Those parts of Manchester & Salford within the Inner Ring Road

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	mode share of this Theme						
Across wider city-region	Easy to access town centres (8-centre[8] average)	90%	2018	N/A (baseline)	How easy or difficult is it to travel to the [centre] in the daytime (before 6pm)	Easy/very easy	Town Centres
	Pleasant to visit town centres	54%	2018	N/A (baseline)	How do you rate [centre] for the following? Pleasant places to sit outside, relax and walk around	Good/ very good	Town Centres
	Ease of interchange. Bus Tram Train	 75% 85% 61%	2018	N/A (baseline)	How you would rate the following aspects when travelling by [mode]? Ease of connecting to onward bus/ train/ tram	Good/ very good	MMNP
	Theme share of trips as per Right Mix	36%	2017				TRADS
	Active Travel + Public Transport mode share of this Theme	17%	2017	N/A (baseline)			TRADS
Neighbourhoods	Perception of safety Daytime After dark	 87% 59%	2020	N/A (baseline)	How do you rate your neighbourhood for the following when travelling around?	Good + Very Good	Neighbour-hoods survey
	Active travel as natural choice for many short journeys	83%	2020	N/A (baseline)	Which type of transport do you use most frequently to get to places you visit within your neighbourhood?	Active travel %	Neighbour-hoods survey

[8] Altrincham, Ashton, Bolton, Bury, Oldham, Rochdale, Stockport, Wigan.

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	Proportion of neighbour-hood journeys made by Walking Cycling	 52.1% 2.2%	2017 - 2019	From 2014-2016: ↑0.7 ppts ↑0.4 ppts	Proportion of trips < 2km for which the main mode is walking/cycling		TRADS
	Perception of ease of travelling around neighbourhoods: walking cycling	 78% 33%	2020	N/A (baseline)	How do you rate your neighbourhood for the following when travelling around? Ease of walking around the neighbourhood Ease of cycling on roads in the neighbourhood	Good/ very good	Neighbour-hoods survey
	Perceived impact of traffic on local roads	65%	2020	N/A (baseline)	Composite of "How do you rate your neighbourhood for the following when travelling around?": Noise levels from traffic (74%) Pollution from traffic (60%) How close vehicles are to pedestrians (61%)	Good/ very good	Neighbour-hoods survey
	Theme share of trips as per Right Mix	42%	2017	N/A (baseline)	% of all trips that are 2km or shorter excluding trips with an end in the Regional Centre		TRADS
	Active Travel + Public Transport mode share of this Theme	55%	2017	N/A (baseline)			TRADS

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	Use of local shops/ facilities	83%	2020	N/A (baseline)	Visit the following locations at least monthly: large supermarket, small supermarket, local newsagents or corner shop, retail park, shop for non-food and market(s)		Neighbour-hoods survey

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Transport for Greater Manchester

GMCA GREATER MANCHESTER COMBINED AUTHORITY

Greater Manchester Local Enterprise Partnership

tfgm.com/strategy

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APPENDIX C

GM2040 Delivery Plan Interventions with direct investment in Oldham or particular relevance to Oldham

Extracts from Our Delivery Plan APPENDIX A: List of Interventions

In the next five years, we are committed to delivering… (Map 1)

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Metrolink			
Metrolink			
Additional Metrolink vehicles (27 new trams) and associated infrastructure – enabling the use of more double unit vehicles between Bury and Altrincham, and Shaw and East Didsbury	To increase Metrolink capacity into and through the Regional Centre, in order to facilitate continuing economic growth and access to services and encourage mode shift.	GM Wide	Other
Our Rail			
Rail			
Rail Station Accessibility Programme to delivery accessibility improvements at Mills Hill Station	To maximise existing rail assets to provide better facilities, improve transport integration and delivery community benefits.	Rochdale/ Oldham	Phase 1 & 2
Our Streets			
Walking and Cycling			
GM Emergency Active Travel Schemes Programme	To support creating a safe environment for walking and cycling that supports social distancing.	GM Wide	Phase 1
Mayor's Challenge Fund Tranche 1: King Street foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham	Phase 1

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Mayor's Challenge Fund Tranche 1: Union Street West foot/cycle bridge refurbishment, Oldham	Key Bee Network connection into Oldham town centre through bridge refurbishment.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: ~~Busk~~ Oldham	Active Neighbourhood delivery in ~~Busk~~ Oldham	Oldham	Phase 1
Mayor's Challenge Fund Tranche 5: GM Safety Camera Digitisation and Upgrade	Digitisation of safety cameras and introduction of new camera locations targeted at the Bee Network to make streets safer for walking and cycling	GM Wide	Phase 1
Mayor's Challenge Fund Tranche 6: Oldham Town Centre Improvements	Bee Network delivery in Oldham town centre.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 6: Chadderton Improvements	Bee Network delivery in Chadderton.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 6: Royton Town Centre Connection	Bee Network delivery in Royton.	Oldham	Phase 1
Mayor's Challenge Fund Tranche 6: Bee Network Crossings	Bee Network delivery through targeted clusters of new or upgraded crossings of major roads across Greater Manchester.	GM Wide	Phase 1
Local Highways			
Oldham Way KRN Structures Refurbishment: Waterloo Street and Wellington Street Bridge works	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham	
Strategic Roads and Motorways			
M62 Junctions 20-25 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	GM Wide	
A663 Broadway/M60 J21 junction upgrade	To reduce congestion and improve safety on the Strategic Route Network.	Oldham	

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Town Centres			
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 1)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.	Oldham	
St. Mary's Way	Streets for All scheme on St Mary's Way, Oldham.	Oldham	Phase 1
Our Integrated Network			
Clean Air and Carbon			
Early expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	
Travel Hubs/ Park and Ride			
Travel Hubs/Park & Ride upgrades e.g. Mills Hill, Parkway, Radcliffe, Walkden, Whitefield and Withington	To provide better access to public transport through Travel Hub / Park and Ride facilities. This in turn will encourage modal shift in Greater Manchester.	GM Wide	Phase 1 & 2

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus			
Local Bus			
Northern Gateway express bus corridor between Manchester and Heywood/Langley including new bus services connecting Bury/Rochdale Northern Gateway to its local area and nearby key centres e.g. Oldham	To support the GMA1 allocation by providing good public transport access, as well as improving wider public transport connectivity in the north of Greater Manchester.	Manchester / Bury/ Rochdale	
Quality Bus Transit			
Quality Bus Transit on key bus corridors: Rochdale-Oldham-Ashton	Whole-route upgrade of the Rochdale – Oldham - Ashton bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to orbital car journeys on the Rochdale - Oldham - Ashton corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	Rochdale/ Oldham/ Tameside	Phase 1 & 2

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	To include delivery of works in Oldham and Royton town centres to support masterplan and regeneration projects. This will deliver a high-quality urban realm environment that encourages people to visit and spend time in Oldham and Royton Town Centres.		
Our Metrolink			
Metrolink			
Improved Metrolink frequency between Piccadilly and Victoria stations, including to address the GMCA's intention to provide direct services from Rochdale and Oldham into Piccadilly	To increase service-frequency and provide a key link from the north of Greater Manchester (Oldham and Rochdale) to Piccadilly Station	GM Wide	
New Stops and Upgrades			
Cop Road Metrolink stop and Park & Ride/ Travel Hub	To support the Beal Valley and Broadbent Moss land allocations, providing a fast and frequent rapid transit option into the Regional Centre.	Oldham	Phase 2
Tram-Train			
Tram-Train Pathfinder North: Oldham to Heywood via Rochdale	A pilot scheme to maximise utilisation of the existing Metrolink network in order to accommodate rapid transit demand growth. Will also facilitate testing of the tram-train concept for wider application in Greater	Oldham/ Rochdale	Phase 2

In the next five years, we aim to complete business cases for early delivery of… (Map 2)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
	Manchester. Includes Restore Your Railways study to investigate reinstating passenger services on the Bury-Heywood-Rochdale lines.		
Our Rail			
Rail			
Accessibility Improvements at Greenfield Station	To improve access for disabled people at Greenfield Station – the expectation is that this will be delivered as part of the TransPennine Route Upgrade but if electrification of the line between Greenfield and Huddersfield does not form part of TPRU, alternative options are being explored.	Oldham	
Rochdale Line Electrification	Electrification of the route between Manchester Victoria and Rochdale to support increased operational flexibility and reduced emissions	Rochdale	
Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail)	To address medium-term capacity constraints and speed up journeys between Manchester and Leeds, through potential electrification of the full route, delivering wider economic benefits in both conurbations.	GM Wide	

Our Streets			
Walking and Cycling			
Mayor's Challenge Fund Tranche 6: Park Bridge - NCN 626 - Ashton under Lyne	New cycling and walking bridge to deliver an improved traffic free Bee Network connection between Oldham and Ashton town centres.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Higginshaw Link to Royton	Bee network delivery in Royton.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Chadderton - Broadway Canal Link	Bee network delivery in Chadderton.	Oldham	Phase 2
Active Neighbourhoods in Oldham	Active Neighbourhoods planned for communities in the Borough of Oldham.	Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Rochdale/Manchester/Oldham	Busy Beeway delivery on the Oldham Road and Lightbowne Road corridors delivering a major Bee Network connection to the city centre from the northeast	Rochdale / Manchester / Oldham	Phase 2
Mayor's Challenge Fund Tranche 6: Park Road - NCN 626 - Town Centre Connection	Bee Network delivery connecting Oldham Town Centre to National Cycle Network Route 626 to Ashton under Lyne.	Oldham	Phase 2
Local Highways			
Oldham Mumps Area & Access to Southlink Development Site	To improve network performance and resilience, road safety, air quality and support new development.	Oldham	Phase 1
Manchester Street Viaduct Refurbishment, Oldham	To support the economic performance, resilience and liveability of the city-region by maintaining the network in good condition.	Oldham	
Beal Valley / Broadbent Moss Spine Road	To support delivery of the Beal Valley and Broadbent Moss allocations GM14 and GM15.	Oldham	
Town Centres			
Oldham Town Centre Accessible Oldham Connectivity Package (Phase 2)	To facilitate development and regeneration in Oldham Town Centre and to improve the attractiveness of Oldham Town	Oldham	

