Greater Manchester Transport Strategy 2050

Consultation Draft

Part of Greater Manchester's Local Transport Plan

BEE NETWORK

Transport for Greater Manchester

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Contents

Greater Manchester Transport Strategy 2050

Foreword

0.1   In Greater Manchester, we believe transport is about people, places and the connections between them. It's an enabler of everything we want to achieve for our communities and our economy.

0.2   More than that, transport is personal: we all remember the route we walked to school; the bus that took us to our first job; the tram journeys we made to visit family and friends. When done well, transport is more than an amenity – it's the glue that connects people to the lives they want to lead. People need to feel safe and confident using our transport network; understanding needs and providing equal access is a basic principle guiding everything we do. It is a critical part of our vision for a thriving city region where everyone can enjoy a good life and will be key in enabling our contribution to the national growth mission and our transport targets.

0.3   Greater Manchester is already leading the way in delivering a transport system that drives good growth, improves safety and life chances, and supports revitalised places - but there is more to be done.

0.4   We've already built strong foundations for the Bee Network – our integrated transport system that spans bus, tram, walking, wheeling and cycling, and ultimately local rail – to connect people here to new opportunities, essential services, and each other.

0.5   With our decades-long efforts to bring bus services back under local control complete, we are now poised to consolidate our position, capitalise on the new opportunities available to us and look ahead to building a network that fully supports and facilitates our city region's ambitions.

0.6   This transport strategy sets out our plans for a transport network that does just that, completing the Bee Network and improving and maintaining our wider transport system.

Mayor and Leaders

Working together to shape our strategy

0.1 The GM Transport Strategy 2050 and Delivery Plan have been developed by TfGM in partnership with the ten Greater Manchester local authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) and the Greater Manchester Combined Authority (GMCA).

0.2 The engagement approach we have taken has placed community involvement at its core, recognising that a successful transport strategy must reflect the needs, experiences, and aspirations of Greater Manchester's diverse population. During the last 18 months, we have delivered a series of targeted engagement sessions with a wide range of stakeholder groups, ensuring that feedback was gathered from those who use, deliver, and are affected by the transport system.

0.3 This ensured that the plan is not only technically robust but also socially relevant and inclusive. By involving communities, we've sought to address real-world challenges, build trust, and foster a sense of shared ownership over future transport improvements. We would like to thank all groups involved for their time and valuable contributions, including:

- Technical and transport groups: such as the GM Walking & Cycling Coordination & Advisory Group, focusing on active travel, climate change, and safety.
- Equality panels and community organisations: including the GM Faith and Belief Advisory Panel, GM Older People's Equality Panel, GM Women and Girls' Equality Panel, GM Disabled People's Panel, and the Greater Manchester Youth Network. These groups provided insights on accessibility, deprivation, health, and personal safety.
- Business networks: organisations like the CBI, Federation of Small Businesses, and Manchester Airport Group contributed perspectives on reliability, economic impact, and freight.
- Statutory consultees: National Highways, Transport for the North, Active Travel England, and rail operators were engaged on technical and strategic issues.
- Neighbouring authorities: dedicated workshops addressed cross-boundary issues and spatial ambitions.

- Environmental and health groups: the Green Summit and VCSFE Leadership Group provided feedback on environmental priorities and inclusive network ambitions.

0.4   The input has helped shape the strategy's focus on accessibility, reliability, environmental sustainability, economic growth, and safety, with specific contributions from equality panels, business organisations, and environmental groups directly influencing policy commitments and targets.

0.5   The strategy's consultation phase will further expand community engagement through local authority drop-in events, stakeholder briefings, and accessible materials designed to encourage broad participation. Inclusive practices such as tailored support and accessible materials will ensure engagement with underrepresented groups. This process aims to make consultation a meaningful opportunity for communities to help shape the final strategy, with flexibility built in to respond to emerging issues and ongoing input.

0.6   As we enter the delivery phase, the GM local authorities, GMCA and TfGM will continue collaborating with stakeholders and further engage local communities. We will seek to deepen co-design and collaboration with local groups, residents, and stakeholders. This approach creates valuable opportunities for detailed input into project design, ensuring that communities have a meaningful role in the development and future direction of projects. By encouraging ongoing collaboration and open exchange, we are committed to harnessing local perspectives and creativity, so that outcomes are shaped by those who know their areas best.

Document structure

0.1 **Part A: Introduction** sets out an introduction where we describe the strategic context for our Local Transport Plan, how we believe that transport is an enabler to other things, and a summary of the opportunities we want to capitalise on and the issue we want to help tackle through improvements to our transport network.

0.2 **Part B: Our People, Our Place** outlines our approach to putting people and place at the heart of our strategy, embedding the Greater Manchester Strategy. GM's priorities for good growth across all local authority areas and in our Growth Locations and city and town centres.

0.3 **Part C: Our Vision** describes how the Greater Manchester Strategy shapes our approach and our priorities for growth. We also set out our aspirational Right Mix target and our Network Ambitions.

0.4 **Part D: Evidence** summarises population, economic and environmental evidence underpinning the strategy.

0.5 **Part E: Our Policies** introduces each of the policies that we believe are needed to achieve our vision. Only the main policy statement is included in this section, readers can see a bit more detail in Part G: Policy Index and can follow the link to a Policy Document which set out the full policy explanation.

0.6 **Part F: Delivery** sets out delivery policies, our ways of working with technology and innovation running through all that we do, and a commitment to collaborate with our neighbouring authorities and other organisations. We outline our approach to deliver that will form the basis of our Transport Delivery Plan (2027-2037). We also outline our indicators and how we will measure whether our policies and interventions are having the desired effect and delivering the vision and ambitions set out in this strategy.

0.7 **Appendix: Policy Index** collates all the policies and detailed policy elements and contains hyperlinks to more detailed background Policy Documents. The intention is that these detail Policy Documents will be reviewed and updated annually if required, without necessarily needing a full redraft of the whole strategy.

0.8 Finally, the **glossary** gives a definition of some of the key terms used throughout GM Transport Strategy 2050 and Delivery Plan. We also set out **references** to main sources of evidence.

Part A: Introduction

1. Strategic and place context

1.1. The Greater Manchester collective vision for the next decade is to see "a thriving city region where everyone can live a good life" (GMS, 2025). We — the Greater Manchester Combined Authority, Greater Manchester local authorities and Transport for Greater Manchester — are doing this by growing our economy sustainably, tackling inequality and changing how we deliver services to get more for our residents.

1.2. We've a long history of using better connectivity to drive economic growth and social reform. In the 19th century, the Manchester Ship Canal turned a city forty miles from the sea into the nation's third-largest port, allowing goods to be shipped around the globe. The first vessel to unload at the docks was owned by the co-operative movement, a Greater Manchester innovation that introduced a new, community-led business model to the world.

1.3. Over the years, we've continued our pioneering approach. The UK's first bus service was established in Greater Manchester 200 years ago, while the railways that continue to bring people and goods into our region owe their existence to innovative Victorian engineers. More recently, Greater Manchester introduced the Bee Network and was the first place in the country to use new powers to take control of local bus services and provide better connections for people, as part of an integrated transport system.

1.4. Today, we're building on this legacy, working to deliver our collective vision for the next decade of a thriving city region where everyone can enjoy a good life. We are striving for a city region:

- Where the economy is growing
- Where everyone is able to live well
- Where there is a more equal and greener future for all our people
- Where the foundations of life are fixed: shelter, safety, mobility, opportunity and support.

1.5.   In recent years, significant progress has been made. Greater Manchester's population has now passed the 3 million mark (ONS, 2025), and our productivity growth has been the highest in the country (ONS, 2021). Successful regeneration schemes have breathed new life into communities across the city region, with more to follow over the period of this plan.

1.6.   Today, our economy is worth £79 billion GVA, having grown 39% in the decade to 2020 (Greater Manchester Economy Factbook, 2023), and our population growth is the highest outside of London (ONS, 2021).

Growth

1.7.   Much of this growth can be linked to Greater Manchester's significant investments in transport services and infrastructure across recent decades. The GMCA and the Greater Manchester local authorities have backed this public transport revolution at a level not seen anywhere else in the country: key infrastructure, such as the Metrolink tram extensions have been funded from local borrowings of circa £1bn, and the £134m cost of the transition to bus franchising has been fully funded from local sources.

1.8.   These investments are bearing fruit: development of new Metrolink lines has stimulated growth around stops and the Leigh-Ellenbrook Guided Busway has supported the development of c.2,000 homes. Independent analysis has drawn a link between the growth of the Metrolink network and productivity growth across Greater Manchester (Metro Dynamics, 2023).

1.9.   As we look to the future, and the national growth mission, we must first sustain and then accelerate our progress to date, using transport investment as a catalyst for further growth. Transport investment will form a key part of our ten-year Integrated Pipeline, which will rebalance our economy, spreading the benefits of growth across the city-region.

Devolution

1.10.   Many of the transport interventions that have supported growth unlocked through the devolution of new powers and functions to Greater Manchester that has taken place since 2011. Thanks to this process and the subsequent transformation of our transport system, Greater Manchester now has more control over transport than any other single policy area. It is a critical lever in delivering the fairer and more prosperous region we want – and need – to build.

1.11.   Nonetheless, the powers and accountability we have received through devolution to date will not be sufficient for transport to play its full role in driving Greater Manchester forwards. We're making the case for new abilities and opportunities that will enable our city region's future success. These include:

- A new, long-term funding model for public transport, that provides certainty and allows us to sustain, grow and transform our network.
- New relationships with Network Rail (to be incorporated into Great British Railways following Royal assent of the Railways Bill) enabled by legislative changes.
- Support for new strategic rail infrastructure of national importance that will connect places across the north and beyond.
- Support to unlock proposals for new transport-led regeneration around stations on redundant railway land.
- New highways powers that allow us to make more efficient use of road space and address congestion (for example around pavement parking and lane rental schemes), alongside closer working relationships with National Highways on GM priorities for growth.
- A joint approach with Government to shape a new approach to ensure the quality of Greater Manchester's taxi offer reflects the ambitions of the Bee Network.

Tackling inequalities

1.12.   Whilst Greater Manchester has made great progress in recent years, we know this story of success has not been the case for everyone or every place. Too many people in Greater Manchester still live in poverty; still suffer from poor health; have concerns about their personal safety while travelling (particularly women and girls), or are still unable to access education, public services or good work. Our city region has some of the worst health outcomes and most deprived communities in the country, limiting life chances and holding back our people and prospects for the future.

1.13.   We know these issues do not affect everyone or every community equally. We need to work with our communities to understand and respond to their unique circumstances and experiences to help ensure everyone in Greater Manchester has equal opportunity to participate fully in our society.

1.14.　As we look to the future, our transport system has a critical role to play in supporting our dynamic economy; making sure no-one is left behind and opportunities are accessible to all. Transport plays a vital role in safely connecting people with friends, family and services they need to live well. Investment through our Integrated Pipeline for growth will tackle inequalities, ensuring that the benefits of growth reach every part of our city-region. Throughout this document, we will refer to 'all' people including and accommodating people who often face discrimination and exclusion due to race, gender, ability, age, sexuality, identity or social deprivation.

Transformational change

1.15.　In recent years, it has become clear that our transport network cannot support our vision for the future of Greater Manchester without transformational change.

1.16.　Despite our latent potential and commitment to a fairer, more prosperous city region, our ability to deliver good growth for all our people has historically been held back by ageing infrastructure and a transport system that has been fragmented, expensive and difficult to access. GM's productivity gap due to poor public transport is estimated at £8.9bn per year, the largest transport related productivity gap of any UK city. Without action, our city region would risk becoming a victim of its own success, strangling growth and preventing our people and places from realising their full potential.

1.17.　That's why Greater Manchester is building the Bee Network: an integrated transport system that drives growth, improves life chances and supports revitalised places, backed by significant local investment.

1.18.　This Local Transport Plan sets out how we will develop the Bee Network and our wider transport system to 2050, allowing it to play its full part in delivering our ambitions for the city region.

The Bee Network

The Bee Network is Greater Manchester's joined-up transport system making it easier to get around.

By 2030 the Bee Network will be the UK's first fully joined-up, electric, zero-emission transport network, supporting Greater Manchester to be carbon neutral by 2038.

We've already brought together locally controlled buses and trams with active travel (walking, wheeling, and cycling). By 2030, all local rail services will be integrated with the Bee Network too.

The Bee Network will offer seamless door-to-door travel on safe, reliable, accessible and affordable services, connecting people with new opportunities, essential services, and each other like never before.

1.19.   Transport has a central role in helping Greater Manchester to unlock wider future economic, social and environmental benefits. Good transport isn't an end in itself; like housing, healthcare, and education, it is a tool to help Greater Manchester's residents live happy, healthy, and prosperous lives. To be most effective, our transport system needs to be planned in tandem with our wider economic, social and environmental plans, covering housing, employment, health, welfare, skills and training and economic development.

1.20.   Technology is continuing to change the world and it also helps improve how we travel. Through transport innovations we will adapt the Bee Network and wider transport network, ensuring solutions make getting around easier, cleaner, and safer.

1.21.   This Local Transport Plan will also support the wider workstreams set out in the Greater Manchester Strategy:

Healthy homes for all

1.22.   Delivering sustained, high-quality homes is essential to support Greater Manchester's growth ambitions, our approach to town centres and growth locations and supported by our statutory development plans. Without delivering housing growth, Greater Manchester is at risk of falling behind and undermines the ability to invest in better transport connections across the City Region.

1.23. Healthy homes for all are the cornerstone of our neighbourhoods and it is important that we provide opportunities for residents to travel in a sustainable way, considering all users and uses. We plan to increase the housing support through the construction of 75,000 new houses by 2030, including 10,000 energy efficient homes for social rent. We should strive to improve the quality of our housing stock whilst also providing better transport connectivity to deliver genuine inclusive growth that secures greater prosperity and quality of life.

1.24. Devolution will help to bring together funding sources to achieve a vision-led approach to spatial planning, considering the interactions between housing and transport from the earliest stages of plan-making and development proposals, resulting in well-designed, sustainable and popular places.

Safe and strong communities

1.25. Transport is essential for building strong, connected communities. Efficient public transport, well-designed, safe and accessible streets which enable walking, wheeling and cycling, and good standards of maintenance, make it easier for people to access local shops, schools, services, and community events. In addition, transport provides a safe, more healthy and sustainable means to get around. This not only supports local businesses but also enables residents to engage more with their neighbourhoods and town centres. By improving connectivity within existing areas, and for all new homes, we can create more vibrant and resilient communities where people feel a stronger sense of belonging and pride in their local area.

1.26. Safety and perceptions of safety are critical to the delivery of attractive places and an attractive transport network. Focusing improving our network for groups in society who have a higher level of concern about their personal safety and security – for example, women and girls, disabled people, ethnic minority groups, and the LGBTQI+ community – brings benefits to everyone. Protecting more vulnerable road users, providing safer places (such as our streets, stations and interchanges) and ensuring everyone in Greater Manchester feels comfortable when using the public transport network will make a major contribution to creating safer communities. Our ambition aims to halve the number of deaths and life-changing injuries on our roads by 2030 and eliminate them completely by 2040 in-line with our Vision Zero Strategy.

Everyday support in every neighbourhood

1.27. The transport system plays a crucial role in connecting people to public services and healthcare. Making it easier to access support, whether by reducing the cost of transport through fares and concessions policy or by introducing new, more accessible public transport services will help people in Greater Manchester live healthier, happier lives.