	Centre for pedestrians, cyclists and public transport users, and maintain the integrity of the highway network within and around Oldham Town Centre.		
Our Integrated Network			
Clean Air and Carbon			
Continued expansion of electric vehicles network charging points, including for use by private hire vehicles and taxis	To improve air quality in the Regional Centre and other areas and improve the health of GM residents and visitors.	GM Wide	Phase 1

In the next five years, we will develop options for… (Map 3)

Some interventions will be subject to appropriate planning approvals and developer contributions…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus			
Quality Bus Transit			
Quality Bus Transit on key bus corridors: Ashton-Stockport	Whole-route upgrade of the Ashton - Stockport bus corridor, with the emphasis on quality, reliability, and integration into the urban realm. QBT will offer similar quality of design to that of best-practice street-running LRT, with bus priority to achieve reliable services, attractive waiting environments, and high-quality vehicles. To provide an attractive alternative to car journeys between the Ashton – Stockport corridor, by delivering improvements to quality and reliability of local bus journeys, public realm within town centres, and the cycling and walking environment.	Tameside/ Stockport	Phase 2 (Advance works on other corridors)
Bus Rapid Transit			
Bus Rapid Transit corridor linking the Northern Gateway allocation and surrounding towns to the Regional Centre	To effectively serve the major Northern Gateway allocation with rapid public transport links, particularly to and from the Regional Centre, as well as nearby key centres e.g. Oldham.	Manchester	
Our Metrolink			
Metrolink			
Oldham-Middleton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the A669 and other local roads.	Oldham/ Rochdale	

Our Streets			
Strategic Roads and Motorways			
M60 Junctions 21-24 Smart Motorway	To address existing congestion and reliability issues on the SRN and provide the capacity for the anticipated scale of growth both within the city-region and in neighbouring authorities.	Manchester / Oldham/ Tameside	
Our Integrated Network			
Interchanges			
Oldham Mumps Interchange redevelopment	To increase the accessibility of Metrolink and bus from nearby destinations and increase the attractiveness of the Interchange as the focal point for intra-urban growth in Oldham town centre.	Oldham	

Beyond this five year Delivery Plan, we will investigate…

Intervention	Rationale	Location	GMIP Phase 1, 2 or other
Our Bus	**Our Metrolink**		
Bus Rapid Transit	**Metrolink & Tram-Train**		
In most cases, these interventions will require further investigation in order to determine the appropriate transport mode ('Rapid Transit Corridor'). For some, a likely mode is clearer and this is stated where relevant ('Metrolink Extension' or 'Bus Rapid Transit Extension').			
Ashton-Oldham Rapid Transit Corridor	To provide a more attractive alternative to the car in this corridor, thereby reducing pressure on the M60, A627 and other local roads.	Oldham/ Tameside	
Oldham-Grotton-Greenfield Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A669 and other local roads.	Oldham	
Oldham-Royton Metrolink Extension	To provide a more attractive alternative to the car in this corridor, including journeys to Manchester, thereby reducing pressure on the A671, A663 and other local roads.	Oldham	

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APPENDIX D

GM2040 Delivery Plan Appendix A Interventions List errors

Intervention	Rationale	Location	GMIP Phase 1, 2 or other	Error
Mayor's Challenge Fund Tranche 5 Active Neighbourhoods: ~~Busk~~ Oldham	Active Neighbourhood delivery in ~~Busk~~ Oldham	Oldham	Phase 1	No location has been agreed as yet for Oldham's first Active Neighbourhood – replace 'Busk' with 'Oldham'.
St. Mary's Way	Streets for All scheme on St Mary's Way, Oldham.	Oldham	Phase 1	This scheme needs moving from map 1 section (delivery committed and funding in place) to map 2 section (business cases to be completed for early delivery of…).
Mayor's Challenge Fund Tranche 6: Rochdale /Manchester/Oldham	Busy Beeway delivery on the Oldham Road and Lightbowne Road corridors delivering a major Bee Network connection to the city centre from the northeast	Rochdale / Manchester / Oldham	Phase 2	This scheme is a joint Rochdale / Manchester / Oldham scheme being led by Manchester Council with a relatively small element in Oldham, not an Oldham only scheme.

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Oldham Summary GMTS2040 Implementation Plan 22.10.20

1. Introduction

This Implementation Plan sets out how we, as Oldham Council, will work towards our priorities - including economic growth, improving the environment and social inclusion - by building on our planned and current transport projects, many of which are set out in the Greater Manchester Transport Strategy 2040 5-Year Delivery Plan (2020-2025).

While the 5-year Delivery Plan tends to consider large, medium- and long-term future transport schemes (shown on Map 1), this Implementation Plan is mainly focussed on local, neighbourhood level priorities and interventions that could be delivered across Oldham up to 2025.

Oldham Councils 'Creating a Better Place' Vision sets out the Council's approach to supporting inclusive growth, thriving communities and the co-operative agenda by:

- Building quality homes;
- Providing opportunities to learn and gain new skills;
- Providing opportunities to grow local businesses and create jobs;
- Ensuring Oldham is the greenest borough;
- Embedding sustainability, energy efficiency and low (zero) carbon;
- Improving life-chances and the health and well-being of all our residents and local communities.

This vision is set within the context of the Oldham Model, as defined in The Oldham Plan 2017-22 and illustrated in the diagram below.



Image 1: The Oldham Model

Alongside investment in health, education and homes, improvements in transport connectivity and public realm are essential to realising the Council's vision. This is reflected in the emerging Team Oldham Plan, which will replace the Corporate Plan and is in the process of being developed to reflect Covid-19 recovery planning.

The draft Team Oldham Plan includes the priority '*to make it easier for people to get around*', which commits Oldham Council to delivering innovative and quality transport links, creating efficient transport infrastructure that makes it easier to get to work, do business, reduce isolation and connect with each other. This Implementation Plan sets out the steps Oldham Council will take with partners to make good progress towards its transport vision and priorities in the short-term. It is a live document that will be updated to reflect the development of an Oldham local transport strategy, which will be aligned with the Greater Manchester 2040 Transport Strategy, and other policy documents such as an updated Local Plan.

To achieve Oldham's ambitions, we have set out five key transport-related outcomes that we will aim to achieve by 2025. These are:

- **Outcome 1:** More neighbourhood journeys (under 2km) will be made by foot and by bike in Oldham;
- **Outcome 2:** Connections to Oldham's town centres, employment sites and key destinations will be enhanced by foot, bike and public transport;
- **Outcome 3:** Streets in Oldham will be cleaner and greener;
- **Outcome 4:** Oldham residents, workers and visitors will have good access to safe, reliable, affordable, high quality public transport connections;
- **Outcome 5:** Streets in Oldham will be safer, well-maintained, resilient, reliable and accessible by all.

This document sets out some of the steps Oldham Council will take with its partners to make good progress towards achieving these outcomes in the next 5 years. The steps are ambitious and the development and delivery of the interventions set out will require a significant level of resource and funding. This will require us to prioritise measures and to continue working with GMCA and TfGM to secure the required funding from Government to develop and deliver schemes. We would also like to see longstanding funding issues addressed, such as the lack of funding for us to deliver programmes of locally determined minor works and safety schemes, which were previously funded through direct allocations of the Integrated Transport block, and the annual nature of capital maintenance allocations to local authorities, which makes it difficult for us to adopt the recommended lifecycle planning principles and a planned approach to maintenance.

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2. Oldham's Strategic Transport Challenges

Achieving the 2040 Right Mix

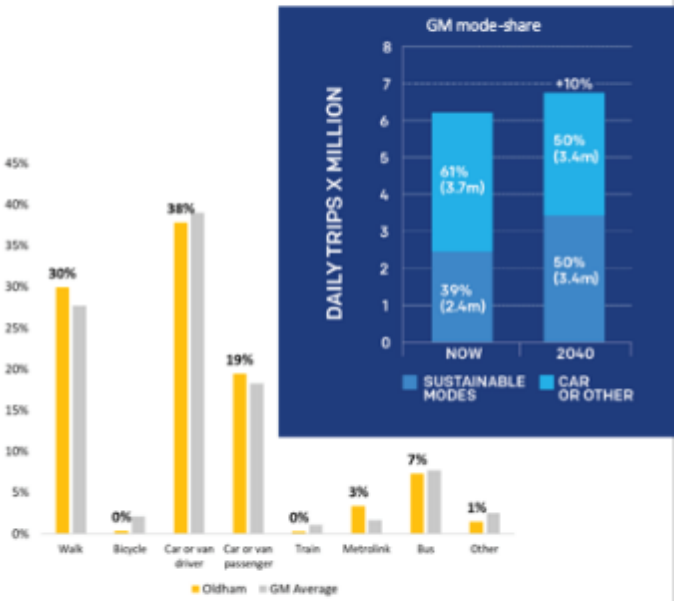
The 2040 Right Mix aims to achieve 50% of journeys in Greater Manchester being made by sustainable modes by 2040.