1.28. Active transport modes like walking, wheeling and cycling involve increased physical activity which offer significant health and social benefits, including a reduced risk of chronic diseases and improvements in mental health and wellbeing as well as greater levels of social interaction. Additionally, reduced traffic and lower air and noise pollution levels contribute to a healthier living environment for all. By promoting active and sustainable transport options, we can enhance the overall wellbeing of the population, leading to healthier, happier communities where people can enjoy a better quality of life.

A clear line of sight to high quality jobs and a great place to do business

1.29. Efficient, reliable and affordable transport networks are vital for economic growth. They enable employers to reach a wider pool of potential employees, ensuring businesses can find the skills they need to succeed through expanded labour markets. Effective and reliable transport links also support business operations by facilitating smooth supply chains and timely deliveries. This reliability in journey times is crucial for maintaining productivity and competitiveness, helping businesses to thrive and contribute to the local economy. Improved transport connectivity can also act as a catalyst for new development and regeneration, making places more accessible.

1.30. For young people, reliable and affordable public transport or walking, wheeling and cycling options are crucial in providing access to the education and training opportunities needed to develop the essential life and work skills for a clear pathway to high-quality jobs in growing economic sectors.

1.31. Creating better local, regional, national and international connections for our global city region will encourage investment and support businesses to start-up, innovate, expand and access new global markets, making Greater Manchester one of the best places in the world to do business.
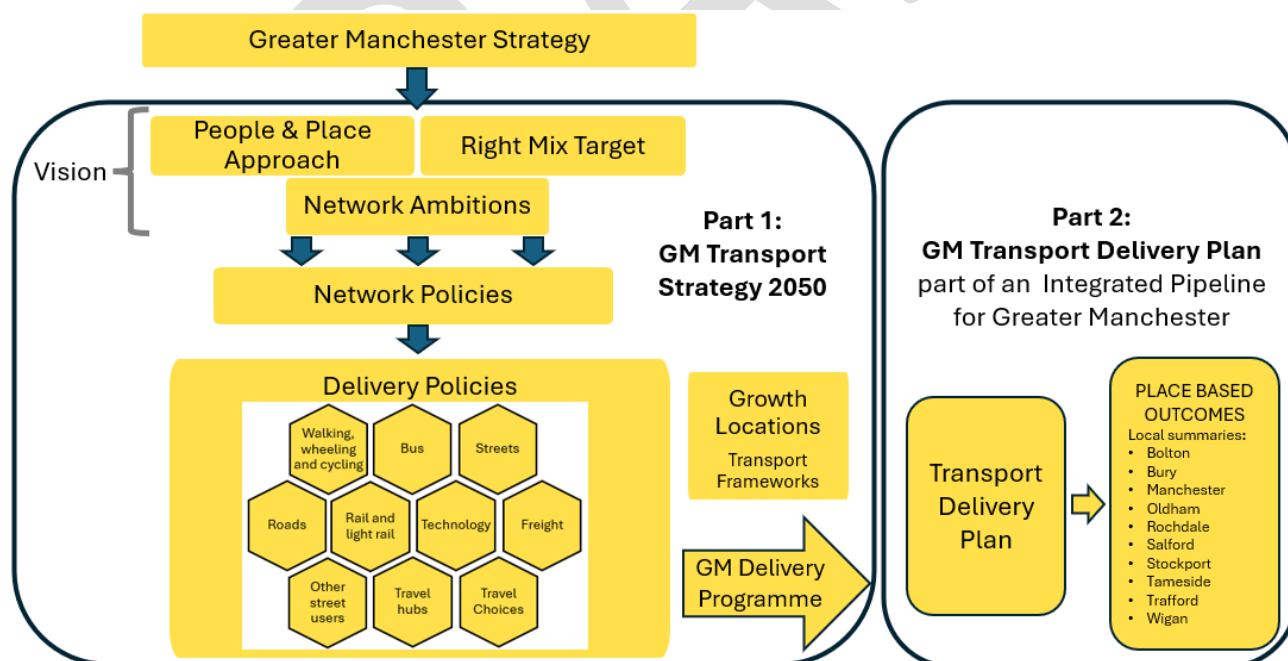
Digitally connected places and people

1.32.　We're committed to ending digital exclusion and building connected communities. Our Digital Inclusion Taskforce; with partners from the business, education, health, local government and voluntary, community, faith and social enterprise sectors; will keep working to remove barriers like connectivity, confidence, skills, affordability and accessibility.

1.33.　By 2030 all areas of Greater Manchester will benefit from next generation gigabit-capable broadband and 5G coverage, with support to get online available in every neighbourhood. Greater Manchester's digitally enabled public services will continue to grow, supporting the improvement of our transport networks by reducing the need to travel, traffic flow optimisation, smart stations and stops, further integration of ticketing, fares and methods of payment on the Bee Network and improving customer experience through digital innovation, data-driven customer insights and AI-powered customer services.

1.34.　Our transport network is also a key factor in promoting social equity and fostering a thriving economy. For deprived communities, having reliable and affordable transport options can significantly improve access to employment opportunities and essential services such as healthcare and education. By reducing travel barriers and making transport more accessible, we can help bridge the gap between different groups, ensuring that everyone has the opportunity to improve their quality of life and participate fully in society.

2.   Introducing the Local Transport Plan

2.1.   This document sets out how, alongside other delivery priorities, transport will respond to the challenges Greater Manchester faces and enable our people and places to reach their full potential.

2.2.   Having a clear strategic plan for transport helps determine our priorities, particularly given there is a finite amount of capital and revenue funding available to support these outcomes.

2.3.   This draft Greater Manchester Transport Strategy 2050 is Part 1 of our draft Local Transport Plan. It is a key document that shows how we want transport to help achieve Greater Manchester's vision as set out in the Greater Manchester Strategy.

2.4.   Part 2 consists of our draft Transport Delivery Plan (2027-2037). This sits alongside the strategy to explains how we'll make these goals a reality. Together these documents are our Local Transport Plan.

2.5.   The following figure shows the Greater Manchester Strategy and the components of the transport strategy and delivery plan.

Figure 2.1 Greater Manchester Strategy and Local Transport Plan (Vision, Policy, Delivery)

2.6. This document details our People and Place Approach, our Right Mix Target and a series of Network Ambitions. These are the basis for a series of policies are structured as either Network Policies or Delivery Policies, with an overarching Growth Policy.

2.7. The policy structure is in the table below:

Network Policies		Delivery Policies	
Policy title	**Link**	**Policy title**	**Link**
Growth locations and town centres	GP1	Delivering the Bee Network	DP1
Reliable		**Our streets and roads**	
A reliable transport network	NP1	Streets for All	DP2
Integrated		Walking and wheeling	DP3
Network planning	NP2	Cycling	DP4
Integrated fares and payments	NP3	**Bus services and infrastructure**	
Journey planning and information	NP4	Bus services	DP5
Land use and new development	NP5	Bus infrastructure	DP6
Inclusive and affordable		Neighbourhood transport services	DP7
An inclusive and accessible network	NP6	**Freight and logistics**	
Tackling transport related social exclusion	NP7	Freight and logistics	DP8
Affordability	NP8	**Roads**	
Night time travel	NP9	Strategic roads	DP9
Healthy		Planning of key routes and local roads	DP10
Health	NP10	Management of key routes and local roads	DP11
Environmentally responsible		Parking and kerbside management	DP12
Pollution	NP11	**Other street users**	
Climate change	NP12	Car clubs	DP13
Green and blue infrastructure	NP13	Cycle and e-scooter hire	DP14
Built and natural environment	NP14	Motorcycles, mopeds and e-scooters	DP15
Safe and secure		Taxis	DP16
Vision Zero	NP15	Coaches	DP17
Personal safety and security	NP16	Zero and ultra low emission vehicles	DP18
Network security	NP17	**Our rail and light rail**	
Well-maintained and resilient		Rail integration	DP19
Maintenance and asset management	NP18	Regional and national rail services	DP20
		Existing light rail	DP21
		Future light rail and metro	DP22
		Transport hubs	
		Transport hubs (including park and ride)	DP23
		Ways of working	
		Travel choices	DP24
		Technology and innovation	DP25
		Collaboration with neighbouring authorities and other organisations	DP26

Part B: Our People, Our Place

3.   Our people and place approach

3.1.   Our transport network connects people, places and opportunities, this concept is at the heart of the Greater Manchester Strategy (GMS). The Local Transport Plan will be instrumental in delivering several of the GMS workstreams. Building the Bee Network (our integrated network of buses, trams, walking, wheeling and cycling, and ultimately local rail) sits at the core of this approach.

3.2.   We will take a people-focused, place-based approach to planning, operating and managing the transport network. Being people-focused means considering the person (making a journey / using our streets) in their own right, as opposed to focusing on a vehicles or mode of transport they might be using at a particular time. Being place-based means taking a holistic approach to place-making, focussing on the individual needs, opportunities and characteristics of an area and how transport can unlock economic, social and environmental benefits.

3.3.   We are committed to giving people who live, work or visit Greater Manchester their say when we make changes to the transport network, and to provide feedback on, and listen to, their experiences of travelling in the city region. The 'rate my journey' tool in the Bee Network App is one such example.

3.4.   We will also be sensitive to the diversity of places and their specific contexts across the city region, recognising that they each have different patterns of development, and a particular mix of transport options, choices, and opportunities.

3.5.   We will do this by working with communities to understand peoples' different needs for and experiences of travel within, across and between different types of place – with a particular emphasis on equality for disadvantaged groups.

3.6.   In every area of Greater Manchester, at any given time, individuals will have various activities and journeys they wish to undertake. To acknowledge this diversity of needs and to create a framework that allows the transport network to support these activities and connections, we have developed a "people and place" approach.

3.7.   This approach is based on six themes of place and connections, which put resident, businesses and visitors at the heart of what we do, and is underpinned by a detailed understanding of the places in Greater Manchester that are a focus for growth:

3.8.   We recognise the diversity of people, places and opportunities across Greater Manchester, and that there is no 'one size fits all' approach to transport. What works in one place may not be suitable, or possible, in another, and what works for one person may be experienced differently by another. For example, the experiences reported by women and girls on the transport network tends to be very different to those experienced by men. By working in partnership with stakeholders and local communities, we will deliver a transport network that works for people and businesses, drives economic growth, and opens up opportunities for everyone.

3.9.   In the rest of this section, we set out our ambitions for each of the place/connection types and discuss Greater Manchester's priorities for growth.

Connected, safe and attractive neighbourhoods

Local neighbourhoods will be safer and more pleasant to walk, wheel and cycle around, with a reduction in road traffic collisions. Walking, wheeling and cycling will be the natural choice for short Bee Network journeys, recognising that these also form the first and last mile of longer journeys.

3.10. The most frequently used piece of the transport network for most of us is the street outside our home. Our approach to neighbourhoods is as set out for the Neighbourhood Street type in our Streets for All Design Guidance, considering all users and uses of streets, with streets as attractive places to stay, as well as pass through. This includes tackling issues around personal safety and security – particularly for women and girls, and other groups that report lower levels of confidence when on our streets and public transport network. We want our neighbourhood to be accessible, inclusive and safe (both physically and psychologically), incorporating design considerations that reflect the diverse needs and aspirations of all residents, businesses and visitors.

3.11. The focus in these areas will be on reducing the dominance of motor traffic and the impact of severance on neighbourhoods, coupled with improved provision and support for people walking, wheeling and cycling. This will involve a greater focus on place-making, the planning and development of healthier, inclusive, sustainable and well-designed places. The public realm, including the design, layout and accessibility of our streets and public spaces, has an essential role in creating better places. By making more efficient, more equitable and more creative use of our streets and public realm we can bequeath safe, strong and successful communities to future generations whilst maintaining and enhancing the character and identity of our neighbourhoods.

3.12. Access to local day-to-day facilities and services is a priority, including to, schools, GPs, green spaces, other local community facilities and public transport stops.

3.13.   The aim is for walking and cycling to be the natural choice for shorter journeys within and between neighbourhoods, and to connect with public transport stops and stations for longer journeys. We do not consider busier roads as being the "perimeter" of neighbourhoods, but an integral part of them. We will improve connections for people both along, and across these roads. We also aim to make our streets greener, more welcoming and pleasant places to spend time, as well as travel through.

3.14.   We also need to ensure that new residential neighbourhoods are planned and delivered in ways that prioritise sustainable travel (walking, wheeling, cycling and public transport) access to peoples' everyday needs.

"Samina thoroughly enjoys living in her neighbourhood as everything is really close by, her day-to-day needs are catered for due to the walking distance and it's a really nice place to walk around in. She always feels safe and has a strong sense of community where she lives. She particularly finds joy in seeing people out and about, hanging out in the local coffee shops and soaking up the friendly atmosphere. Samina makes great use of her local park with her children and, on some days, even walks or cycles further afield to other green spaces in the area, drawn by the safety, amenities and family-friendly activities the parks provide."

3.15.   In 2023, on average, Greater Manchester residents made nearly 2.5 million Neighbourhood trips a day, about 45% of all trips. Over 1.4 million of these were walking trips (over 80% of all walking trips), and nearly 1 million were car trips (around 30% of all car trips). Neighbourhood trips accounted for over a third of all cycling trips made by Greater Manchester residents, and around 1 in 6 of all bus trips.

3.16.   As Neighbourhood trips are short (less than 2km in length), they only accounted for 6% of the total distance travelled by Greater Manchester residents in 2023.

> **Vibrant town and district centres**
>
> Town centres will be attractive and well connected, so that they encourage people to use local shops and other facilities. They will be great places to live. Interchanges will be well-maintained, easy to access and use. More Bee Network journeys will be made by public transport. Town centres are also local neighbourhoods so need to be safer and more pleasant to walk and cycle around with fewer road traffic collisions.

3.17. The main town centres in each local authority are hubs of the transport network. Each is unique in what it provides, the area it serves, and in terms of transport connectivity and by different modes of travel. Many of the smaller town centres and district centres across Greater Manchester also provide access to opportunities and day to day needs for many residents.

3.18. Many of our town centres are undergoing fundamental changes. Traditional retail and leisure uses are being reimagined, with an increase in the number of people living in, or close to, our town centres. Changes to the transport network have, and will continue to, support this renaissance.

3.19. For short, local trips, the approach aligns with Neighbourhoods, with a focus on improved provision for walking, wheeling and cycling combined with place-making to create safer, attractive, more inclusive places, reduced dominance of motor traffic and increasing levels of walking and cycling. Within town centres, the 'high street' and 'destination place' street types will inform changes to streets, and 20mph speed limits will play a more important role. Connections to adjacent neighbourhoods will also be a key focus reducing severance and enabling increased access to town centres by walking, wheeling and cycling.

3.20. Beyond walking, wheeling and cycling, cycle and e-scooter hire services are expected to play an increasingly important role in supporting shorter trips by sustainable means. We must consider all forms of sustainable transport in shaping our town and district centres.

3.21. Once the plans for Bury Interchange are implemented, the main town in each Greater Manchester district will have modern Bee Network bus station or interchange, as the focal point for bus services. Each of the towns essentially has its own radial network of bus services, as well as services connecting other towns both within and outside Greater Manchester.

3.22. The delivery of the Bee Network provides opportunities to increase use of bus to access our town centres. For example, the introduction of the 1-hour hopper bus fare will make our town centres more important as hubs for changing buses, as well as accessing town centres, with bus services coming to be seen as part of an integrated network. Grasping these opportunities and growing the use of buses to access our town centres will require more priority for buses within town and district centres, and on bus corridors where there is congestion and room to provide bus lanes.

3.23. Whilst access to town centres by sustainable modes will be prioritised, access for people who choose to travel by car, and for servicing and deliveries, will continue to be important to their success. The appropriate approach to management of traffic, and provision of access and parking will differ across town centres and will be related to the size and catchment of the town centre, provisions for walking and cycling, and degree of access by public transport. Secure parking for cycles, motorcycles and mopeds will also be considered. More sustainable solutions, such as cargo bikes and cycle derived vehicles suitable for last mile delivery, collection and distribution could be an option for town centre businesses and public bodies.

3.24. Beyond town centres, we will also work with stakeholders to provide and improve transport connections to major destinations, such as arenas, stadia, and major retail centres. The partnership between the Bee Network and Manchester City Football Club, which provides dedicated matchday buses to the Etihad Stadium from across Greater Manchester, exemplifies this approach.

"Jeff loves the Bee Network and often catches the bus into Manchester City Centre because the journey time is really quick and travels often across Greater Manchester including to Oldham, Bolton and Wigan. He finds the bus 'tap in' system effortless as he's not having to dig for loose change and is a frequent user of the Bee Network app. Jeff's experience at the local interchange is always positive because of its open space, easily available information and excellent cleanliness. He is also happy for his teenage daughter and son to use the Bee Network because he is confident that they will be safe."

3.25. In 2023, on average, Greater Manchester residents made nearly 550,000 Town Centres trips a day, about 10% of all trips. Around 2 in 3 of these were in cars, but its smaller market size meant that this was only 10% of all car trips. Around 20% of Town Centres trips by Greater Manchester residents were walking, and around 10% were by bus (over 20% of all bus trips)

3.26.   Town Centres trips accounted for less than 10% of Greater Manchester resident trips travelled in 2023 based on the total distance.

Connections between places across the wider city region

People will be able to move freely across the wider city region thanks to improved public transport and walking, wheeling and cycling travel options, encouraging fewer car journeys. New developments will be designed to be accessible via sustainable transport. Road safety will also improve, with no-one killed or seriously injured by 2040, supporting the region's commitment to achieving Vision Zero.

3.27.   Journeys across the city region are diverse in their nature – in length, mode and time of travel, and reason for travelling. They include trips to access employment, health and education services, and to opportunities for leisure beyond our neighbourhoods and town centres. This diversity can make it more difficult to cater for these trips by public transport, impacting particularly people without access to a car. Our Bee Network seeks to better provide for these trips, with more reliable, faster, journey times and integrated ticketing and services.

3.28.   The hopper ticket and Tap & Go are helping with the concept of buses operating as a network, where changing buses to reach a destination comes at no additional expense. Tap & Go supports multi-modal journeys, providing cost effective ticketing options based on the customer's travel patterns and mode of choice. The hopper ticket increases the range of journeys and destinations that can be reached with a single fare payment. This combines with the ambition in our Bus Strategy for combined frequencies on core bus corridors to operate every 12 minutes or better during the day, making connections more attractive. These core bus corridors will continue to be improved to enhance bus journey times and reliability, and to offer improved shelters and stops for interchanging between services.

3.29.   On rail, we will integrate local services into the Bee Network and look to make service improvements, including using opportunities afforded by rail reform and potential further devolution. As well as improving public transport options, improvements to the walking and cycling aspects of the Bee Network, will make the option of cycling for mid-distance trips become more attractive.

3.30. Greater Manchester is well served by the motorway network, however the convenience and attractiveness it provides for people driving has led to increasing levels congestion, extending beyond peak times. The M60 near Eccles Interchange has been identified as one of the top 10 congestion hotspots in England by UK Logistics. Congestion on the motorways means journeys that would otherwise use them use local roads instead. This affects people living along and using these streets. It particularly impacts on bus users, with buses unable to divert to avoid congestion.

3.31. A more reliable local road network for all users will be required to improve connections across the wider city region. This will involve using technology and network management techniques to better manage traffic flows and respond to incidents through our control centre.

"Christine works as a funeral director and finds it better to use the car, for work, due to the early morning call outs and speedy journey time. She also uses the bus and tram on a weekly basis, especially as the Metrolink is on her doorstep and the bus stop is only a two-minute walk away. She finds the service more relaxing and pleasant to use, and she particularly enjoys appreciating the view of places she travels through. Christine is proud of the Bee Network and what it has achieved so far and thinks Manchester is very lucky to have such a great public transport system."

3.32. In 2023, on average, Greater Manchester residents made over 1.7 million Wider City Region trips a day, which was around a third of all trips. Of these, nearly 9 out of 10 were in cars, which represented about half of all car trips by Greater Manchester residents. Wider City Region car trips accounted for around 45% of the total distance travelled in cars by Greater Manchester residents.

3.33. Wider City Region bus trips accounted for around 40% of all bus trips made by Greater Manchester residents, and nearly half of the total distance travelled by bus by Greater Manchester residents.

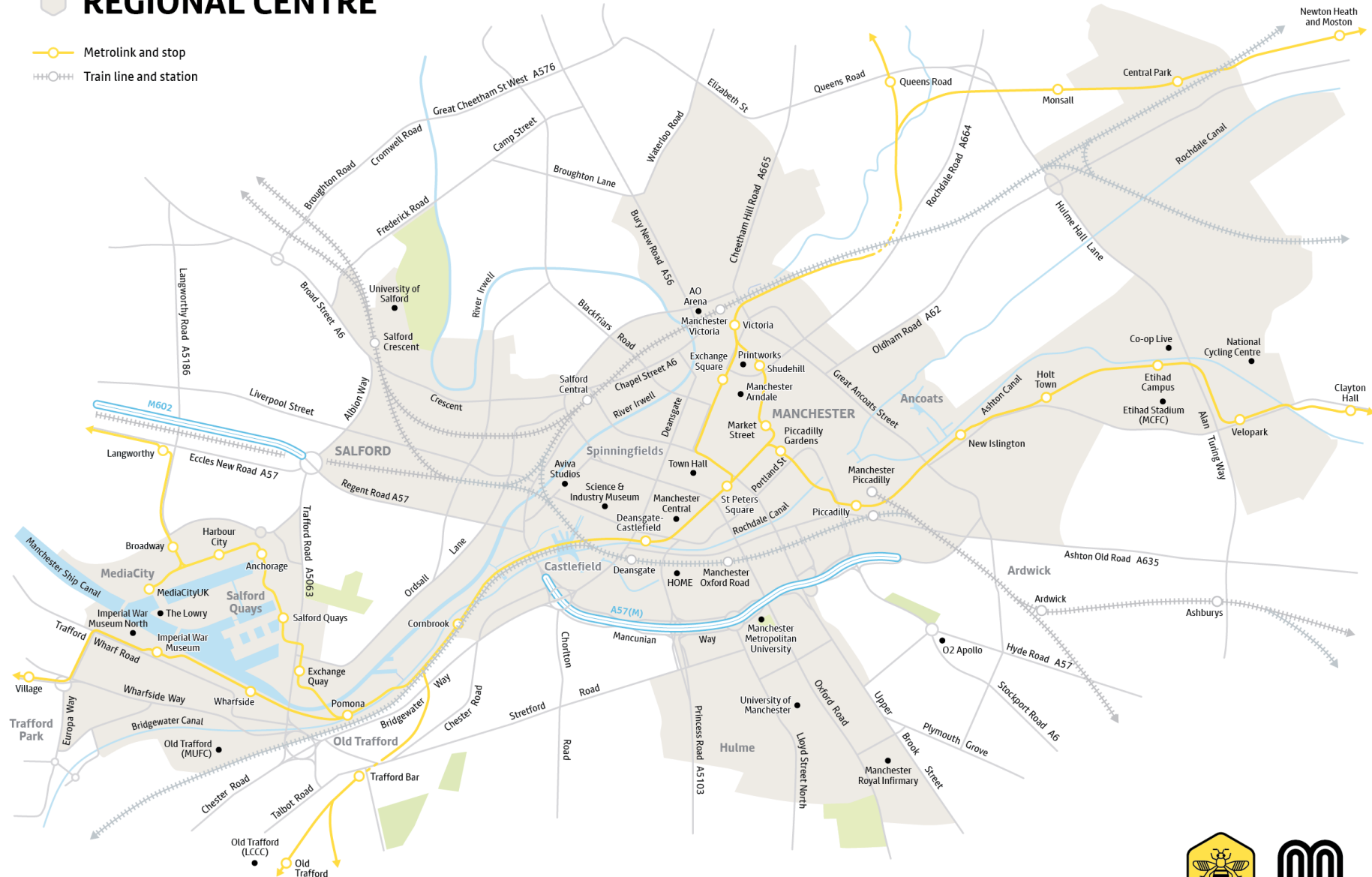**Connections into and around our thriving regional centre**

Our well-connected Regional Centre is at the heart of the North (served by excellent Rail Services, including Northern Powerhouse Rail). The regional centre will continue to be a great place to live, work and visit. 90% of morning peak trips into the city centre are targeted to be made on the Bee Network (by walking, wheeling and cycling or public transport) contributing to our ambition to be a carbon neutral city-region by 2038. Fewer cars in the city centre means we can give more space for people to walk, wheel and cycle and create more liveable, safer, cleaner and greener places. Freight and servicing, including first and last mile deliveries, will also be better managed.

3.34.   The regional centre, encompassing Salford and Manchester City Centres, and Salford Quays is the economic, social and transport hub of our city region. It is by far the easiest location to walk, wheel and cycle, use e-scooters and cycle hire services and access by public transport, with bus, tram and train services radiating across most of Greater Manchester and beyond. It also contains the main 'destination places' in our Streets for All street type.

3.35.   The regional centre has changed, and is changing at pace, and the transport network needs to reflect and support this. Most notable is the increase in the number of residents living in and around the Manchester and Salford city centres, which is predicted to continue to grow significantly. New residential developments have limited parking and have access to a wide range of services within walking distance – including public transport, cultural and business/employment opportunities.

3.36.   For short, local trips within the expanding residential neighbourhoods of the regional centre, the approach aligns with the neighbourhood approach (discussed above), with a focus on improved provision for walking, wheeling and cycling combined with place-making. Connections to adjacent neighbourhoods will also be a key focus reducing severance and enabling increased access to the regional centre by walking, wheeling and cycling.

Figure 3.1: Regional Centre

REGIONAL CENTRE

○—○ Metrolink and stop

▷—○ Train line and station

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3.37. Most trips to the Regional Centre are made by public transport, however the Regional Centre continues to experience severe traffic congestion at peak times. This in turn impacts the reliability and speed of bus services. Currently, four-in-ten (37%) of GM's highly skilled workforce are still unable to reach the central employment district within a reasonable 45-minute travel time.

3.38. The City Centre Transport Strategy to 2040 (Manchester City Council; Salford City Council; TfGM, 2021) is a sub-document of the Greater Manchester Transport Strategy developed by Manchester City Council, Salford City Council and TfGM and shaped by a series of public engagement and consultation exercises over a period of years. It sets out our approach to further improve the Bee Network (public transport, walking, wheeling and cycling network) within the city centre and reduce car-based trips, especially for shorter journeys. Over the longer term, this will lead to a cleaner, greener, healthier, inclusive and integrated transport network that supports the growth of the Regional Centre.

3.39. Since the City Centre Transport Strategy to 2040 was published, improvements have been made to the transport network across the city centre including:

- Franchising of Greater Manchester bus services and investment in new electric buses
- Introduction of 27 new Metrolink trams, supported by improvements to Metrolink reliability, capacity and service frequency
- Upgrades to Salford Central rail station
- Completion of the Deansgate to Chorlton cycle routes and new protected cycling infrastructure on Chapel Street East
- Redevelopment of Albert Square and street space improvements at New Bailey.

3.40. We are now entering the next phase of the City Centre Transport Strategy, continuing to work towards the vision for a well-connected, zero-carbon city centre at the heart of the North, offering our residents, employees and visitors a greater place to live, work and visit. To do this, we will continue development and delivery of measures described in the strategy, as well as new schemes we have identified to accelerate and deliver the transformational change required to support exiting and enable future growth.

3.41. Considering all modes of travel and uses of streets, our approach will set out ambitions for better connected transport, public spaces and cultural assets, and greener more playful streets will support making the city easier to get around for all.

3.42.   To deliver our ambitions, this will require us to make best use of available street space within, around, and on key roads feeding into the centre. By rebalancing space within city centre streets in a sustainable and equitable way, we will enhance the walking and wheeling, cycling and public transport environment and create a more inclusive, attractive place to move through and spend time.

3.43.   We will also need to ensure goods are moved and delivered more sustainably and efficiently into and around the Regional Centre. How our kerbside space is used and managed will take a holistic, integrated, and flexible approach to create a more inclusive city centre that supports local communities and businesses and enables safe and sustainable travel. Reviews of the provision of on-street and off-street car parking will be required across the regional centre as land uses and mode share changes over time.

3.44.   Achieving our sustainable transport targets will require significant additional public transport capacity to and from the Regional Centre.

3.45.   Our rail infrastructure serving the city centre is running at, or above, capacity – in terms of number of trams and trains, and in peak times the number of people on those trams and trains (Manchester Recovery Task Force, 2021). There is potential for incremental rail capacity enhancements, however in the longer term, large scale transformative investment will be required to provide significant capacity enhancement, and support growth in the city centre and the wider city region.

3.46.   The long-term nature of, and long lead times for, major rail investment means that in the in the short term, the objective of increasing the use of public transport will focus on bus. For more people to choose the bus, and to make the bus network more efficient, we need to make buses more reliable and reduce journey times. This means more priority for bus users in the city centre, with buses getting people closer to where they want to go than by car, and the provision of bus lanes on main road corridors to and from the city centre.

"Lucy has an office job in Manchester City Centre and commutes by train every day. She lives in Marple and really values the frequent train service into the city. As someone who is blind, Lucy relies heavily on public transport and even chose to live in Marple because of how well-connected it is by train. She uses a travel card, which she really appreciates. She feels that Greater Manchester offers a fantastic travel scheme for disabled people and she feels confident using the Bee Network. When in the city centre, Lucy mostly walks. She finds the audible pedestrian crossings especially helpful, as they make it safer and easier for her to navigate the busy streets."

3.47. In 2023, on average, Greater Manchester residents made nearly 500,000 Regional Centre trips a day, nearly 10% of all trips. Around 1 in 5 Regional Centre trips by Greater Manchester residents are made by walking. Around 15% of Regional Centre trips by Greater Manchester residents are made by either train or tram, with these trips representing over half of all train or tram trips made by Greater Manchester residents. Around 1 in 10 Regional Centre trips by Greater Manchester residents are by bus, representing around 20% of all bus trips by Greater Manchester residents.

3.48. Nearly half of Regional Centre trips made in 2023 by Greater Manchester residents were in private vehicles. However, only around 1 in 10 trips by Greater Manchester residents were Regional Centre trips. This meant that Regional Centre private vehicle trips represented only 7% of all private vehicle trips by Greater Manchester residents.

3.49. Regional Centre trips account for around 10% of the total distance travelled by Greater Manchester residents. Regional Centre trips made up over a third of the distance travelled by cycle by Greater Manchester residents.

3.50. Travel hubs, including park and ride facilities, will be considered for trips into and around the regional centre. Locations need to be carefully positioned to intercept cars before they reach congested urban roads, and transfer drivers to a fast and frequent public transport service.