57% of all journeys starting in Oldham are made by car or van, and 40% by sustainable modes (30% active travel and 10% by public transport).



51% of journeys that start in Oldham are neighbourhood trips that are under 2km and could be walked in just over 20 minutes.

49% of these neighbourhood journeys are walked, 28% are made by private car or van, and 1% are made by bike.



Supporting Economic Growth

<u>New Homes and Jobs</u>

The Greater Manchester Spatial Framework identifies the potential to deliver around 2,600 new homes and around 143,700sqm of new employment floorspace in the Oldham borough by 2037.

We are committed to delivering 716 new homes a year in the period 2018-37, double the number of homes built annually over recent years.



<u>Town Centres</u>

We are committed to supporting continued economic growth and recovery from COVID-19 in our town and district centres.

Plans include delivery of the Oldham Town Centre Vision, including 2,000 new homes and 1,000 new jobs, and the Royton Masterplan, with support from the GM Mayor's Town Centre Challenge.



Protecting our Environment

Carbon

Oldham Council declared a Climate Emergency in 2019, and we are committed to becoming a carbon neutral borough by 2030.



Improving Quality of Life

Health

Oldham has the lowest percentage of adults who are physically active across all Greater Manchester boroughs (59%). This is significantly less than the UK average of 67.2% of adults.

19% of Oldham's year six children are recorded obese, higher than UK average.



Oldham residents have a lower life expectancy than the UK average, particularly amongst females. Residents also have a higher than average mortality rate from cardiovascular disease.



Air Quality

There are a significant number of areas across the Greater Manchester highways network where NOx emissions are forecast to exceed legal limits by 2021, 5 of which are in Oldham.



We are committed to reducing NOx at the roadside in the shortest possible time through the GM Clean Air Plan.



Car Ownership

Nearly one third (31.2%) of all households in Oldham have no car/van, considerably higher than the England-wide proportion (25.8%).



Road Safety

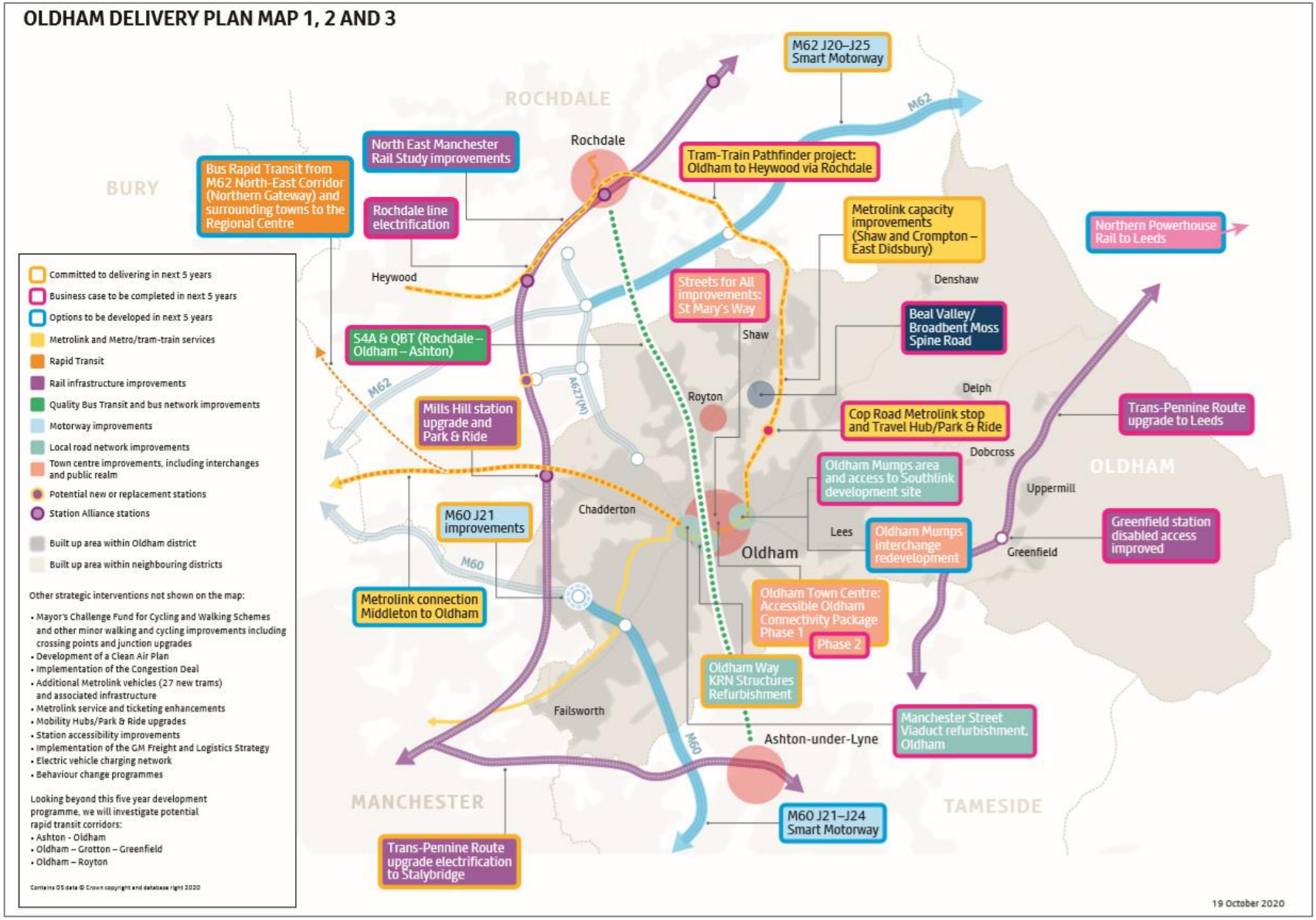
In 2019 there were 3617 road traffic collisions in Greater Manchester. 315 collisions resulted in 453 casualties on Oldham's roads.

Collisions resulted in 69 people being killed or seriously injured. 35% of the people killed or seriously injured were pedestrians (24), 10% were cyclists (7), 17% were motorcyclists (12).



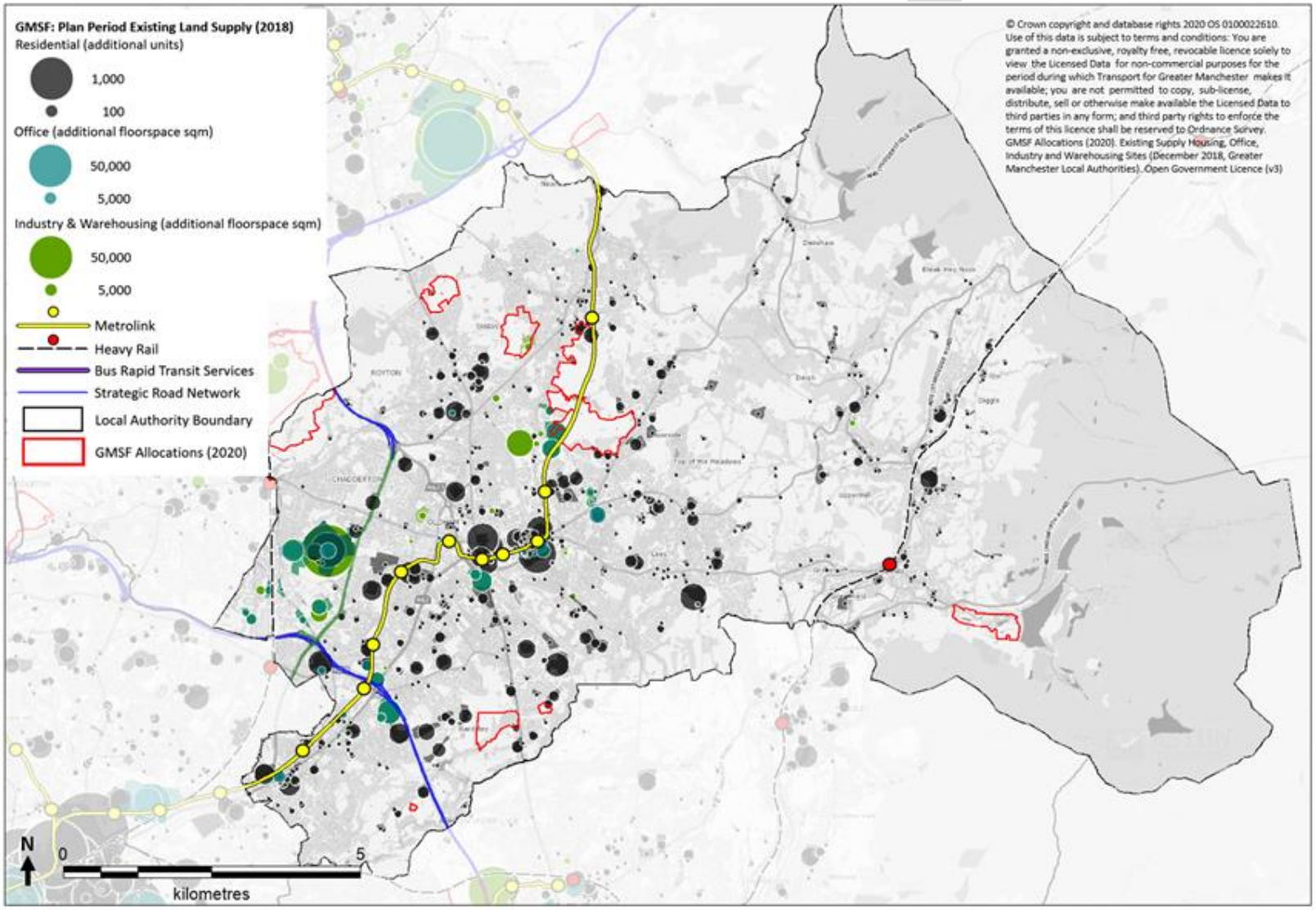
2.1. Oldham's Delivery Plan Schemes 2020 – 2025

Map 1 below sets out schemes committed for delivery, business case development or option development in Oldham in GMTS2040.