Enhancing Greater Manchester's links with cities and places across the UK

Transformed connectivity between the major cities of the North of England, Midlands, London, Scotland and Wales. Step-change in quality, speed and reliability of our city-to-city rail links. The strategic road network will offer more reliable journey times. More freight will be moved by rail and water. Transformed infrastructure, smart ticketing and customer information will enable more trans-northern journeys to be made by public transport.

3.51. The overwhelming proportion of journeys under this theme are currently made by car. However, for a significant number of these trips, an enhanced rail, or scheduled coach, services could offer a realistic alternative.

3.52. Rail is particularly important for trips to town and city centres across the North of England in particular, and destinations such as London, Birmingham, with services radiating from the regional centre. To the west of the city region, Wigan is strategically located on the West Coast Mainline and Stockport located to the south of the Regional Centre, benefitting from frequent regional and national connectivity. We will continue to work with the rail industry to improve reliability and level of services, and press for delivery of Northern Powerhouse Rail, including committed enhancement schemes, Transpennine Route Upgrade and a new line between Manchester and Liverpool. Northern Powerhouse Rail is a proposed major rail upgrade designed to significantly improve east-west connectivity between Greater Manchester with cities including Leeds, and Liverpool. It aims to cut journey times, boost economic growth, and support greener travel by combining new high-speed lines with upgrades to existing routes.

3.53. Freight transport is a key component of these wider regional and national journeys, with our motorways and railways being critical infrastructure in the UK logistics network, including traffic transiting through Greater Manchester. This critical role, supporting the Greater Manchester and wider UK economy, places additional demands on our road and rail infrastructure. To support improvements in passenger and freight services, additional rail capacity is needed.

3.54. The Strategic Road Network around Greater Manchester performs a critical role in supporting traffic movement across the city region as well as providing regional and national connections. We will continue to work in partnership with National Highways to improve the performance of the Strategic Road Network and the interface with the local road network and to ensure that any infrastructure improvements also consider the impacts and benefits for local communities.

"Kerry typically visits her family over in Newcastle at least once a month. When travelling to Newcastle, Kerry normally walks to Eccles train station which is only five minutes by foot, and then takes the train to Victoria with an onward connection to Newcastle. Her and her partner usually use their 'Two Together' railcard knowing that the service will be comfortable and quicker than driving on a heavily congested motorway. Kerry enjoys watching films on her laptop or reading to help pass the time.

3.55. In 2023, on average, Greater Manchester residents made around 200,000 City-to-City trips a day, which represented around 3% of all trips. Over 9 out of 10 of these trips are made by private car (noting that our definition of 'City-to-City' is not limited to trips between city centres).

3.56. City-to-City trips accounted for 40% of the total distance travelled by Greater Manchester residents. Put another way, this meant that two-fifths of the distance travelled by Greater Manchester residents was by trips with at least one end beyond 10km of Greater Manchester. Despite City-to-City car trips accounting for only around 5% of all car trips by Greater Manchester residents, they made up nearly 40% of all the distance travelled by Greater Manchester residents in cars. City-to-City trips accounted for around 70% of the total distance travelled by train by Greater Manchester residents.

3.57. Particularly important are those cross-boundary trips local to Greater Manchester, to and from Neighbouring authorities. As with trips wholly within Greater Manchester, these range from Neighbourhood trips, trips to town centres, more dispersed trips and trips to the Regional Centre.

3.58. We will work closely with our neighbours to improve connectivity, and, as with trips within the city-region, enable people to make more of these trips by sustainable modes of transport. Bee Network buses already provide connections across boundaries into Lancashire, St Helens, Warrington, West Yorkshire and Derbyshire, with a number of commercial services operating in the opposite direction into Greater Manchester.

3.59. An example of this collaborative working is the agreement between GMCA and East Midlands Combined County Authority to extend the Our Pass ticket to young people living in Derbyshire who attend further education colleges in Greater Manchester. Similarly phase 1 of the incorporation of local rail services into the Bee Network will extend to Glossop and Hadfield.

A globally connected city region

More people will live within one- and two- hour rail journey times to the airport. The reliability of the road network near the Airport will be improved and Bee Network services will better meet the needs of Airport customers and employees. Sustainable movement of goods by water and rail (including Port Salford area as a tri-modal -- rail, water and road -- logistics park).

Manchester Airport

3.60. Manchester Airport is the UK's largest airport outside of the London area, and third largest in the country. With 23 million people within a two-hour drive and its role as a major employer, Manchester Airport is a catalyst for growth and economic development in the city region.

3.61. It connects the North of England, with more than 50 airlines operating to around 200 destinations, with Manchester being the only UK airport outside of London to serve more than 30 of these routes.

3.62. The continued success of the airport is beneficial to residents and businesses in Greater Manchester. As an anchor for Greater Manchester's Airport and Southern Gateway growth area, Manchester Airport's continued passenger and associated job growth will directly support new development in the area, providing much needed housing, and stimulating further growth. Together, this will lead to a significant increase in demand on our transport networks.

3.63. Though most people access the airport by road, the motorway network currently experiences significant delay at peak times. While the A555 Manchester Airport Relief Road has improved access, significant development is also planned in this corridor.

3.64. In 2024 Manchester Airport served more than 30 million passengers for the first time in its history. Manchester Airports Group are refreshing their Sustainable Development Plan which will set out their plans to support 50 million passengers using the airport by 2048.

3.65. However, to provide for growth, and to achieve our Right Mix targets, we need more people and a greater proportion of airport passengers and staff to use sustainable modes of transport. The refreshed Sustainable Development Plan for the Airport plans to set out mode share targets of 40% of passengers and 50% of staff travelling by public transport and active travel.

3.66. Control of buses through the Bee Network provides an opportunity to review connections to the airport, and to tram and train services. Such a review could consider out of hours services, to better align with shift patterns, and for early morning, and late flights. In the longer term, there may be opportunities for faster bus connections between Stockport and Altrincham, serving new residential and employment developments along the way.

3.67. As for tram, there are proposals to extend the tram from its current terminus at Manchester Airport railway station to serve Terminal 2 directly. With the completion of the Manchester Airport Transformation Programme in 2025, most flights will arrive and depart from this terminal.

3.68. Manchester Airport railway station itself is the 3rd busiest railway station in Greater Manchester. However, central Manchester rail capacity issues have impacted airport services, with several key Northern cities losing their direct connections. For more people to choose to travel to the airport by train, we need the railway to operate with direct services running reliably, quickly, and on time.

3.69. In the longer term, Northern Powerhouse Rail / Liverpool and Manchester Railway will transform connectivity to Manchester Airport, strengthening its role as a global gateway for the North. Journeys from the proposed new Manchester Airport station to Liverpool, Warrington, South Yorkshire and beyond will be faster, expanding the airport's reach across the region. Integration of the new Airport station with the Metrolink network will enhance access to South Manchester and support sustainable growth by enabling new commuter journeys that previously relied on car travel.

"Ahmed regularly travels internationally for leisure as it's a keen hobby of his, sometimes going alone or with friends. Nine times out of ten he will jump on a bus to the airport as it is by far the most reliable and quickest option, and extremely convenient given there is a bus stop right outside his house. He also knows his ticket will only cost him only £2 so he can spend a little more money on a coffee and bite to eat when at the airport!"

Ports

3.70. The Manchester Ship canal provides access between Greater Manchester, with terminals in Trafford Park, and Liverpool. Plans at Port Salford in the Greater Manchester Western Gateway growth area envisage an expanded role for the waterway, bringing this together with rail-road freight connections in a new tri-modal logistics hub.

3.71. Greater Manchester's excellent motorway connections give access to all major ports, including the Humber Ports on the North Sea, and Holyhead, Liverpool and Heysham on the Irish Sea coasts. These ports provide a variety of container, roll-on-roll-off freight, and passenger services. Direct passenger train and coach services connect Greater Manchester with the port of Holyhead.

3.72. There are typically 20 return freight services a day, connecting the intermodal road / rail terminals at Trafford Park with deep-sea ports of Felixstowe, London Gateway, Southampton and Immingham, Tilbury and Teesport, the latter a recent addition.

3.73. All the container trains to and from the Trafford Park terminals, which include domestic as well as port services, must pass through the congested Castlefield rail corridor. With only one path each hour available for freight trains, there is limited scope for further expansion of services. Logistics UK cite the Castlefield as one of the top 10 congestion locations on the Strategic rail logistics network.

3.74.   Likewise, HGV access to Trafford Park is affected by recurrent congestion, most notably that originates at, and queues back from, M60 Junction 12. This location, where the M60, M62 and M602 come together has been identified by Logistics UK as one of the top 10 delay locations on the strategic road logistics network. A tri-modal logistics hub at Port Salford has the potential to reduce delays and promote more sustainable options for movement of freight.

Summary

3.75.   In connecting people and places, whether you're travelling along or using your street, or heading via the airport to Shanghai, our aim is to create a transport system, and places, which work for everyone. We will make sustainable travel a more attractive choice, for more people, for more of their journeys, and work to make our streets and spaces more attractive places to live, spend time, and travel through.

3.76.   We recognise that there are some motor vehicle journeys that are less well served by, or suited to use of sustainable modes, and for some people and purposes, use of private motor vehicles is essential. Across Greater Manchester, we will continue to take a balanced approach to developing the transport system to support growth in housing, jobs, and the wider economy, and the resultant growth in demand for travel. We will be sensitive to the views and needs of different people and businesses and consider the availability of different modes of transport across our places, and for different journeys. This is recognised in our Right Mix targets.
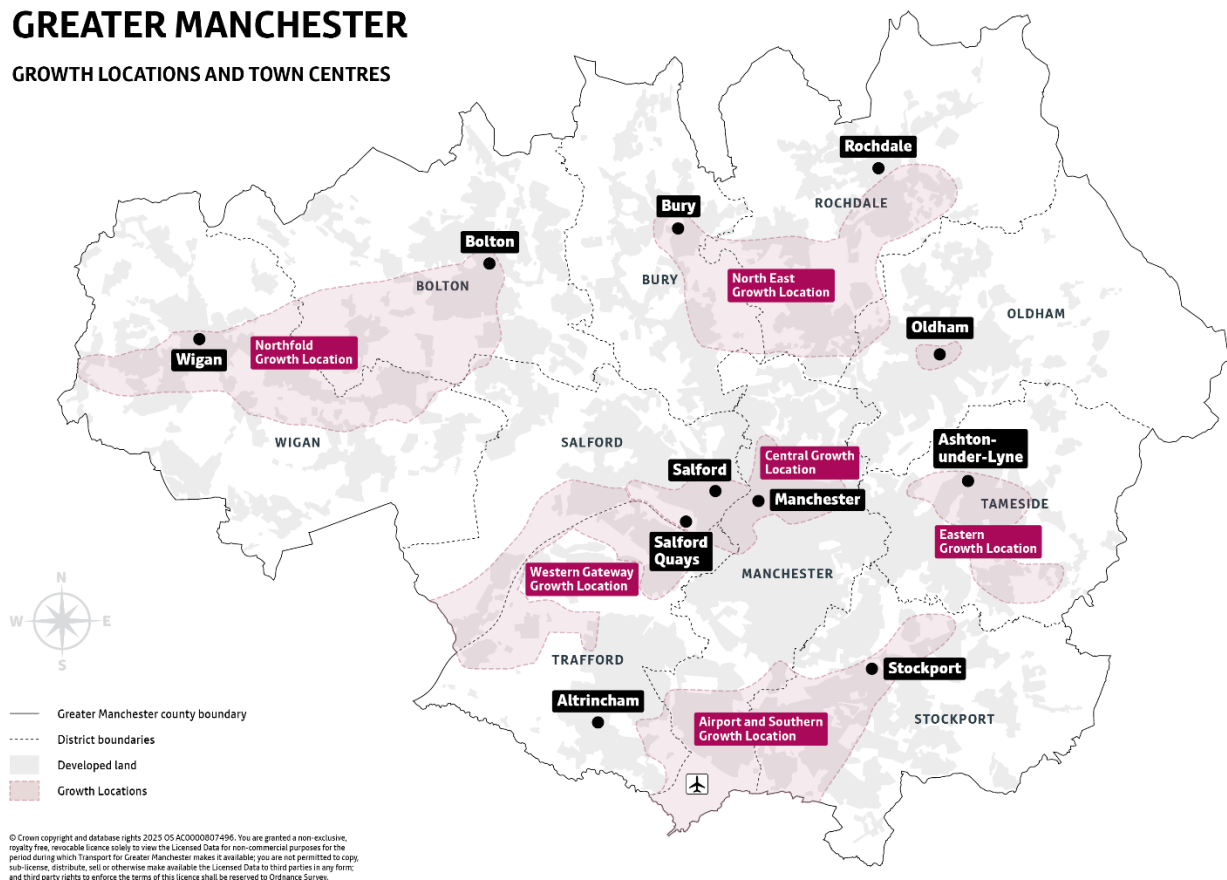
4. Our priorities for good growth

4.1. To ensure that more Greater Manchester residents can contribute to, and benefit from new development in the city-region we need to prioritise our actions by the needs of our different communities and be led by opportunities presented by key locations for growth.

4.2. Each of the local authorities in Greater Manchester are committed to delivering growth and opportunities for their residents, business and visitors. To do this they are collaborating across administrative boundaries and focusing investment in locations where there is the greatest opportunity to deliver strategic growth at scale and pace. The locations identified in each local authority are:

- Bolton: Northfold Growth Location, Bolton town centre
- Bury: North East Growth Location, Bury town centre
- Manchester: Central Growth Location, Airport and Southern Growth Location, Manchester city centre
- Oldham: North East Growth Location, Oldham town centre
- Rochdale: North East Growth Location, Rochdale town centre
- Salford: Central Growth Location, Western Gateway Growth Location, Salford city centre, Salford Quays
- Stockport: Airport and Southern Growth Location, Stockport town centre
- Tameside: Eastern Growth Location, Ashton-under-Lyne town centre
- Trafford: Western Gateway Growth Location, Airport and Southern Growth Location, Altrincham town centre
- Wigan: Northfold Growth Location, Wigan town centre

4.3. "Good Growth" means enabling new development to come forward in a way that ensures sustainable and equitable access and, specially, that all people accessing new jobs and homes have transport options - other than to drive - when making their daily journeys.

4.4. The Places for Everyone (PfE) Joint Development Plan (GMCA, 2024) of Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford, and Wigan Councils sits at the foundations of our Greater Manchester proposals to improve employment opportunities for our communities, build the right homes in the right places, rejuvenate green spaces and reshape town centres. As a long-term plan for jobs, new homes, and sustainable growth it will enable us to tackle the inequalities experienced by so many of our communities.

4.5. The PfE spatial strategy seeks to deliver sustainable, inclusive growth by focusing significant growth in jobs and housing at the core, boosting northern competitiveness through provision of significant new employment and housing opportunities alongside investment in infrastructure, and supporting key economic drivers in the south.

4.6. Building upon the spatial strategy set out in the PfE, the nine main town centres across Greater Manchester (Altrincham, Ashton-under-Lyne, Bolton, Bury, Oldham, Rochdale, Salford Quays, Stockport and Wigan) along with six wider Growth Locations have been identified as the areas which offer the greatest opportunities for economic growth. A focus on these town centres and Growth Locations will benefit the whole city-region by bringing forward development at a scale which will drive transformational change across the conurbation. Our Integrated Pipeline for growth will target funding at six growth locations across Greater Manchester, unlocking land and attracting billions of pounds in private sector investment to create new homes, jobs and industrial and commercial spaces.

Figure 4.1: Growth Locations and Town Centres

4.7.   A summary of key opportunities, which will need to be supported and enabled by transport improvements in each area, is set out below:

Town Centres

4.8.   The increased economic activity and population in town centres will need to be supported by transport investment. The priority will need to be investment in walking, wheeling, cycling and public transport to ensure that growth is as sustainable as possible to make the most efficient use of our constrained road network.

4.9.   Future investment to support the role of town centres will therefore focus on improving access to the town centres, prioritising: walking, wheeling, cycling and public transport together with appropriate servicing facilities, disabled parking and taxi access. These measures will be aimed at creating accessible high-quality places for everyone to enjoy, and will include urban realm enhancements, which have a common objective of reducing the impact and extent of access by private motor vehicle traffic.

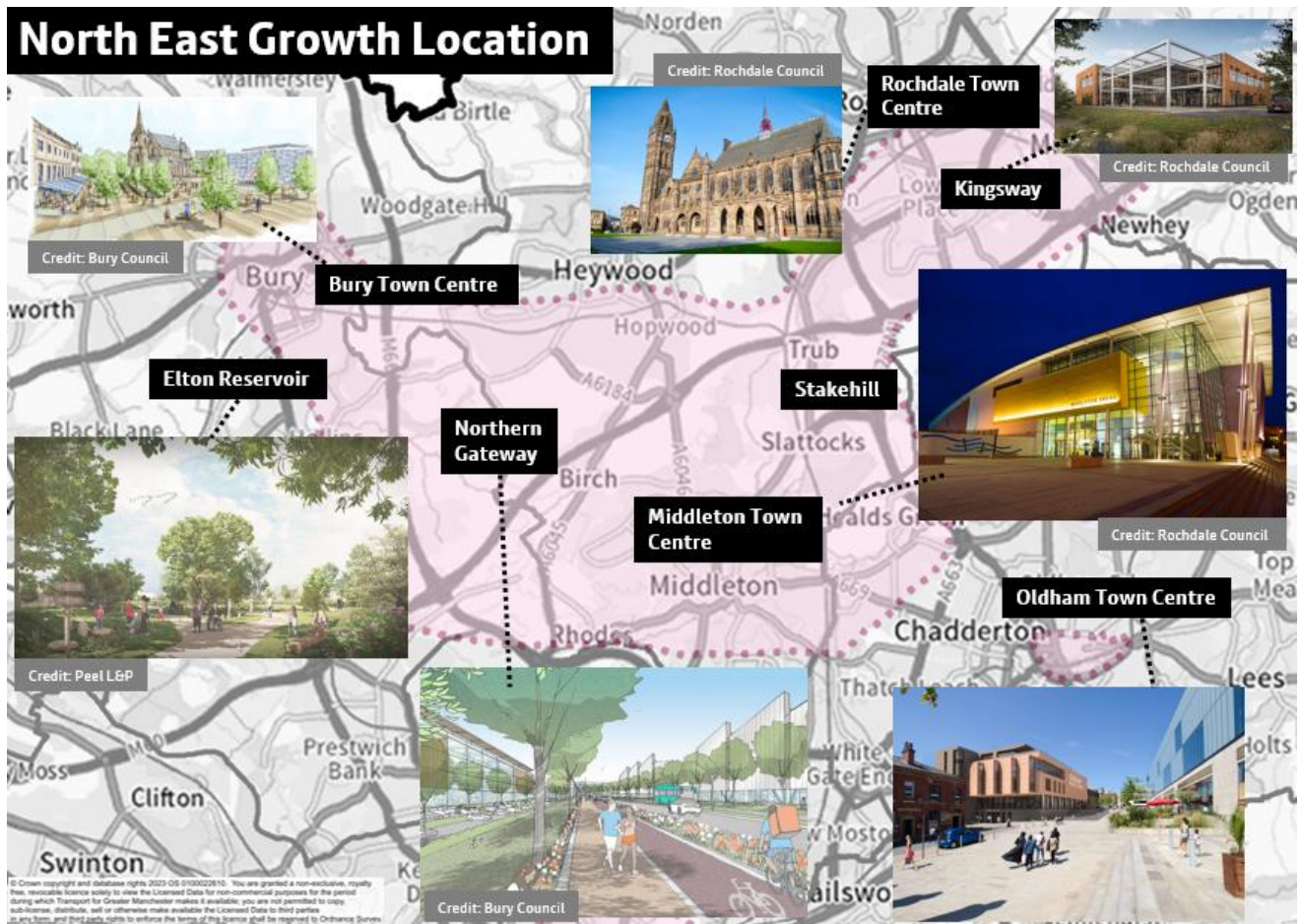## Central Growth Location (Manchester and Salford City Centres)

4.10.   Over 2.3 million sqm of office floorspace and around 98,000 new dwellings are expected to be delivered in the Central Growth Location. This includes developments in the city centre, including the Oxford Road corridor, Piccadilly area regeneration, and Salford's Innovation Triangle (MediaCityUK, the Quays and Salford Crescent). Victoria North, Eastern Gateway (Holt Town) and Central Salford are among the largest areas for potential residential development.

4.11.   There will need to be significant investment in the public transport and walking, wheeling and cycling network to deliver sustainable growth. The programme for delivery in the Central Growth Location will be delivered through the full range of modal delivery policies – including active travel schemes, bus improvements, public realm schemes, new Metrolink connections and stops, addressing current city centre Metrolink and critical rail capacity issues (including improving the regional centre stations), enabling future rapid transit and Northern Powerhouse Rail.

4.12.   Example investments being developed include Metrolink between Salford Quays and Salford Crescent, and a new Sandhills Metrolink stop to serve Victoria North. The area also has the potential to benefit from capacity enhancement and network integration achieved through tram-train services should these be successfully brought forward.

Central Growth Location

(Map labels: Middlewood Locks, Victoria North, Holt Town, Greengate, Crescent Health Innovation Zone, Piccadilly, Adelphi Village, Oxford Road Corridor - Sister, Media City / Quayside Mix, St John's Creative Cluster)

(Image credits: Credit: Salford Council, Credit: GOV.UK, Credit: Manchester City Council, Credit: Manchester City Council, Credit: Salford Council, Credit: Gillespies, Credit: MIDAS, Credit: Manchester City Council)

North-East Growth Location

4.13.　The North-East Growth Location is the single largest future employment opportunity for the city-region, delivering over 1.6 million sqm of industrial and warehousing floorspace, 145,000 sqm of office floorspace and around 21,000 new homes. This Growth Location includes significant development zones including the Atom Valley Mayor Development Zone (MDZ), strategically positioned along the M62 corridor.

4.14.   The growth location includes three strategic sites at Northern Gateway (an Investment Zone and proposed Mayoral Development Corporation area), land at Stakehill which includes the existing Stakehill Business Park and Kingsway Business Park. It also includes Bury, Rochdale, Middleton and Oldham town centres.

4.15.   Sustainable transport links between the existing town centres and communities and the employment opportunities at the major development sites will be important to achieving inclusive economic growth. Walking, wheeling, cycling, public transport and connections with both the local, and strategic road networks are essential investment priorities. Example investments being developed include Bury Interchange, creation of new and revised bus services, active travel connections and improvements to major motorway junctions including M62 J19 and M66 J3. The area also has the potential in the long-term to benefit from tram-train services to Heywood, Rochdale and Bury and Metrolink extension to Middleton should these be successfully brought forward. The opportunity for a new rail station at Slattocks, to serve Stakehill, will also be explored.

4.16.   New road links and junctions and/or additional road capacity will be needed in some locations, particularly to support new development sites and to maintain the reliability and safety of the network for all users. Any improvements to the road network will need to be part of a multi-modal approach with the aim of securing a significant increase in the proportion of trips made by walking, wheeling, cycling and public transport and improving access for all road users.

North East Growth Location

Bury town centre

The Bury Town Centre Masterplan outlines a bold and long-term vision to transform Bury town centre into a vibrant, sustainable and inclusive destination for residents, businesses and visitors over the next 20 years. Building on major forthcoming developments, such as the redeveloped Interchange and the reimagined Bury Market with its, new flexi-hall venue, the plan leverages Bury's unique cultural and heritage assets to create a thriving and vibrant town centre that meets the needs of the community now and in the future.

One of the key masterplan proposals is the transformation of the Mill Gate shopping centre and its surroundings into a vibrant mixed-use community hub. This redevelopment will introduce a range of new uses, including residential spaces, leisure facilities, and a broader range of food and beverage options. The revitalised Bury Market will also feature a café bar, multifunctional event space, office areas, and dedicated spaces for workshops, co-working, and small business start-ups, creating a dynamic environment that supports both local enterprise and community activity.

The masterplan also emphasises the creation of new homes, including affordable housing, to encourage vibrant town centre living. The potential for residential development as part of the redeveloped interchange is also being explored, further supporting a diverse and sustainable community. High-quality public spaces will be developed, such as the new Station Square in Bolton Street, to enhance the town's appeal while new employment spaces will be created to foster innovation and collaboration, particularly for small and medium-sized businesses.

The redevelopment of Bury Interchange is a central part of the town centre masterplan with a new southern access and a footbridge connecting Union Square to Pyramid Park, where new homes are planned, it will provide a highly connected and accessible gateway into the town centre. This aligns with broader ambitions to increase town centre residential provision, including affordable and low-carbon housing and to enable modal shift through proximity to high-quality public transport.

All these town centre developments will be supported by an attractive, easy-to-navigate, and safe public environment, allowing pedestrians and cyclists to move around the town centre with ease.

Rochdale town centre

With £400m invested into the regeneration of Rochdale Town Centre, and more investment planned, Rochdale has undergone a remarkable transformation, redefining itself as a thriving hub for business, leisure, and living to deliver the priorities contained in the Council's Growth Plan 2020 to 2030. This has included completion of Rochdale Riverside providing a new retail and visitor destination, construction of 236 new apartments at Upperbanks and delivery of a new 146 bed Hampton by Hilton hotel. Alongside this, the restoration of the Grade 1-listed Town Hall has created a major heritage attraction including a new public square. These investments celebrate Rochdale's rich history while establishing a modern, welcoming gateway for residents and visitors alike.

A new strategic framework is now being prepared for the town centre which will also extend out to Rochdale Rail Station Gateway. This framework will guide the continued evolution of the town centre and surrounding areas identifying additional investment and development opportunities and build on our existing plans for new quality bus corridors and active travel schemes. Specific areas of focus will include improved active travel opportunities between the town centre and station gateway and adjoining neighbourhoods.

Alongside this, Rochdale has a major programme of regeneration to develop a series of Transport Orientated Communities around our rail stations on the Calder Valley Line. This will see around 7000 new homes most within a 10-minute walk of each station and town centre. At Rochdale Station, this could include circa 1500 new homes supported by a new station entrance, new public spaces and mobility hub. Investment in public transport and active travel will also support connectivity out to strategic employment sites across Atom Valley.

Middleton town centre

Middleton town centre has ambitious plans to establish a new Mayoral Development Corporation to deliver regeneration in the town including proposals set out in the approved town centre masterplan. Residents of Middleton are ideally located to benefit from the new employment opportunities within the growth location, particularly at Northern Gateway with further investment in public transport and active travel.

The masterplan identifies a series of mixed-use development opportunities across the town centre and its surrounding edges and aims to deliver hundreds of new homes and an early evening economy and visitor offer particularly around Middleton's eastern edge and Market Place and the Arena. These opportunities, supported by a series of active travel schemes have the potential to significantly boost town centre population, footfall and spend. There is also potential for Middleton to benefit significantly in the long-term from a Metrolink extension into the town should that be successfully brought forward.

Oldham town centre

Proposals for the regeneration of Oldham town centre include 2000 new homes, a new town centre park and the redevelopment and repurposing of the Spindles shopping centre.
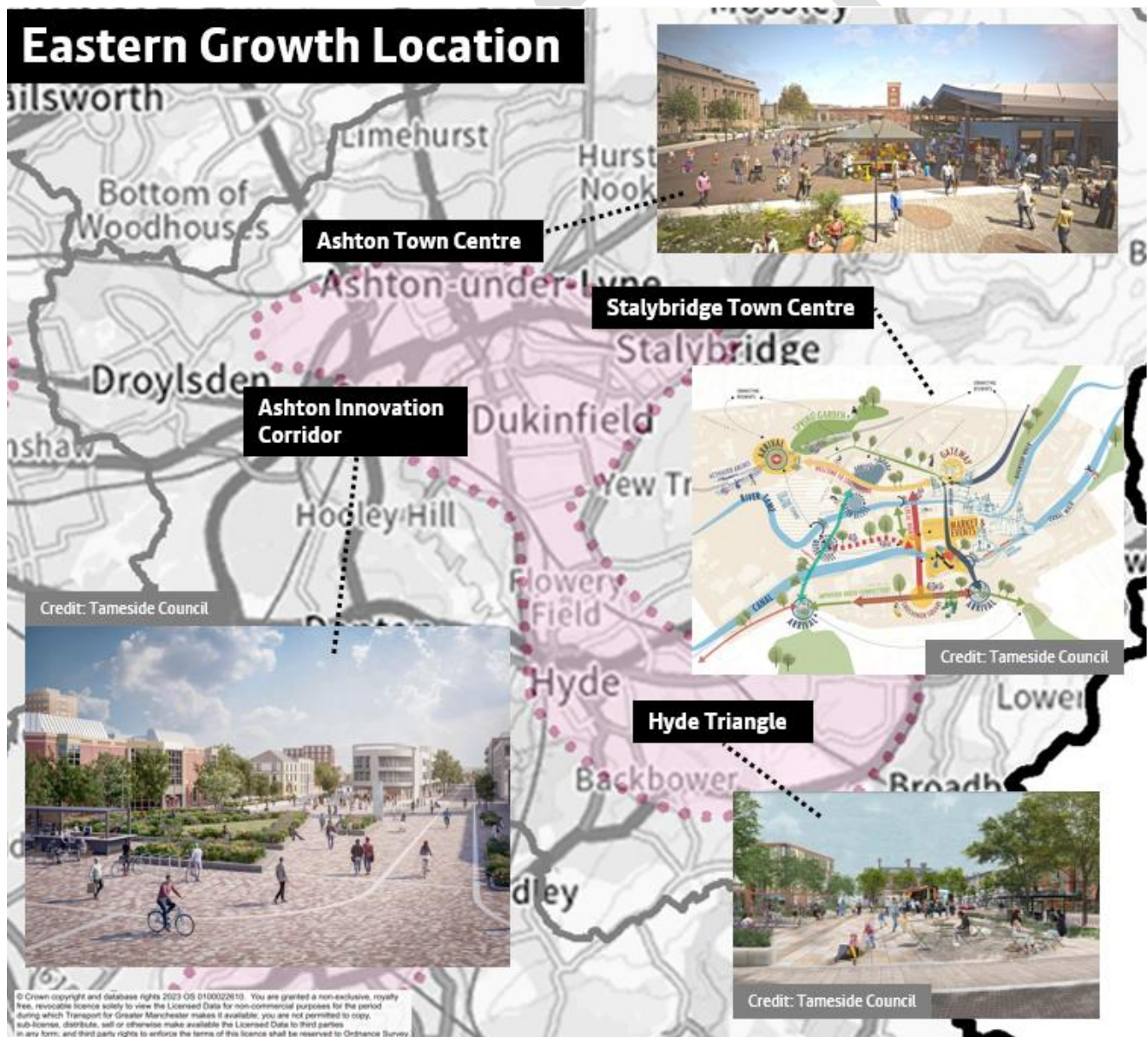
Homes of all types and sizes will be built on sites across Oldham town centre including Oldham Civic Centre, the former leisure centre site, the former Magistrates' Court site and the Prince's Gate site, which will relocate into the new-look Spindles, unlocking the land for development alongside a new town centre park. The new-look Spindles centre will also include the Hive, a new entrepreneur co-working business support and enterprise hub which is now open as well as a new flexible events space available day and night to hosts cultural, leisure and entertainment events. The cultural offer in the town centre will also be supported by the re-opening of Oldham Coliseum and a cultural quarter centred around Gallery Oldham, Oldham Library and Oldham Theatre Workshop. Employment opportunities will extend beyond the town centre supported by the Atom Valley MDZ, harnessing the skills and potential across Oldham, Rochdale and Bury.