2.2. Oldham's Existing Transport Network and Spatial Allocations

Map 2 sets out the current land supply and transport network within Oldham. This includes the Oldham and Rochdale Metrolink Line to Manchester City Centre, that runs at 1 tram every 12 minutes at peak time and the Strategic Road Network in Oldham, alongside existing land supply for residential, office and industry space, and future GMSF allocations.



3. Spatial Theme Challenges and Opportunities

3.1. Neighbourhoods

The majority of trips made in Oldham that start in the borough are at the neighbourhood level and are under 2km in length (51%). While most of these journeys are walked (49%), a high number are made by private car (28%), and only 1% are made by bike (source: TRADS database). While many of these vehicle trips could be walked in under 20 minutes or cycled in 8 minutes, there are number of key barriers to walking and cycling in Oldham that result in a high proportion of neighbourhood trips being driven.

Key challenges to cycling and walking for local journeys in Oldham include:

- Traffic speed and volumes - high traffic volumes and speeds create poor levels of actual and perceived safety for people who walk and cycle;
- Severance - a lack of safe, comfortable crossing points of major roads creates severance for local journeys by active modes;
- Road widths - there is limited opportunity to introduce continuous cycle facilities on main road corridors due to road widths, limited space at junctions, and the presence of on-street parking associated with terraced housing and local shops and businesses;
- Wayfinding - a lack of wayfinding across neighbourhoods and local destinations is a barrier to people making trips for the first time by active travel;
- Footway accessibility - high levels of footway parking on narrow terraced streets in residential areas creates accessibility challenges on many of Oldham's neighbourhood streets for all users;
- High levels off drop off by car at schools and associated congestion and air quality issues;
- The weather and the hilly nature of Oldham, which can act as barriers to cycling and walking.

These issues have a particular impact on the third of households in Oldham who do not have access to a car and rely on making trips by foot, bike and public transport, while also exacerbating the prevalence of the environmental and health issues that are caused by short car trips.

To enable improvements in the health, wellbeing and quality of life of our residents, we are working to encourage an increase in walking and cycling for neighbourhood journeys. This includes work underway to progress seven Bee Network schemes in Oldham, including active neighbourhoods, connectivity and route-based schemes which are being funded through the Mayor's Cycling and Walking Challenge Fund. We are also looking to further develop our cycling and walking plans as part of the development of the Oldham Transport Strategy and by incorporating plans for active travel within our emerging Local Plan.

The school journey can have a significant impact on local traffic and transporting children to school by car also contributes to reduced levels of fitness and increasing obesity. There are more than 100 schools located in the Oldham borough, including 86 primary schools, 13 secondary schools and 7 special schools, as well as several independent schools, while Oldham Town Centre is the focus of further and higher education establishments, being home to the Oldham Sixth Form College, the Further Education College and University Campus Oldham.

The Council will continue to promote sustainable travel to school by providing road safety education, training and publicity and cycle training to all primary schools and helping schools to develop and implement travel plans, including travel plans associated with new secondary schools: Leesbrook (Oasis Academy) due to open in November 2020; the relocation of Saddleworth School from Uppermill to Diggle, construction of which started in summer 2020; and the new Blue Coat II school proposed in Oldham Town Centre.

3.2. Oldham Town Centre

Oldham Council has set out ambitious plans in its *Creating a Better Place* vision to regenerate Oldham Town Centre. This vision aims to deliver 2,000 new homes, 1,000 new jobs, better access to amenities and services and a wider offer for social and leisure activities for families, young professionals, older people and surrounding communities. A focus of these plans is to enhance the twilight and night-time economy of Oldham Town Centre, as well as delivering better access by foot, bike and public transport. Key outcomes of the Town Centre Vision include:

- ‘A place that thrives by providing a safe, healthy and friendly environment’ - delivering full accessibility to the town centre, increased footfall and dwell time, decreased road travel and enabling Active Streets;
- ‘A place that thrives by being green’ – delivering a town centre that increases access to integrated public transport, increases dwell time and footfall and sets a high clean street standard.

To enable growth in homes, leisure and the cultural offer within the town centre, Oldham Council is committed to ensuring that public transport, walking and cycling are the go-to choice for journeys to the town centre. However, there are a number of transport related challenges that create barriers to achieving this outcome, including:

- A high level of trips to the town centre are currently made by private car. It is estimated that currently only 39% of journeys to Oldham Town Centre are made by sustainable modes (the lowest of all GM town centres);
- A poor perception of safety in the town centre, particularly in the evening when there are low levels of activity and footfall. 71% of people surveyed in 2019 stated they felt safety is good during the day, while only 34% stated they felt safe at night;
- Car parks are located centrally within the town, creating high levels of traffic and congestion close to the core of Oldham Town Centre. This impacts on the

quality of the public realm, and access by people travelling bus, foot and bike, as well as by car;

- There are multiple points of severance for sustainable journeys, including Oldham Way, the Metrolink Line, St Mary's Way, and the Oldham Mumps junction at Lees Road/Cross Street;
- There are also poor-quality links to the south and east of Oldham Town Centre including to Southlink Business Park, Alexandra Retail Park and the proposed Northern Roots site due to the severance effects of Oldham Way, which need to be addressed.

Oldham Council is currently working to overcome these challenges by, for example, developing a comprehensive masterplan for the town centre, delivering Growth Deal 2 and 3 schemes to improve access to and within Oldham Town Centre, improving cycle and walking access through the Mayor's Challenge Fund schemes, delivering Future High Streets Fund projects (subject to business case approval by Government), and delivering the Quality Bus Transit corridor between Rochdale, Oldham and Ashton-Under Lyne, including Streets for All measures in Oldham Town Centre.

Oldham has also been selected to develop a Town Deal worth up to £25 million and is in the process of producing a Town Investment Plan for Oldham Town Centre, which will include transformational projects such as the Northern Roots Urban Farm and Eco-Park and the Town Centre District Heat Network.

As part of our ongoing response to Covid-19, we will continue to make Oldham Town Centre as safe and easy to get around as possible and ensure that Oldham is 'open for business'. We want people to feel confident in accessing town centre services, to feel they are able to get there safely, particularly by active travel modes, and can move around safely when they arrive. We have put a number of measures in place to assist with social distancing, including signing and lining and are relocating taxi ranks from Yorkshire Street and St Mary's Way to new shared facility bays and an extended rank on Henshaw Street.

3.3. Wider-City Region and Regional Centre Access

Compared to the GM average, Oldham has a high number of trips that are made across the Wider City Region (38%). These are trips over 2km to destinations that are not the regional centre, such as to the neighbouring boroughs of Rochdale and Tameside, to and from the borough's employment sites, to Oldham Town Centre or to the borough's six district centres of Chadderton, Failsworth, Hill Stores, Lees, Shaw and Uppermill, which play an important role in providing day-to-day retail and other services to residents.

With the exception of trips to Oldham Town Centre, there are typically poor alternatives to the private car for making these types of journeys. This results in a high number of these trips being made by private car (78%), only 18% by public transport and less than 1% by bike (source: TRADS database). The following paragraphs outline some of Oldham's transport challenges and opportunities.

3.3.1. Royton

Royton is the second largest town centre in the Oldham borough, and is our Greater Manchester Mayor's Town Centre Challenge area. In 2018, a Masterplan was developed and adopted for Royton, which sets out a 10-year vision for improvement. This forms a framework for delivering works to improve the public realm and streetscape, enhanced connectivity, including new walking and cycling links, supporting businesses, and retaining and enhancing the character of the town centre.

The A671 through Royton provides a valuable route to Oldham and Rochdale town centres, including by frequent bus services. However, the layout of the town centre and volume of traffic along this road creates a number of challenges. These include:

- High levels of air pollution that are at risk of exceeding legal limits of NOx by 2020;
- Poor quality public realm, particularly in Market Square and around Royton Town Hall;
- Severance for people using the town centre or travelling across it, caused by poor crossing facilities and a high prevalence of guard railing.

Work has started to deliver on the aims of the Mayor's Town Centre Challenge and the Royton Masterplan, including acceleration of a scheme to install new crossing facilities in the town centre as part of the *SaferStreetsSaveLives* campaign. Further opportunities to support the local economy and create a stronger local centre in Royton through transport focused measures include delivery of Quality Bus Transit measures within the town centre, delivery of Bee Network walking and cycling connections, and delivery of streetscape plans within the Royton Masterplan.

3.3.2. GMSF Allocations

Eight allocations in the GMSF are located entirely within the Oldham borough. There is also a cross boundary allocation at Stakehill which is being jointly proposed by Oldham and Rochdale Councils, with Oldham's part of the Stakehill allocation proposed for employment use. The Oldham allocations are shown on map 2 and listed in table 1 below. It should be noted that the allocation figures for Stakehill included in the table relate only to the Oldham allocation.