Accessible Oldham is a scheme which will transform streets around Oldham town centre over the next few years by improving roads, footpaths and public areas. The scheme will make a huge difference to the look and feel of the town centre and complement the wider regeneration works including the redevelopment of Spindles Town Square Shopping Centre and the creation of the new park in the town centre.

Eastern Growth Location

4.17. With over 220,000 sqm of industrial and warehousing floorspace, the Eastern Growth Location will create significant new employment through the creation of the Ashton Mayoral Development Zone, delivery of key developments at Ashton Moss and St. Petersfield Digital Creative and Technology Hub in Ashton town centre, and a programme of town centre regeneration focussed on residential, employment, retail and cultural offers in Ashton, Hyde, Droylsden and Stalybridge town centres.

4.18. Transport interventions will be essential to enabling and unlocking the future growth ambitions of the Eastern Growth Location. Walking, wheeling, cycling, public transport and road schemes will be essential investment priorities. Example investments being developed include Quality Bus Transit between Ashton and Oldham and Ashton and Stockport, tram-train link to Glossop, Hattersley rail station access improvements, and National Highways' A57 Link Roads scheme.

4.19. Announced at the Greater Manchester Strategy launch, the Ashton - Stalybridge Mayoral Development Corporation will build on the strengths of the Town Centre, MDZ, Ashton Moss and St. Petersfield. Bringing together Bee Network, rail, bus, Metrolink and active travel, the Ashton - Stalybridge MDC will be a national exemplar in multi-modal, transport led growth.

Ashton-under-Lyne town centre

The Ashton Mayoral Development Zone was established in 2023 with a focus on the delivery of three key sites, Ashton town centre, St Petersfield and Ashton Moss. These three projects have the potential to provide around 3,000 new high-quality jobs, around 1,500 new mixed tenure homes and around 150,000 square metres of employment space through public-private partnership.

Ashton town centre is a growth priority for Tameside Council, supporting the Tameside Inclusive Growth Strategy 2021-26. Recent investments of approximately £60m have improved transport, digital connectivity, learning facilities, and public spaces. Future goals include expanding housing, leisure, health, and cultural opportunities, improving home choices, reducing vacancies, attracting investment, and enhancing connectivity.

St Petersfield, located in the western part of Ashton town centre, hosts various uses like offices, residential, education, and healthcare. The St Petersfield Masterplan identifies nine opportunities for a mixed-use accessible and green, district designed to high sustainability standards. The area has benefited from development in recent years, including a new public realm scheme, however a large proportion of St Petersfield comprises cleared sites and temporary surface car parking, within Tameside Council's ownership.

Ashton Moss is a strategic employment site located on the edge of Ashton town centre near Junction 23 of the M60 motorway. It is the largest employment opportunity site within Tameside and provides the opportunity for higher paid and skilled jobs. The site is well located on the road, tram and bus networks and is adjacent to the Ashton Moss retail, leisure, commercial and industrial area. The vision for the site is to create a dynamic, attractive and thriving innovation park, embedded in and contributing to a greener, cleaner society for Tameside.

Airport and Southern Growth Location

4.20.   The Airport and Southern Growth Location benefits from one of the strongest economic assets in the conurbation, Manchester Airport as well as Wythenshawe and Stepping Hill Hospitals, and the former Airport City development opportunity (now MIX Manchester). This area also incorporates Stockport town centre, and Wythenshawe town centre along with PfE allocations for growth including land at Davenport Green, facilitating the construction of the Western Leg extension of Metrolink.

4.21. This international gateway to the north provides the opportunity to facilitate international business and tourism growth. A further proposition for growth is built around digital innovation in the health sector, seeing the transformation of the two hospital campuses accelerated by research and development at MIX Manchester.

4.22. Walking, wheeling, cycling and public transport will be essential investment priorities. Improving sustainable transport connections and active travel routes across the growth location will be required to support inclusive, sustainable growth. This includes improving links between Wythenshawe town centre, Wythenshawe Hospital and the regional centre alongside more strategic connectivity enhancements between Stockport and Wythenshawe town centres, and Manchester Airport.

4.23. The proposed Northern Powerhouse Rail Manchester Airport rail station presents a significant opportunity to support the Airport and Southern Growth area to fulfil its potential and provide wider benefits to the region and stations along the route. Other example investments include new bus routes and Quality Bus Transit, a new rail station at Cheadle, redevelopment of Stockport rail station, enhanced public realm and provision for walking, wheeling and cycling. The area will also benefit from the planned Metrolink extension to Stockport from Didsbury and other rapid transit improvements should these be successfully brought forward.

Airport and Southern Growth Location

Stockport town centre

Over the last decade, Stockport Council has spearheaded a £1bn transformation of its town centre. One of the UK's largest town centre regeneration programmes, it has enabled the town to buck the trend of decline, with successful schemes across leisure, commercial and residential uses.

Since 2019 Stockport Mayoral Development Corporation (MDC) has played a powerful role in accelerating this transformation, delivering a residential led masterplan for Stockport Town Centre West. The MDC is a radical new approach to tackling future housing need and the changing role of town centres, delivered through a unique collaboration between the GM Mayor and Stockport Council. It brings together powers devolved to the Greater Manchester Mayor, combined with strong local leadership from Stockport Council and the long-term commitment of the government's housing agency, Homes England, to deliver an ambitious vision for the future of Stockport town centre. Over the past 6 years in collaboration with its many partner organisations the MDC moved from innovative concept to proven delivery vehicle, with over 170,000 sq. ft. new Grade A offices at Stockport Exchange, 1,200 new homes completed or on site and a state-of-the-art new transport Interchange with two-acre rooftop park.

Reflecting this success and the Council's continued growth ambitions, in 2025 the Council and GMCA agreed to expand the boundary of the MDC to cover the whole of the town centre and doubling its housing target to 8,000 homes by 2040.
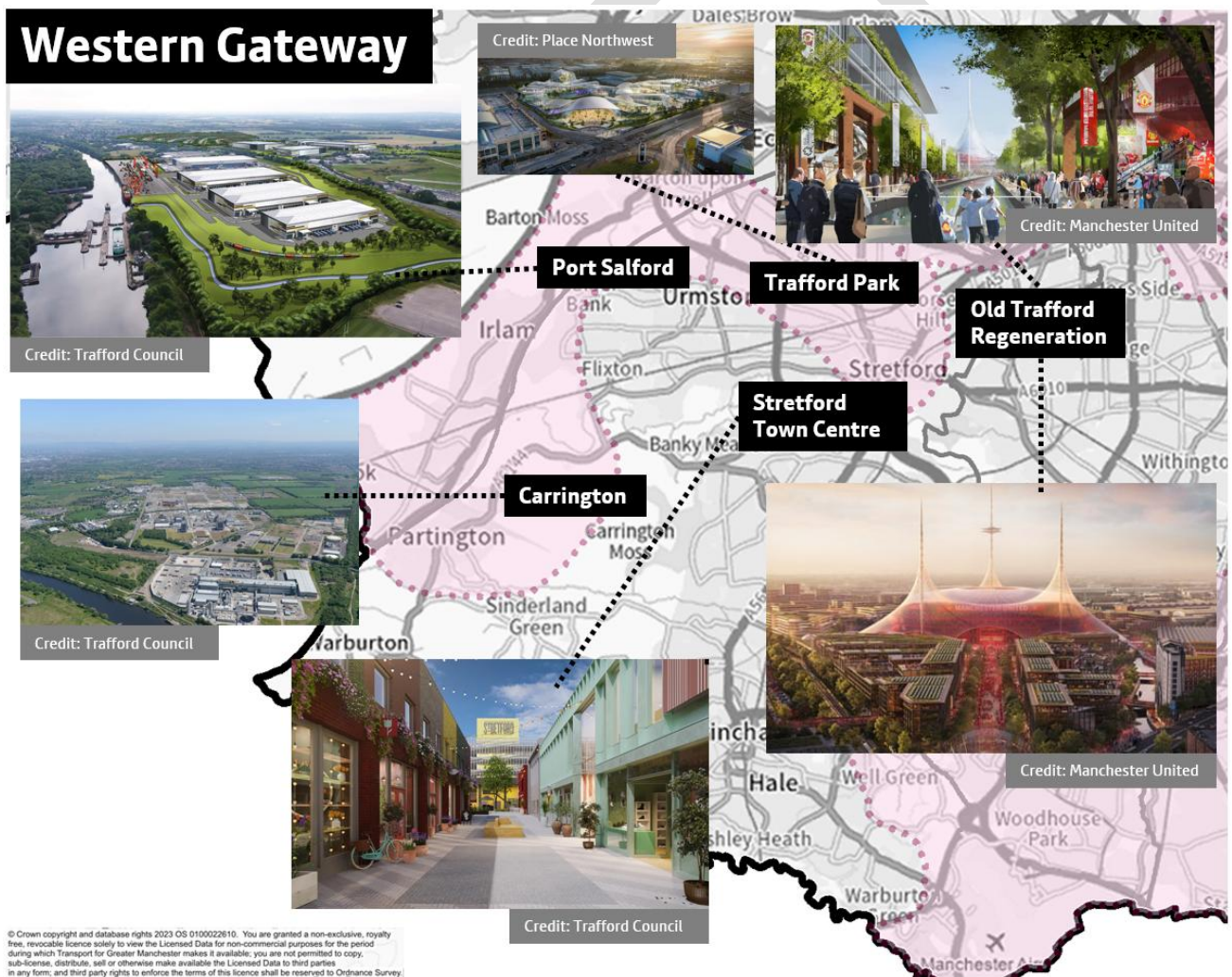
Altrincham town centre

The regeneration of Altrincham town centre started nearly 15 years ago with the establishment of Altrincham Forward in 2011 and the Business Improvement District launched in 2015. A Vision and Action Plan was developed alongside a Public Realm Strategy, and a Town Team was established by Trafford Council in 2013. Since then, the town centre has seen major investment in the refurbished Market House (the unique selling point of Altrincham Market acting as a catalyst), public realm improvements, the transport interchange and the hospital, along with a town centre business growth programme. Vacancy levels have fallen, and footfall has increased in the town centre year on year.

Further phases of the public realm improvements are planned to further enhance the visitor experience. The Grafton shopping centre and Altair town centre sites are still to come forward incorporating residential, commercial and leisure uses. Pedestrian links to the rest of the town will also be improved. Residential developments are taking place across the town centre showing the increasing desirability of the town as a place to live.

Western Gateway Growth Location

4.24.   The Western Gateway MDZ is a key development area for Greater Manchester, developing our connections with the Port of Liverpool, and the rest of the world and also provides for the Central Growth Location core economic area through the development of a tri-modal freight hub at Port Salford.

4.25.   The Western Gateway has the potential to create around 19,000 new homes and 25,000 new jobs, capitalising on the unrivalled port connectivity at New Carrington, Port Salford, and Trafford Park, alongside the regional leisure, retail and hospitality destination at Trafford City. Employment growth will also be created in the low carbon energy sector, linked to the development of a low carbon energy innovation park at Trafford Park. In addition to this, the Old Trafford regeneration project is set to be one of the largest urban renewal programmes in the UK in the coming decade. The project will leverage its assets to create a world-class destination and offer a rich cultural and entertainment offer, high-quality homes and new businesses.

4.26. New road links and/or additional road capacity will be needed in some locations, particularly to support new development sites and to maintain the reliability and safety of the network for all users. Any improvements to the road network will need to be part of a multi-modal approach with the aim of securing a significant increase in the proportion of trips made by walking, wheeling, cycling and public transport and improving access for all road users. Active travel, public transport and highways to unlock new development will be essential investment priorities. Example investments being developed include Carrington Relief Road, bus network improvements and active travel schemes. The area also has the potential to benefit from a Metrolink extension to Trafford Waters and Port Salford, should these be successfully brought forward.

Salford Quays

The MediaCity/Quayside Regeneration Framework outlines an ambitious vision for Salford Quays' future development. Spanning 23.30 hectares, it includes plans for 3,000 new homes, 75,000 sq metres of business space, and enhanced access to employment, retail, leisure, and recreation.

Building on the Salford Quays 2030 Vision, the framework has four key aspirations: creating a vibrant town centre, developing more commercial office space, delivering high-quality, affordable homes, and enhancing waterfront and public realm areas with new green spaces.

The project will double MediaCity's size, defining four distinct quarters. The Media Quarter will host creative, tech, and digital companies around the Piazza and Manchester Ship Canal. The Waterfront and Gateway zone will maximise the waterfront setting with flexible structures, a new pedestrian bridge, and activation of North Bay. The Living Hub will feature sustainable homes, businesses, and retail with striking architecture and green spaces. Lastly, the Culture and Community Hub, centred around Quayside and The Lowry Arts Centre, will offer cultural, leisure, and retail opportunities for residents and visitors.

Northfold Growth Location

4.27.   Northfold (Wigan and Bolton) Growth Location provides the opportunity to boost northern competitiveness in the city-region and contribute to the ambition of levelling up the GM economy. Regeneration and development projects across a large number of sites will deliver employment growth of around 20,000 new jobs and around 9,000 new homes.

4.28.   Opportunities for growth include Wigan, Leigh and Bolton town centre regeneration, Health Innovation Bolton (at Royal Bolton Hospital), Hulton Park, several strategic housing sites and PfE allocations for housing, employment and mixed use development. A Mayoral Development Company is being explored to drive forward regeneration opportunities for Leigh town centre and the surrounding areas.

4.29. The development of Northfold will require east–west radial transport infrastructure across Wigan and Bolton to connect residents to employment and skills opportunities within the growth location and across Greater Manchester. New roads and streets, strategic public transport (bus and rail) and Streets for All measures (including a strategic cycle route) will be essential investment priorities to unlock development. Longer term the area also has the potential to benefit from tram-train services along the Atherton Line, expanding the existing Metrolink network.

Bolton town centre

Bolton's £1bn regeneration programme aims to create a new town centre offer with quality residential developments, retail, leisure, and food and beverage offerings. The plan includes up to 2,000 new homes, 31,000 sqm of office space, 14,000 sqm of food and drink space, and over 300 new hotel beds and serviced apartments. Significant progress has already been made in various key areas with the authority looking to establish a Mayoral Development Corporation to drive forward the regeneration of the town centre.

Catalyst projects include:

Trinity Quarter: A 25-acre site near Bolton's new Transport Interchange. This project will provide a gateway into the town centre's retail core and will accommodate a mix of new residential, office, commercial, hotel, and car-parking spaces. It aims to create a new neighbourhood offering that enhances the town centre's appeal.

Church Wharf: A new neighbourhood located alongside the River Croal. This project will comprise over 400 new homes, a 120-bed hotel, and flexible commercial space with associated community amenities. It represents one of the largest residential development opportunities within Bolton town centre and will deliver a range of accommodation of mixed tenure and typology.

Crompton Place: Redevelopment of the shopping centre site, currently owned by Bolton Council. This project could deliver a new landmark town centre investment with capacity for up to 280,000 sq ft of retail and leisure space, office accommodation, and up to 200 new homes. It aims to transform a key site on Victoria Square, enhancing the town centre's vibrancy.

These projects aim to attract new residents, businesses, and visitors, supporting job creation and skills development for local people.

Wigan town centre

Significant work is already underway to regenerate Wigan town centre. In 2019, a Strategic Regeneration Framework was produced to provide a single integrated plan for the strategic redevelopment of Wigan town centre. The council had already purchased the former Galleries shopping centre and since then has secured a development partner, secured planning consent for transformational mixed-use scheme and work is well underway on site under the new brand of 'Fettlers'; there has been conservation-led investment in King Street; the former Civic Centre has opened as a new workspace and co-working base called Civic; and the regeneration of Cotton Works (the Eckersley Mills complex) in the nearby Pier Quarter is underway with Mill 1 completed and open.

Fettlers: This will transform the heart of Wigan town centre into a new neighbourhood with an exciting mix of uses that will attract new residents, businesses and visitors to the heart of the town. Work is now underway on the new market hall, hotel, multi-media centre and landscaped public square which will support an annual outdoor events programme. Once the old market hall is demolished, the final phase will be the delivery of a new residential neighbourhood with over 400 new homes.

Cotton Works: The development of this 17-acre former mill site will include over 800 new homes, a 120-bedroom hotel, offices, a food hall, restaurants, and a gym. This blend of different uses aims to create a vibrant new area within Wigan.

King Street: Traditionally the focus for night time economy, the ambition for King Street area is to diversify the offer and capitalise upon the architectural quality of buildings of the street to create breathe new life into this part of the town centre. The area has benefitted from investment which is supporting refurbishment and repurposing of premises along the street.

Wigan Station Gateway: This project will transform and integrate both Wigan North Western and Wallgate stations to deliver a first-class rail hub on the West Coast Mainline and local rail network, providing a gateway to Wigan and the surrounding area, while supporting new commercial and residential development, including up to 800 new homes and 200,000 sqft workspace, regenerating this part of the town centre.

These mixed-use schemes will diversify the town centre offer, encouraging more visitors to come into the town centre during the day and extend their stay into the evening. Over time, Wigan town centre will become a destination of choice for visitors who seek to combine shopping with leisure activities.

Growth Policy 1: Growth locations and town centres

We will support the delivery of transport interventions that enable vision-led, inclusive and sustainable development and regeneration, with a particular focus on the growth locations and town centres (as illustrated in Figure 4.1).

For further details visit: <u>Growth locations and town centres</u>

4.30. The delivery of new housing and employment opportunities within the nine main town centres and the Growth Locations will provide new opportunities for communities and places, in areas that may not have benefitted previously from economic development and growth. Transport improvements will be required to enable better connectivity across the main town centres and all the designated growth locations.

4.31. Each town centre and Growth Location will provide the opportunity to develop proposals that are unique and deliver inclusive and sustainable growth. Each will bring much needed jobs, and homes to some of Greater Manchester's most deprived communities. Each will provide new social infrastructure, including community facilities and recreational / leisure facilities, for new residents and surrounding existing communities. Each will contribute towards aspirations for a more prosperous and balanced Greater Manchester economy.

4.32. In addition, the design of transport infrastructure provided in support of strategic new development provides the opportunity to take a place based, 'right first time' approach to how we deliver the public realm for growth, to address issues on the existing network (for example to provide alternative routes where bus or cycle lanes cannot be provided on existing roads due to constrained road widths), and provide 'missing links' as part of the strategic bus and cycle networks.

4.33.   A critical component of regenerating the town centres and delivering growth in each growth location will be reducing the need to travel by car, by creating sustainable neighbourhoods where people can live, work and access services, offering reliable and efficient public transport, and safe active travel choices. Sustainable transport options will provide enhanced connectivity between town centres, growth locations, adjacent local communities and across the city region as a whole.

4.34.   Work is currently underway producing transport development frameworks for many of the large development sites within the Growth Locations and determining a pipeline of the necessary transport investment required to bring development forward. The outcome from this work will be set out in the ten-year GM Transport Delivery Plan (2027-37) alongside all the other schemes and initiatives needed across Greater Manchester to deliver our vision. The GM Transport Delivery Plan (2027-37) will, in turn, form part of the suite of documents that comprise our Integrated Pipeline for growth.

Part C: Our vision

5.   Our vision for Greater Manchester

5.1.   Our transport strategy directly supports the overarching vision of the Greater Manchester Strategy which is "a thriving global city region where everyone can live a good life". To do this we will focus on two interlocking areas: growing our economy and making sure all our people can live well.

5.2.   Our transport system will place a crucial role in delivering this vision. Emerging from the GMS are seven workstreams:

- A great place to do business
- A clear line of sight to high quality jobs
- Everyday support in every neighbourhood
- Healthy homes for all
- A transport system for a global city region
- Digitally connected places and people
- Safer and Stronger Communities

5.3.   'A greener, more equal future' is a cross-cutting theme across the seven identified workstreams.

5.4.   In supporting the Greater Manchester Strategy (GMS), the primary role of the GM Transport Strategy and Delivery Plan will be to deliver on the "A transport system for a global city region" workstream. However as discussed above (Chapter 2) transport is an enabler and the transport strategy and delivery plan will also play an important role in supporting the delivery of the other GMS workstreams.

Our shared transport vision is for:

"A transport system for a global city-region"

5.5.   The focus of our vision statement is on delivering a transport network that helps to improve people's lives and create great places in a global city-region, it must better connect more people to a wider range of opportunities safely, reliably and affordably. Achieving this will involve addressing the key challenges of climate change and inequality whilst supporting sustainable economic growth. The city region's ambitions to be more prosperous, more socially equitable and to be carbon neutral by 2038 will shape the future development of our transport network.

5.6.   Our transport vision is designed to help deliver the GMS and is comprised of three interconnected elements:

- Our approach to People and Place
- Our Right Mix Target
- Our Network Ambitions

5.7.   The GMS identifies pledges, consistent with the GMS outcomes, set out across the strategy's seven workstreams. These pledges are incorporated into our Transport Strategy Indicators (in section 13: Measuring Success) to ensure that we are focussed on delivering shared outcomes. These include supporting carbon neutrality by 2038 and aiming for no-one to be killed or seriously injured on our roads. The connections between the GMS missions and the transport strategy network ambitions are drawn out in later sections.

6. Our right mix target

6.1. We know that we still have much to do to deliver a transport network that will enable people to access opportunities in a way that is expected in a thriving global city-region. We need to focus our efforts on closing this gap.

6.2. We first introduced the 2040 Right Mix target in our last transport strategy with a baseline year of 2017 (a 23-year timeframe). Since then, we have delivered much, but the period was dominated by the unprecedented impact of the pandemic which disrupted travel demand in ways previously unimaginable.

6.3. Our updated 2040 Right Mix target is not scientifically calibrated to each of the GMS missions, but it is set at a level that if achieved will reflect truly transformational progress over a now shorter timeframe.

6.4. By 2023, travel demand had returned to a more stable state and the proportion of trips made by walking, wheeling, cycling and public transport was in line with 2017 levels. For these reasons, the updated 2040 Right Mix target set out in this transport strategy has a 2023 baseline.

6.5. Since the last strategy we have also improved our understanding of travel in GM by non-GM residents. We are making use of this knowledge by applying it to the updated Right Mix baseline, which is now based on estimates of 'GM travel'.

We define 'GM travel' as trips to, from, and within GM by both residents and non-residents. Through trips are excluded e.g. those passing through GM on the Strategic Road Network.
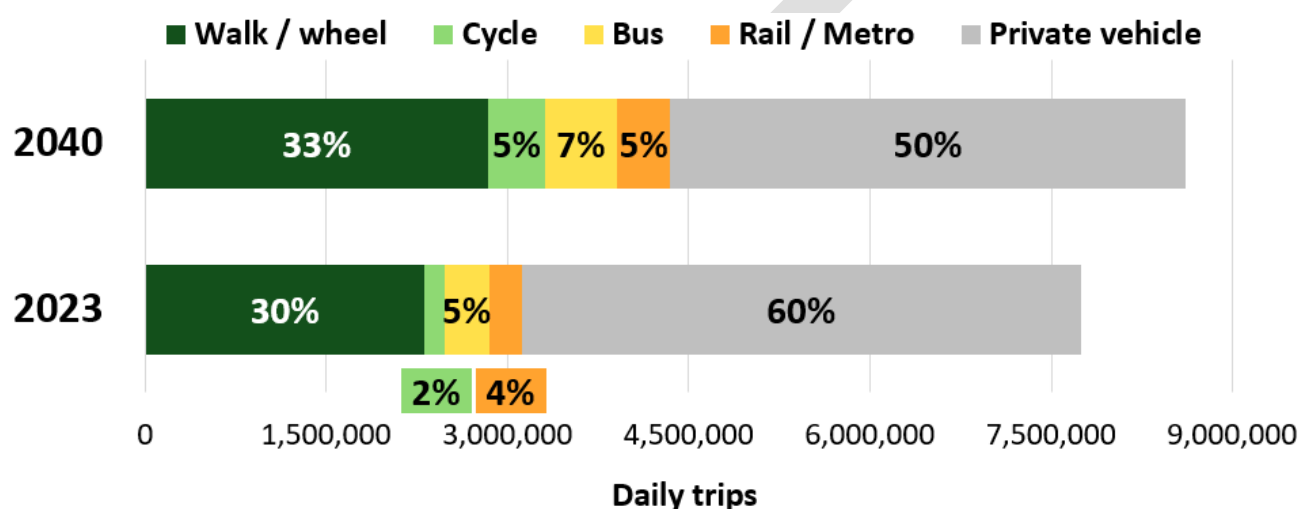
6.6. By altering the baseline and adopting 'GM Travel' estimates, there are some significant changes to reported trip volumes in this updated Right Mix analysis. By improving our understanding of our travel markets, we are better placed to develop more targeted approaches to supporting the change that is needed to deliver the 2040 Right Mix target.

6.7. Our headline 2040 Right Mix target is set out below and remains the same. Given the shortened timeframe, and the now higher rate of privately kept cars and vans per head, it is inescapable that successfully delivering our Right Mix target will be more challenging than it was when it was first set out in our previous strategy.

2040 Right Mix Target

Improve our transport system so that, by 2040, 50% of all journeys in GM will be made by public transport or active travel.

This will support well over 1 million more journeys on our Bee Network through walking, wheeling, cycling and public transport per day by 2040, as well as reducing car and other trips on the GM network by 2040.

Figure 6.1: 2040 Right Mix target - transport mix breakdown

6.8. Accounting for projected population growth and the changes we intend to support, we are targeting the following increases to trip volumes between 2023 and 2040:

- Walk / wheel - c.500,000 more trips (c.20% increase)

- Cycle - c.300,000 more trips (c.200% increase)

- Bus - c.220,000 more trips (c.60% increase)

- Rail / Metro - c.170,000 more trips (c.60% increase)

6.9. Achieving these targets will require a substantial increase in the level of investment to provide transport services and a cultural change in how people in GM choose to travel. It will also require a joined-up approach that recognises the important influence that decisions and action outside of the transport sector can have on travel outcomes.
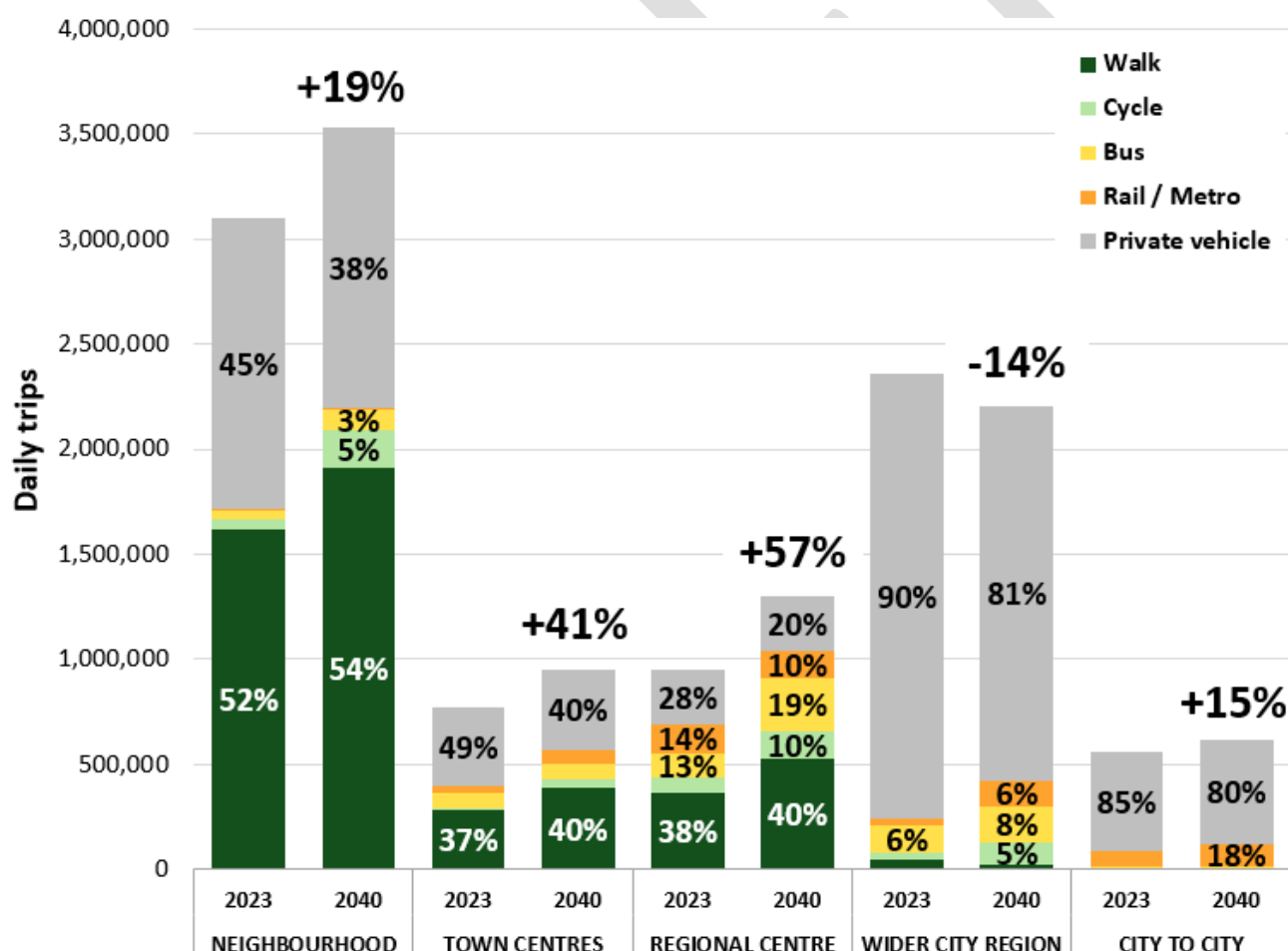
6.10. We will need to lobby for action on issues beyond our control or where our own direct intervention could skew local investment, disadvantaging our residents.