Table 1: Oldham GMSF allocations	
Site	**Allocation**
GMA2 Stakehill	120,000 sqm employment
GMA12 Beal Valley	Around 480 homes
GMA13 Bottom Field Farm (Woodhouses)	Around 30 homes
GMA14 Broadbent Moss	Around 1,450 homes with around 500 of these delivered post 2037

Table 1: Oldham GMSF allocations	
Site	**Allocation**
GMA15 Chew Brook Vale (Robert Fletchers)	Around 170 homes 6,000 sqm commercial, leisure and retail land use
GMA16 Cowlishaw	Around 460 homes
GMA17 Hanging Chadder	Around 260 homes
GMA18 Land south of Coal Pit Lane (Ashton Road)	Around 255 homes
GMA19 South of Rosary Road	Around 60 homes

In order for these sites to come forward, interventions will be needed on the transport network, including measures to support public transport, active travel and improve local junctions. An initial assessment of the interventions that may be required has been undertaken within the Locality Assessments prepared as part of the GMSF. As and when the sites come forward for development more detailed assessment will be needed which could result in changes to the measures currently proposed.

An initial assessment of the interventions that may be required to support GMSF sites has been undertaken within the Locality Assessments prepared as part of the GMSF, and potential interventions are listed within the Appendix of the 2020-2025 Delivery Plan.

Examples of local highway network interventions to support Oldham's GMSF allocations currently include:

- B6194 Heyside / Water Street / Bullcote Lane junction improvement (GMA12, GMA14);
- Beal Valley / Broadbent Moss Spine Road (GMA12, GMA14);
- A663 Broadway / Shaw Road / A671 Oldham Road junction improvement (GMA12, GMA14, GMA16);
- A663 Crompton Way / Rochdale Road / Beal Lane junction improvement (GMA12, GMA14, GMA16);
- A627 (M) / Chadderton Way / A663 Broadway interchange improvements (GMA12, GMA14, GMA16, GMA17);
- A635 Holmfirth Road access junction (GMA15);
- Chew Brook Vale access road and bridge over Chew Brook (GMA15);
- A671 Rochdale Road / B6195 High Barn Road / A671 Oldham Road / B6195 Middleton Road junction improvements (GMA16);
- A627 Ashton Road / Coal Pit Lane junction improvement (GMA18);
- Coal Pit Lane improvements (GMA18).

In some cases, interventions will also be needed on Highway's England's Strategic Route Network (SRN), such as at the M62 junction 20 in Rochdale to support GMA2.

Improvements will also be needed to make the allocations more accessible by public transport, cycling and walking, such as a new Metrolink Stop and associated Park and Ride facility at Cop Road / Bullcote Lane and a Metrolink overbridge needed to support delivery of the Beal Valley and Broadbent Moss allocations, and improvements to local bus services, such as a new bus service to better connect Oldham and Rochdale to Stakehill. Allocations will also need to be connected to local cycling and walking networks such as the Public Rights of Way and the Bee Network by cycling and walking facilities designed in accordance with standards applicable at the time. Examples of walking and cycling interventions to support Oldham's GMSF allocations currently include:

- Improvement of walking and cycling facilities on Heyside and Cop Road via new Metrolink overbridge (GMA12);
- Traffic calming on Vulcan Street (GMA14);
- Pedestrian and cycle route between Coal Pit Lane / Ashton Road junction and White Bank Road (GMA18).

Further details of the transport interventions that may be needed to support Oldham's GMSF allocations can be found in Appendix C to the GM2040 Delivery Plan 'GMSF allocations and their transport interventions'.

In addition to interventions associated with GMSF developments, other schemes and programmes in the GM2040 Delivery Plan will help to support sustainable access to GMSF allocations, such as the Ashton-Oldham-Rochdale Quality Bus Transit Corridor, which is anticipated to see a general improvement to service reliability and facilities along the A627 Ashton Road that will support allocation GMA18.

There is also a need to ensure that Oldham residents can access employment opportunities at GMSF allocations outside the borough as these come forward, such as the Bury/Rochdale Northern Gateway allocation (GMA1). Oldham Council will work with its GM2040 partners to achieve this.

3.3.3. Public Transport

Alongside challenges within town centres, Oldham faces a number of public transport reliability, capacity and connectivity challenges. Due to a comparatively high prevalence of households with no access to a car against UK and Greater Manchester levels, Oldham residents are more reliant on public transport for journeys, and deficiencies in this network can have a particularly high impact on access to opportunities and quality of life. The affordability of public transport, particularly for those on low incomes, is also a key issue for Oldham residents.

Bus has the largest mode-share for public transport in Oldham. Key challenges on Oldham's bus network include:

- A considerable drop in scheduled bus services - between 2013 and 2018 there was a 17% drop in annual scheduled bus mileage in Oldham, compared to 7% across GM;

- A reduction in off-peak bus services – between 2016 and 2018, weekday departures from Oldham bus station declined by 13.8%, whilst Sunday departures have reduced by 15.5%;
- Poor bus journey time reliability and journey times across the bus network – on the strategic bus corridor between Oldham and Rochdale, 23% of buses do not run on time and journey times are longer by bus than car;
- Outside Oldham Town Centre, there are low levels of bus connectivity to key destinations and neighbourhoods with some of the highest levels of deprivation – there are, for example, poor links for Oldham residents to employment opportunities at Stakehill Industrial Estate.

Metrolink has been the largest change for transport in Oldham since its introduction in 2013. Patronage has been increasing year upon year, and this has had a significant impact on Oldham's economy and quality of life for residents. However, while Metrolink provides a quality service, it only serves parts of the borough and connectivity to stops limits its potential to serve more residents. Key issues include poor walking and cycling networks to stops, lack of interchange facilities to bus services, capacity issues at park and ride facilities at Derker, Mumps and Hollinwood Metrolink stops, overcrowding on the Oldham-Rochdale Metrolink line, particularly during peak hours, high levels of anti-social behaviour on the Oldham-Rochdale line and at stops such as King Street in Oldham Town Centre and no direct Metrolink (or rail) access from Oldham to Manchester Piccadilly Rail Station.

Similarly, while the three rail stations that serve Oldham (Greenfield, Mills Hill and Moston) have seen long term increases in patronage, better links to surrounding neighbourhoods and destinations are needed. Other key rail issues include infrequent and overcrowded services, particularly at peak times, on the Trans-Pennine and Calder Valley rail lines and lack of disabled access at Greenfield Station.

Key opportunities to improve connectivity to Metrolink and rail services include continued delivery of the Bee Network, development of multi-modal transport hubs at stops and stations, and integration with the Oldham Town Centre Masterplan and GMSF plans.

Access to jobs at some of the major employment sites in Greater Manchester, such as Manchester Airport and the adjacent Enterprise Zone and Trafford Park is limited by public transport, with journeys taking significantly longer than most people would be prepared to spend travelling to work.

Access to public transport for Oldham residents decreased significantly during the Covid-19 lockdown and although there have subsequently been some significant improvements, there is a need to ensure that accessibility does not remain below pre-lockdown levels. Bus network coverage and direct bus links must return to pre-lockdown levels as a minimum if the borough is to recover from the pandemic. The situation is made even more challenging by the social distancing requirements that will reduce the capacity of bus, Metrolink and rail services, many of which were overcrowded pre-lockdown.

We are also looking at how we might better re-route buses in and around Oldham Town Centre to improve safety in pedestrian areas, both as part of our response to Covid-19 and in the longer term as part of the Accessible Oldham programme. Our Emergency Active Travel fund scheme in Oldham Town Centre will, for example, see buses re-routed around West Street bus station to give pedestrians more space on West Street.

3.3.4. Highway Network

Providing a safe, reliable highway for all users, that supports the transition to a zero-carbon borough, is essential to realising our environmental, quality of life and economic objectives, as well as achieving the Right Mix Vision in Oldham. Key challenges to achieving this include:

- Congestion – as levels of car travel have increased, congestion on Oldham's road network has become more prevalent. While levels of delays are less than the GM average, congestion has a significant effect on journey times and reliability, which are particularly costly to business and bus users[1]. Much of the borough's main road network and junctions experience traffic delays, particularly at peak times, including:
    - A669 Middleton Road;
    - A669 Lees Road / Oldham Road;
    - A672 Ripponden Road;
    - A62 Huddersfield Road;
    - A62/A627/A627(M) Oldham Way / Chadderton Way;
    - A62 Manchester Road;
    - A663 Broadway / Shaw Road / Crompton Way;
    - A671/A627 Rochdale Road / Oldham Road / Ashton Road;
    - A6048 Featherstall Road;
    - B6194 Shaw Road / Higginshaw Lane/Heyside, particularly at junctions.
- Strategic Route Network (SRN) – there are several roads in the borough that are managed by Highways England, including A663 Broadway Trunk Road, the A627 (M) and the stretch of the M60 motorway in Oldham, including junctions 21 at Broadway and 22 at Hollinwood. Highways England is planning to carry out a scheme to address congestion at the A663 Broadway / M60 junction, currently planned for 2023/24. Access to junction 22 at Hollinwood is restricted, with no eastbound access from the A62 northbound or southbound and the surrounding road network can experience congestion and delay. We will work with Highways England to help identify the scope for improvements around junction 22 that would reduce congestion on the motorway and surrounding Key Route Network and could be brought forward in future Route Investment Strategies. Roads in the Saddleworth area can also experience significant levels of congestion when traffic is diverted off the M62 onto the local road network as a result of roadworks or accidents;

[1] Oldham's Local Economic Assessment 2019 - Section 3: Transport and Business Connectivity

- Maintenance – Oldham continues to deliver a programme of capital investment to maintain the existing highway network, including roads, footways, bridges, retaining walls, culverts and other infrastructure, with limited resources targeted to maximum effect in line with the Council's Highway Asset Management Policy. Following delivery of the Gateway Corridor Improvement Programme in 2018/19, which focused resources on the main road network, the Council is investing a further £12 million over the 3-year period 2019/20 – 2021/22 on maintaining highways, including secondary corridors and residential roads and traffic calming schemes in need of repair. However, considerable investment is still needed to deliver essential footway and carriageway maintenance repairs and to deal with the backlog of essential maintenance needed to highway structures such as bridges and retaining walls if road closures and weight restrictions are to be avoided;
- Retaining walls – the Pennine nature of the borough means there are extensive lengths of highway retaining walls (31km in total), many of which were built over 100 years ago, in urgent need of repair for which there is no funding available;
- Road safety – over the last 20 years, Oldham has seen a steady decline in road traffic collisions involving all types of road users with a reduction of two thirds from over 900 to around 300. During this period the number of people being killed or seriously injured fell by 30%. Collisions involving child pedestrians have also reduced significantly since 1999, with the number of casualties having reduced by 705 and now at an all-time low. This is a result of the Council's evidence-based data-led approach to road safety. Despite this success, there are still many road safety hotspots in the borough, including: St Mary's Way; A669 Middleton Road, Chadderton; A669 Lees Road, Clarksfield; A670 Uppermill Centre; A669, Lees Centre; A663 / A671 junction, Royton; Burnley Lane / Eustace Street / Belmont Street Area; Copster Hill Road, Hathershaw; A62 Oldham Road, Failsworth; and A627 Ashton Road, Hathershaw. There is however, no longer any dedicated funding available for local safety schemes. While planned schemes such as the Bee Network and the A627 / A671 Quality Bus Transit project will deliver improvements at some of these locations, funding will be needed to resolve local safety issues across the borough;
- Freight – the vast majority of freight in Oldham is carried by road. This increases the economic impact of congestion, but also results in more vehicles on our roads, carbon emissions, poor air quality, noise pollution and conflict with vulnerable road users;
- Last mile freight - an increase in last mile freight is particularly challenging in Oldham. This has increased the number of smaller commercial vehicles on our roads, resulting in more traffic and potential for collisions with vulnerable road users. Due to the complexities of these operations, a co-ordinated approach is needed to manage last mile freight, including new infrastructure and policies, especially in town centres and neighbourhoods;

- Borough Cycle Network - although high quality cycle facilities have been delivered at some locations, particularly around Oldham Town Centre, the current cycle network does not link all parts of the borough thereby limiting new journeys by bike between neighbourhoods and the Wider City Region. The focus for the next 5 years will be unlocking this network around town centres and the west of the borough, where the topography better lends itself to cycling;
- Electric Vehicle Charging Network – there are currently public access EV charging points in 23 locations across Oldham, with the majority of these located around Oldham Town Centre. Due to the large number of streets in the borough without off-street parking, a significant increase in public access charging points (both rapid and residential) will be required through the expansion of the GMEV network to support the uptake in electric vehicles needed to meet local and GM carbon and clean air targets. We are working with TfGM on several projects to expand the EV charging network in Oldham, including the provision of dedicated charging points to support taxi and private hire vehicle drivers to switch to electric vehicles, with work underway to identify suitable locations.

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4. Oldham 5-Year LIP Outcomes

Outcome 1: More neighbourhood journeys (under 2km) will be made by foot and by bike in the borough of Oldham

In the next 5 years this means delivering improvements that create attractive, safe neighbourhoods that are pleasant for people to spend time in and supporting people to make local trips by foot or by bike rather than by private car.

Our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
King Street Foot and Cycle Bridge	Bee Network: full refurbishment of King Street cycling and walking bridge to retain this direct route into Oldham Town Centre from residential areas to the south.
Union Street West Foot and Cycle Bridge	Bee Network: completion of the bridge refurbishment scheme, including a new high-quality surface to make it easier and safer for people to use.
Broadway to Rochdale Canal Link	Bee Network: upgrading an existing off-highway path linking Chadderton to the Rochdale Canal to improve walking and cycling access to key local destinations such as Radclyffe School, Mills Hill Primary, Chadderton Integrated Care Unit and the Firswood Park residential area.
Chadderton Pedestrian and Cycle Access Improvements	Bee Network: upgrading crossings and enhancing walking and cycling routes in the Chadderton area to improve safety and enable more local trips, especially to schools and public transport links, to be made by bike or on foot.
Higginshaw Link to Royton	Bee Network: a new parallel signalised crossing at Salmon Fields to connect existing routes, creating a safe off-road walking and cycling route from Royton to the Shaw Road/Higginshaw Lane industrial area. Improvements will also include a new off-road surface and re-grading of the existing steeply sloped path up to Higginshaw Lane.
Oldham Town Centre Improvements	Bee Network: a scheme to improve pedestrian and cycle access within and around Oldham Town Centre, including around the busy bus station area.
Park Bridge - Ashton-under-Lyne Link	Bee Network: restoration of the Park Bridge viaduct route for pedestrians and cyclists on NCN 626 to create a flat, easy-to-navigate, direct route between Oldham and Ashton, plus a new Bee Network crossing point on Kings Road.

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Investment Priority	Description
Park Road - NCN 626 to Town Centre Connection	Bee Network: a scheme to enable more cycling and walking trips by delivering a missing link to connect Oldham Town Centre with the NCN 626 route through to Ashton-under-Lyne and the Lees Linear Park cycle route, overcoming an existing heavily-trafficked pinch point.
Royton Town Centre Connection	Bee Network: A Streets for All town centre improvement scheme to increase the number of local walking and cycling journeys into Royton Town Centre. This will include a number of improvements to the town centre environment, two crossing upgrades, a wider footway and a contraflow cycle lane. The plans aim to reduce the severance impact of the A671 Rochdale Road.
Bee Network Crossings	Bee Network: delivery of a programme to upgrade existing / install new pedestrian and cyclist crossings to remove severance points as part of a GM-wide Bee Network crossings programme – potential locations include: • Wellyhole Street, Greenacres; • Salmon Fields; • Well-i-Hole, Greenfield; • Chadderton Hall Road.
Active Neighbourhoods	Bee Network: identification of suitable locations and delivery of Active Neighbourhood schemes in Oldham.
Public Rights of Way Network	Improvements to the borough's network of Public Rights of Way to support active travel.
School Streets	Identification of suitable locations and delivery of School Streets schemes in Oldham.
A669 Lees Road / Moorhey Street junction	Signalisation of this busy junction on the A669 Lees Road to reduce accidents and support active travel by incorporating new controlled pedestrian crossing facilities.
Saddleworth Linear Walking and Cycling Route	Off-road route upgrade to create a safe walking and cycling route between the villages of Greenfield and Uppermill, including the replacement of bridges at Church Road and Station Road.
Northern Roots	Identifying and delivering cycling and walking routes to the Northern Roots Urban Farm and Eco-Park.
DfT Emergency Active Travel Fund 2	Delivery of measures, potential locations including: • Coal Pit Lane point closure; • Routes to Royal Oldham Hospital (including Westhulme Avenue); • Lees Linear Park parallel crossings; • Salmon Fields; • Sandy Lane/Rochdale Lane;

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Investment Priority	Description
	• Dobcross – footway widening across a narrow bridge.
District wayfinding	Wayfinding for local journeys across the Borough.
Neighbourhood street maintenance	Boroughwide maintenance programme to support cycling and walking.
Behaviour change activities	Delivering behavioural change to support the Bee Network, active neighbourhoods and new development.
Cycle training	Delivering Bikeability cycle training to all primary schools in the borough including those schools where pupils have additional needs.
School safety zones	Minor traffic management/traffic calming schemes to improve safety for pedestrians and cyclists on the journey to school.
Minor works	Delivery of an annual programme of minor works including safety schemes and junction improvements, traffic management schemes and pedestrian improvements.

Outcome 2: Connections to Oldham's town centres, employment sites and key destinations will be enhanced by foot, bike and public transport

In the next 5 years this means working to deliver "Streets for All" improvements within and around Oldham's town and district centres, employment sites, schools and higher education sites, hospitals and leisure sites, that enable people to travel by sustainable, healthy modes and support our local economy.

Oldham Town Centre is the Council's priority regeneration area, with a number of projects already completed or underway and many more planned through opportunities such as the Future High Streets Fund and the Town Deal. Improvements in transport and the public realm are an integral part of the work needed to regenerate the town, with schemes having already been delivered through, for example, the Local Growth Deal and the Cycle City Ambition Grant.

Highway and public realm schemes to improve accessibility and connectivity to and around Oldham Town Centre are being delivered as and when funding opportunities arise through the *Accessible Oldham* programme, which is a package of measures designed to support the growth aspirations of Oldham Town Centre. Accessible Oldham Phase 1 has already secured £6 million of Growth Deal 3 funding and gained Programme Entry status for further funding from the Mayor's Cycling and Walking Fund, with a decision on further funding from the Government's High Street Fund pending. Phase 2 requires further development to identify the package of works that will best support the emerging Town Centre Masterplan and post-Covid-19 recovery. Further phases of Accessible Oldham will be developed in response to the ongoing regeneration of the town.

The GMTS 2040 Delivery Plan includes the following schemes for Oldham Town Centre:

- Accessible Oldham Town Centre Connectivity Package Phase 1 including: Hunters Lane; Waterloo Street / Rhodes Bank junction; Henshaw Street / Albion Street public realm; and access to Southlink development site;
- Accessible Oldham Town Centre Connectivity Package Phase 2 – this could include public realm/Streets for All improvements around Southgate Street, Market Place, George Street / Manchester Chambers, access to Northern Roots and a town centre multi-storey car park to consolidate existing fragmented parking facilities and release further land for regeneration:
- St Mary's Way Streets for All scheme;
- Oldham Mumps Area Improvements and access to Southlink Development Site; and
- Oldham Mumps Interchange improvements.

The A671 / A627 Rochdale – Oldham – Ashton Quality Bus Transit project will also include the delivery of works in Oldham and Rochdale town centres to support town masterplans and regeneration projects.

Alongside the schemes within the GMTS 2040 Delivery Plan, our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	**Description**
Mumps Growth Deal 2 public realm works	Completing delivery of Growth Deal 2 funded public realm works around Mumps Metrolink stop.
Oldham Town Centre Bee Network	Bee Network scheme in and around Oldham Town Centre including: • King Street bridge refurbishment; • Union Street West bridge – completion of refurbishment; • Accessible Oldham - High Street, Lord Street and Rock Street.
Accessible Oldham: Future High Street Fund	Delivery of further elements of Accessible Oldham.
Oldham Way Mumps – new pedestrian / cyclist crossing	Replacement of pedestrian bridge across Oldham Way recently demolished for health and safety reasons.
Oldham Town Centre Transport Strategy	Development of an Oldham Town Centre Transport Strategy as part of the development of a boroughwide transport strategy.
Accessible Oldham	Development of further phases of Accessible Oldham
St Mary's Way accident reduction scheme	Delivery of an accident reduction scheme at the Henshaw Street and Lord Street junctions to assist

Investment Priority	Description
	pedestrian access to the town centre and protect pedestrians from vehicle turning manoeuvres.
Town centre maintenance	Town centre maintenance programme.
Town centre wayfinding	Wayfinding for local journeys across the Borough.
Safer Streets Save Lives fund	Delivery of a programme of lining, markings and signing at various locations to promote social distancing in and around Oldham Town Centre and district centres.
DfT Emergency Active Travel Fund 1	Delivery of a scheme to reallocate road space to pedestrians (including a zebra crossing) on West Street.
DfT Emergency Active Travel Fund 2	Delivery of the Wellington Street 'Quiet Route' scheme by re-allocating road space to allow pedestrians and cyclists to access the town centre via a new 'quiet route'.
Electric Vehicle Charge Point Network	Expansion of the electric vehicle charging point network in Oldham and other key centres, including dedicated taxi and private hire vehicle charging points, supporting the wider switch to electric vehicles.
Royton Town Centre Bee Network Connection	Bee Network / Streets for All scheme delivery in and around Royton Town Centre.
Sandy Lane/Rochdale Lane, Royton	Pedestrian safety and traffic calming scheme.

Outcome 3: Streets in Oldham will be cleaner and greener

In the next 5 years this means reducing the environmental impact of roads in Oldham through interventions that accelerate the uptake of low emission vehicles and reduce the emission of air pollutants from vehicle traffic across the borough.

Oldham Council, along with the other nine Greater Manchester local authorities, is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of a GM Clean Air Plan Interim Full Business Case (along with confirmation that all public consultation activity has completed) as soon as possible and by no later than 30 October 2020. Under this direction Oldham Council along with the other nine Greater Manchester local authorities is under a legal duty to ensure that the GM Clean Air Plan (Charging Clean Air Zone Class C with additional measures) is implemented so that NO_2 compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

A study undertaken of the main road network in Oldham in 2017 identified congestion hotspots and we will continue to deliver a programme of measures to

address these locations, working in partnership with the Greater Manchester Mayor's Corridor Manager appointed as part of the GM Congestion Deal.

Our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
Clean Air Plan Schemes	Introduction of the GM Clean Air Plan to reduce NOx at the roadside in the shortest possible time in conjunction with the other Greater Manchester authorities.
Council fleet	Changing the Council fleet to electric vehicles or, where that is not practical, vehicles that are compliant with the Greater Manchester Clean Air plan criteria.
Minimum Licensing Standards	Development of a common set of minimum standards for taxi and private hire services in conjunction with the other Greater Manchester authorities.
Electric Vehicle Charge Point Network	Expansion of the electric vehicle charging point network, including dedicated charging points for taxi and private hire vehicles, across Oldham, supporting the wider switch to electric vehicles.
Congestion hotspots	Programme of schemes to manage and reduce congestion at various locations in order to keep traffic moving such as part-signalisation of Featherstall Road Roundabout.
Tree planting	Delivery of a major tree planting programme to absorb carbon.

Outcome 4: Oldham residents, workers and visitors will have good access to safe, reliable, affordable, high quality public transport connections

In the next 5 years this means delivering improvements to the accessibility and capacity of Oldham's public transport network, supporting more residents, workers and visitors to travel to and from Oldham by sustainable modes, and enabling new neighbourhoods to be built around our existing and proposed infrastructure.

Public transport proposals within the GMTS2040 Delivery Plan that will benefit Oldham include:

- delivery of the Quality Bus Transit scheme to Rochdale and Ashton, including Streets for All improvements in Oldham and Royton town centres;
- a new Metrolink stop and associated Park and Ride facility at Cop Road / Bullcote Lane on the Oldham-Rochdale line to support the delivery of GMSF allocations at Beal Valley and Broadbent Moss;
- the introduction of more double Metrolink units on the Shaw and Crompton to East Didsbury Metrolink line to provide additional capacity;

- development of a business case and delivery of a direct Metrolink service from Rochdale and Oldham into Piccadilly Rail Station (requires additional Metrolink capacity between Piccadilly and Victoria Metrolink stops by TfGM);
- Oldham Mumps Interchange improvements;
- completion of improvements at Mills Hill Rail station including disabled access and cycle parking (Network Rail) and enhanced park and ride facilities (TfGM);
- Rochdale rail line electrification to support increased operational flexibility and reduced emissions;
- Trans-Pennine Route Upgrade to Leeds (pre-Northern Powerhouse Rail) potentially including full disabled access at Greenfield Station, by Network Rail; and
- development of options for an Oldham-Middleton Metrolink extension.

We would also like improvements at Metrolink stops in Oldham to be included in TfGM's Travel Hubs/Park and Ride investment programme and Metrolink Stop Improvements Package, including additional park and ride capacity at Derker and Hollinwood and improvements at the Failsworth stop.

In addition, our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	**Description**
Local bus pinch point and reliability schemes	Working with TfGM to tackle known barriers on the local highway network that are restricting the movement of buses, enabling enhanced bus journey reliability and easing congestion.
Bus stop enhancements	Upgrading existing bus stops in Oldham as part of a GM wide programme to improve accessibility, including supporting complementary measures such as pedestrian refuges to improve routes to bus stops.
TravelSafe Partnership	Working with partners to address crime and anti-social behaviour on the Metrolink service and at Metrolink stops in Oldham.
Disabled access improvements at Greenfield Station	Provision of full disabled access at Greenfield Station – the expectation is that this will be delivered as part of the TransPennine Route Upgrade but in the event that electrification of the line between Greenfield and Huddersfield is not carried out by Network Rail, alternative options are being explored.

Oldham Council's longer-term aspirations for the public transport network, which we will continue to make the investment case for as and when the opportunity arises, include:

- A new Metrolink connection from Oldham Town Centre to Ashton Town Centre; and
- A new rail station at Diggle – Oldham Council's Local Plan will continue to safeguard land for a new railway station at Diggle, the delivery of which would be dependent on improvements to wider railway infrastructure. The opportunity could be presented by the forthcoming TransPennine Route Upgrade and potential Northern Powerhouse Rail schemes.

Outcome 5: Streets in Oldham will be safer, well-maintained, resilient, reliable and accessible by all

Oldham Council places a high significance on its transport network, which is its most valuable asset. The network is vital to the economic wellbeing of residents and businesses. The comfort and safety provided by our roads and streets is important to the quality of life in Oldham.

As a highway authority, Oldham Council has a statutory duty to maintain, operate and improve the local highway network on behalf of all its residents. Through our highways capital programme, we will continue to maintain Oldham's roads and highways to the highest possible standard. Our programme has previously focused heavily on maintaining main routes and corridors, but we are now also improving our secondary routes and unclassified network, using data from our Annual Engineering Inspection survey to help target investment most effectively.

We also have accident reduction duties under Section 39 of the Road Traffic Act 1988, including to prepare and deliver a programme of measures designed to promote safety and to prevent the occurrence of road accidents.

Our local priorities for investment in scheme delivery, development or investigation over the next 5 years, subject to funding in some cases, include:

Investment Priority	Description
Highway maintenance	Continued Council capital investment in the structure of the highway by way of an asset management-based approach to road resurfacing ranging from small scale repairs to full reconstruction.
Footway repair programme	Data-led programme of footway maintenance at various locations across the borough.
Principal structures inspections	Inspections of the borough's structural assets.
Bridges and structures maintenance	Scheme development and continued investment in bridges and other structures, including retaining walls and culverts.
Oldham Way KRN structures refurbishment: Waterloo Street and Wellington Street bridge works	Maintenance and refurbishment of Oldham Way Bridge structures at Waterloo Street and Wellington Street with Central Government Challenge Fund award.

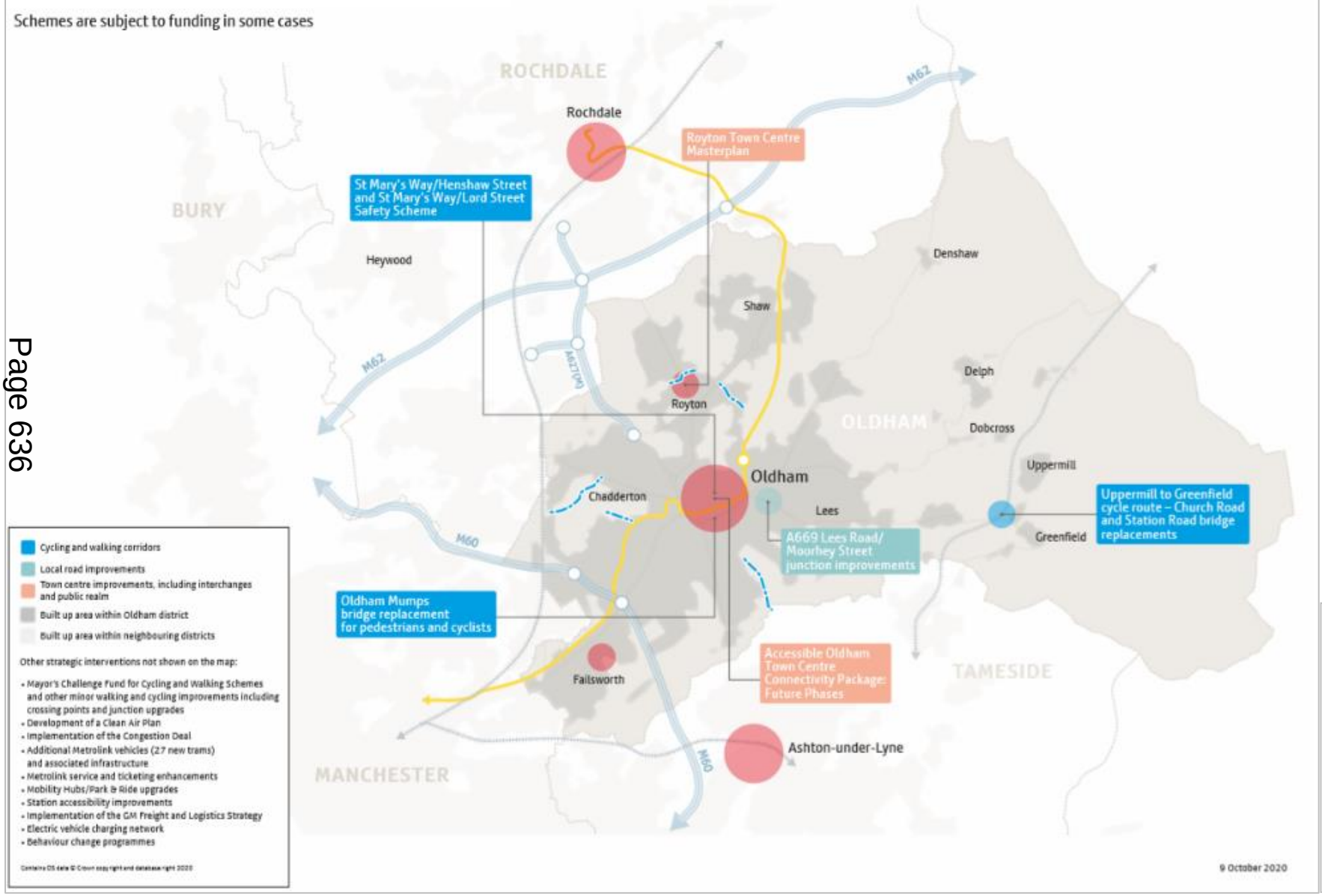
Investment Priority	Description
Oldham Way KRN structures refurbishment: Manchester Street Viaduct	Maintenance and refurbishment of Oldham Way structure at Manchester Street Viaduct.
Flood water management and drainage schemes	Ongoing investigative works, development of business cases and delivery of a programme of flood water management and drainage schemes, working in partnership with the Environment Agency.
Safety barrier replacement programme	Enhancement/replacement of defective existing safety barriers on a priority basis across the borough.
Road accident reduction schemes	Preparation and delivery of a programme of measures designed to promote road safety and prevent the occurrence of road accidents.
Vehicle Activated Signs	Consolidation and repair of the existing network of Vehicle Activated Signs and installation of new signs in accordance with revised policy criteria.
Lining refresh programme	A boroughwide annual programme to refresh road markings.
Disabled access improvements	Measures to improve access to the network for the mobility impaired.
Traffic management schemes	Minor traffic signing/lining and highway modification schemes.

The GM2040 Delivery Plan also includes a Highways England scheme to upgrade the Broadway / M60 junction (junction 21) to reduce congestion, improve safety and support delivery of the Broadway Green development. Highways England is aiming to deliver this scheme in 2023/24

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Map 3: Oldham Implementation Plan Schemes

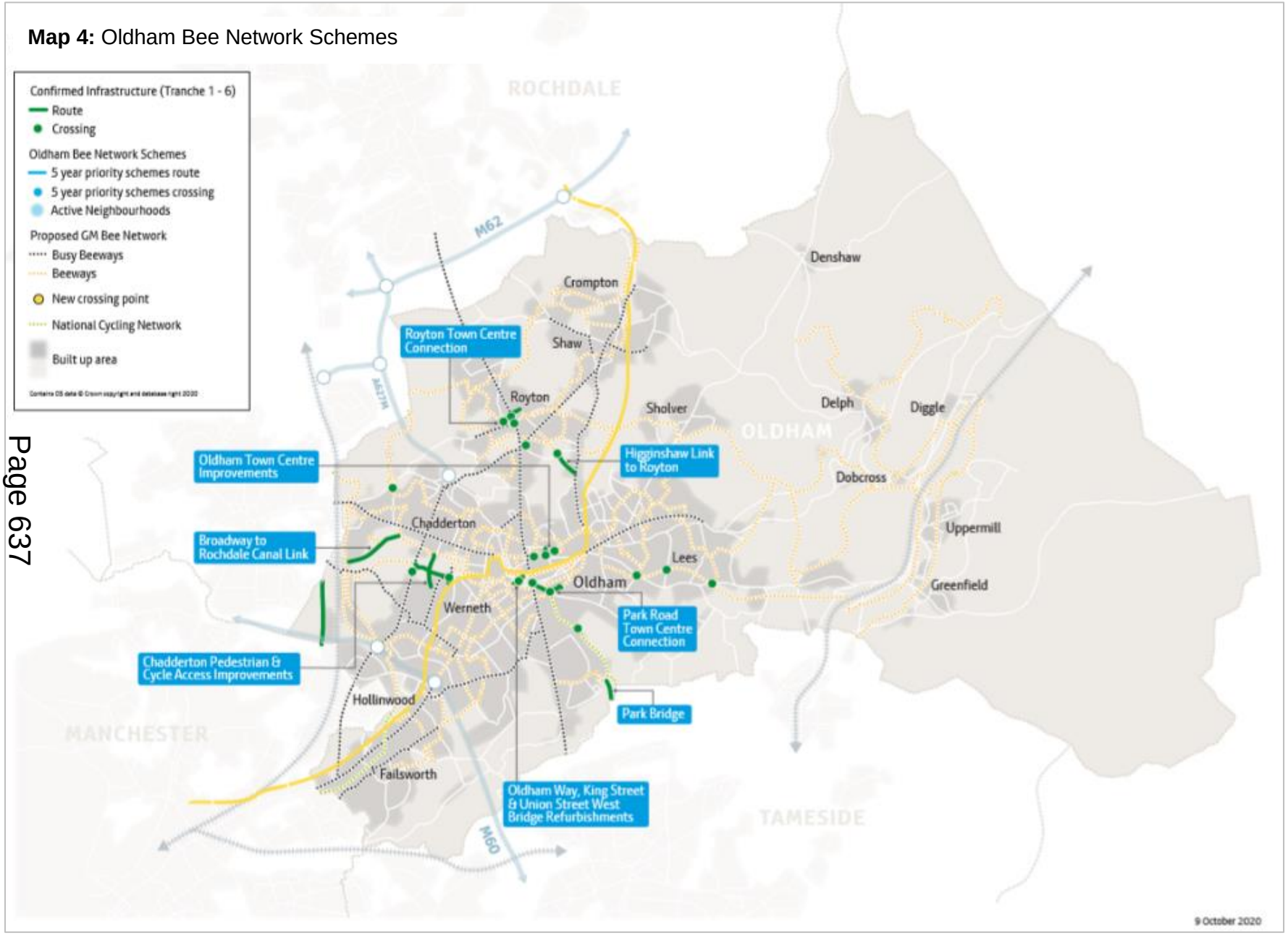
Schemes are subject to funding in some cases



We would also like the following interventions to be investigated, business cases developed and schemes delivered at the earliest opportunity:

- Derker Metrolink Stop Mobility Hub and Park and Ride;
- Hollinwood Metrolink Stop Mobility Hub / Park and Ride;
- Failsworth Metrolink Stop Improvements;
- Diggle Rail Station.

Map 4: Oldham Bee Network Schemes



5. Indicators

Oldham Council and TfGM will work together to develop a monitoring framework to measure the success of the interventions within this Plan. It is anticipated that this will include aims and targets to measure success against the 5-Year Local Implementation Plan outcomes, carbon targets, and changes in mode-share to meet Right Mix targets

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