6.11.   We must remain adaptable. The pandemic highlighted how quickly circumstances can change, and we have taken valuable lessons from that experience. We will continue to engage with external factors while recognising the uncertainties they present. As a result, we expect the updated illustrative pathway to achieving the 2040 Right Mix target (which differs from the one set out in our last strategy) to be adapted over time.

Understanding the headline target and how to achieve it

6.12.   It becomes easier to understand our pathway to achieving this target when looking at the number of different trips associated with each of our people and place themes and examining the different modes of travel commonly used.

Figure 6.2: Right Mix target to 2040 - segmented by our People and Place themes.

7. Our network ambitions

7.1. The main role of the Local Transport Plan is to deliver the GMS vision to deliver a transport system for a global city region.

7.2. With the Greater Manchester local authorities, GMCA and stakeholders, we have identified seven network ambitions that need to come together to deliver this mission. Our whole network, but particularly our Bee Network, needs to be:

Figure 7.1: Our Network Ambitions

7.3. At the heart of these ambitions is our residents, businesses, and visitors. Our network needs to be experienced equally by our people, regardless of their personal characteristics or situation (including our citizens, consumers, customers, businesses, visitors). Each of GM's local authorities will work closely with Transport for Greater Manchester, National Highways, Network Rail/Great British Railways and other transport delivery organisations to deliver these network ambitions and make sure that we are accountable to our residents, businesses, and visitors.

7.4.   Each of these ambitions are inter-related but there is a direct link between the GMS workstreams and the GM Transport Strategy 2050 network ambitions:

- 'A great place to do business' links to our Reliable, Integrated, and Well-maintained and resilient network ambitions
- 'A clear line of sight to high quality jobs' links to our Inclusive and affordable network ambition
- 'Everyday support in every neighbourhood' links to our Inclusive and affordable, and Healthy network ambitions
- 'Healthy homes for all' links to our Integrated network ambition
- 'Digitally connected places and people' links to our Integrated network ambition
- 'Safer and Stronger Communities' links to our Safe and Secure network ambition
- The cross cutting 'greener, more equal future' theme links to our Environmentally Responsible, and Inclusive and Affordable network ambitions

7.5.   We will use our Network Ambitions, at all times, to guide our decisions - by doing this we will ensure that all policies, programmes and schemes are aligned and working towards delivering consistent outcomes. We want to see these ambitions delivered everywhere in Greater Manchester, but we also recognise that we will need to prioritise improvements in locations and communities that are most in need or are spatial priorities (see previous section).

7.6.   We have set out a number of policies that will help us achieve our network ambitions, these are explained in more detail in Part E: Policies:

Reliable

Our Ambition: To develop a transport network that offers reliable journey times and information for residents, businesses and visitors.

- GMS Pledge: By 2030, 90% of people in Greater Manchester will be within a five-minute walk of a bus or tram that comes at least every 30 minutes.

Integrated

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

- GMS Pledge: By 2030, all local rail lines will be integrated with the Bee Network, with Greater Manchester communities the first outside London to be served by fully joined-up cycle, bus, tram and train travel. We will drive major improvements to stations, including making more of them fully accessible and introducing capped, tap-on tap-off fares.

Inclusive and affordable

Our Ambition: To develop a fully inclusive and affordable Bee Network for all.

- GMS Pledge: We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.
- GMS Pledge: We will keep the cost of travel on the Bee Network as low as possible, so everyone can afford to get where they need to go. We'll only charge what we need to run a safe and comfortable service and to reinvest in the Bee Network, so that it keeps improving.

Healthy

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

- GMS Pledge: GM residents will live a healthy life for longer (relative to England as a whole) and we will reduce the gap in healthy life years between the richest and poorest communities.

Environmentally responsible

Our Ambition: For Greater Manchester to be known for the quality of the urban areas and natural environment, achieving carbon neutrality by 2038, and new transport schemes delivering environmental enhancements.

- GMS Pledge: By 2030, we will have the UK's first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038.
- GMS Pledge: We will maintain our commitment to reach carbon neutrality by 2038.

Safe and Secure

Our Ambition: To reduce fatalities and life-changing injuries on our roads to zero and ensure that poor perceptions of personal security are no longer a significant barrier to people walking, wheeling, cycling or using public transport.

- GMS Pledge: By 2040 we are aiming for no-one to be killed or seriously injured on our roads.
- GMS Pledge: By 2030 95% of our residents will report feeling safe and we will make the Bee Network one of the safest transport systems in the world.

Well-maintained and resilient

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

Part D: Evidence (population, economy, environment)

8. Achieving our vision through evidence-based planning

8.1. We face challenges in achieving our vision, and these are analysed in depth in our supporting evidence reports, which should be read alongside this transport strategy. The final version of this transport strategy will be supported by a local transport quantifiable carbon assessment in-line with guidance published by the Department for Transport in August 2025. This section introduces some of the key evidence and outlines how we intend to use it to help us navigate a pathway to our vision.

8.2. By improving our understanding of influences (this includes both the impact of external factors and influences under our direct control) on a proposed pathway to our vision, we are better placed to design interventions that work with existing trends and maximise the return on investment. We are also better able to adapt our approach and articulate what national government support is required.

8.3. In 2023, around 60% of all trips by GM residents were made by car or van, a third by walking, wheeling and cycling, and the remainder by public transport. This headline travel mix has not changed since 2017.

8.4. Following the unprecedented impact of the pandemic on travel demand, overall traffic volumes have now broadly rebounded to pre-pandemic levels. This has renewed attention on the ability of the transport network to enable future growth.

8.5. To deliver a thriving city region where everyone can live a good life, we need to help more of our residents travel by public transport and active travel. We do not have the resources required to accommodate unconstrained traffic growth, and in any case, this would not deliver a city region that was attractive and fair for all.

8.6. An over-reliance on the private car to access opportunities, leads to deteriorating public health outcomes due to less walking, wheeling and cycling, and declining revenue generation for investment in public transport. This ultimately risks locking our transport system – and the wider economy – into an unsustainable, inequitable, and underperforming cycle.

8.7. Once someone owns a car, it is associated with people using it for most of their trips. As a practical example, residents in households with no cars were nine times more likely to use a bus for their journeys than residents in households where there was at least one car per adult.

Our resident population

How many residents are there?

- Three million residents in GM in 2025 (2.87m residents in GM in 2021)

- There is considerable variation in the scale of the resident populations of the GM local authority areas. In 2021, Manchester had a resident population of over 550,000 (19% of GM), while Bury had a resident population of around 195,000 (7% of GM).

Where has the most notable growth been occurring?

- Manchester's population alone increased by close to 50,000 between 2011 and 2021, and over the last three decades (1991 to 2021) has grown faster than other major English cities (36%).

- Salford's population grew by 15% between 2011 and 2021, the highest growth rate in the north of England over that period.

How much growth has there been since 2017?

- Between 2017 (the base year for currently published Right Mix analysis) and 2022, the total population of GM increased by well over 100,000.

What has contributed to recent changes in the resident population?

- Between 2017 and 2022, births outnumbered deaths, leading to natural increase in the order of 50,000, internal net migration accounted for a loss of 24,000, while international net migration accounted for an additional 91,000.

- Census 2021 shows that Manchester (18%) and Salford (15%) were the local authority areas with the highest proportion of residents whose address one year prior was different to that in which they resided on the day of the Census. Across the other eight local authority areas the corresponding value was 8%.

How is the resident population distributed?

- The resident population is not distributed evenly. The densest concentration is within the M60, and specifically the Regional Centre. There are other notable concentrations around the main town centres, all of which are located outside the M60, but dispersed widely across the city region.

- Broadly speaking about 50% of the resident population is in areas of higher density which account for about 20% of the GM city-region. The remaining 50% of residents are dispersed at lower density across about 80% of the GM city-region area.

What do we know about the overall health of residents?

- In 2021, based on self-assessment around 80% of GM residents had either good or very good health. Those with bad or very bad health numbered around 170,000 accounting for 6% of all GM residents.

- In 2021, 18% of GM residents considered their day-to-day activities to be limited by long-term physical or mental health conditions or illnesses. This translated to around 525,000 GM residents being considered disabled under the Equality Act.

- In GM, over 1 in 3 adults are not physically active enough to maintain good health.

- Nationally there is a strong link between levels of deprivation and the prevalence of obesity, with the 10% most deprived communities seeing 37% of adults classed as obese, in comparison to just 19% in the 10% most affluent.

How much of an issue is deprivation?

- Over 1.1m (40%) GM residents live in areas defined as within the 20% most deprived in England, with the most notable concentrations being within the M60, and around GM's main town centres to the north and east.

- Nearly 1.3m (45%) of GM's residents are classified as either 'Stretched Society' or 'Low Income Living'. This is a far higher share than the UK as whole (33%). Typically, around 3 in 10 of these residents describe their financial situation as 'just managing to make ends meet', and 1 in 10 are 'drawing on savings or running into debt'.

- 420,000 residents (15%) live in areas at high risk of transport related social exclusion. This means they are at high risk of being unable to access opportunities and key services as much as needed.

What do we know about the distribution of household disposable income?

- Average net disposable income per household is typically lower within the M60 and around the main town centres where it is commonplace to be less than £15,000. The areas with average net disposable income per household of over £25,000 are almost entirely located towards the outskirts of the GM city-region.

- While average net disposable income per household may be lower within the M60 and around the main town centres, the high volume of households in these areas ensures that they have the highest totals of net disposable income overall.

What is happening to the age structure?

- The resident population age structure did not change radically between 2001 and 2021. It is however evident that the resident population did age. In 2021, 26% were aged 56 or over (24% in 2001), which set against a larger overall population than in 2001, equated to c.750,000 residents, which represents an increase of c.150,000 on the c.600,000 in 2001.

What is happening to the ethnic group make-up?

- The resident population became markedly more diverse between 2001 and 2021. In 2001, less than 10% (1 in 10) were from an ethnic minority group, but by 2021 this had risen to 24% (nearly 1 in 4).

- This proportional increase in ethnic minority groups took place against the backdrop of a growing overall resident population which meant that by 2021 there were c.680,000 ethnic minority residents in comparison to c.220,000 in 2001.

- In 2021, and as was the case in 2001, the largest of these ethnic minority groups was Pakistani (over 200,000 residents). The second largest ethnic minority group in 2021 was Black which accounted for over 130,000 residents, an increase of over 100,000 on the 2001 level.

What type of accommodation is available to residents?

- There were c.1.18m households in GM in 2021, an increase of just over 50,000 (4%) since 2011.

- Between 2001 and 2021 the proportion of flats increased to account for nearly 1 in 5 households. Set against a backdrop of overall growth, this meant that there were nearly 75,000 more flats in 2021 than there were in 2001, which represented an increase of nearly 50%.

What type of tenure are residents living under?

- In 2021, 29% of households were owned outright, 29% owned with a mortgage, 21% in social rent, and 19% in private rent.

- In 2021 there were nearly 220,000 households in private rental, which was approximately 140,000 more than in 2001 (an increase of nearly 180%).

- In 2021 there were 340,000 households that were owned with a mortgage or loan, which was over 50,000 down on 2001 (a roughly 15% decrease).

Car keeping

Has car availability been increasing?

- There were over 1.2 million licenced cars and vans being kept privately in GM in 2023. This was an increase of over 170,000 from 1.03 million in 2013, an increase of 17%. To put that in perspective, the Manchester local authority area in 2023 had just under 170,000 cars and vans. In just 10 years we've 'added another Manchester'.

- This meant that the volume of privately kept cars and vans grew at over double the rate of the adult population growth between 2013 and 2023.

- At the household level in 2001, roughly 1 in 3 households had no car available, in 2021 this was closer to 1 in 4. In 2021, there were 20,000 fewer households without a car than there were in 2001, while comparison of the same two Census periods showed an increase of 100,000 two or more car households.

Where has growth in cars per head been highest in the last decade?

- Areas with the lowest private cars per head have seen the biggest increases in the volume of cars privately kept since 2009, effectively playing 'catch up'. Given many of these areas are deprived, it is likely some residents have felt compelled to acquire cars to access opportunities and services despite knowing it will cause them hardship.

- In comparison, there are only a small number of areas where the volume of privately kept cars has decreased, with these typically being areas with affluent communities where private car-keeping was already very high.

What influences household car keeping?

- The 20% most deprived households were four-times more likely to have no access to a car than the least deprived households. Overall, 27% of households had no access to a car, rising to 40% in our most deprived households.

- In 2021, 10% of detached households had no car, while for flats this was 55%. Conversely, only 7% of flats had two or more cars, in comparison to 56% for detached houses.

- Despite only accounting for 29% of all GM households, those owned with a mortgage or loan accounted for over 50% of GM's two or more car households.

- The areas with highest population density, namely central areas within the M60 and main town centres, have the lowest private cars per head.

Personal Safety and Security

How are different groups impacted?

- Night time safety is a recurring concern across all modes in GM, with women reporting significantly lower satisfaction than men. In 2024, only 44% of women (vs. 67% of men) were satisfied with their personal safety at night while walking.

- On public transport in GM in 2024, overall satisfaction levels for women were lowest on bus (69%), and highest on tram (91%), but even when on the tram at night (as opposed to waiting at / or travelling to a stop) only 61% of women were satisfied with their personal safety, compared to 76% for men.

- In 2024 in GM, disabled customers consistently reported lower satisfaction than non-disabled customers. The most pronounced gaps were in relation to personal safety at night when travelling by bus where satisfaction levels for disabled customers were c.25 percentage points lower.

- Nationally in 2023, those from ethnic minority backgrounds were the most likely to be concerned about the risk of discrimination on public transport. Just under half (46%) were concerned about this, compared to 16% of all adults. The LGBTQI+ community also indicated heightened concern at 28%.

Our Economy

How many residents are economically active?

- Around 1.4m residents were economically active during 2023, which represented just over three quarters of all residents aged 16-64.

- During the one-year period October 2022 - September 2023, over 95% of the economically active resident population were in employment.

How many businesses are there in GM?

- There are broadly 105,000 businesses (local enterprises) in GM. The total number of businesses has been relatively stable since 2018, following a period of rapid growth since 2011 when there were a little over 70,000.

- A little under 90% of businesses are micro (no more than 9 employed), with less than 1% large (250 or more employed).

What does the industry profile look like and how has it changed?

- In 2022, over a third of jobs were in IT, financial, real estate, professional, and admin roles - representing over 100,000 more jobs than there were in 2015. This translated to 26% growth, which was well above the overall growth of 15% across all industries.

- Manufacturing, and wholesale and retail have remained largely unchained in absolute terms (together accounting for c.310,000 jobs) between 2015 and 2022, which translated to them representing a smaller proportion of overall employment in 2022 (21%) than they did in 2015 (25%).

- The construction sector while smaller in scale at c.70,000 in 2022, was 34% up on 2015. In terms of occupation, the most striking change between 2001 and 2021 was the increase in the proportion of residents working in professional and technical roles to broadly account for 1 in 3 (33%) roles in 2021, up from less than 1 in 4 (23%) in 2001.

- In terms of occupation, the most striking change between 2001 and 2021 was the increase in the proportion of residents working in professional and technical roles to broadly account for 1 in 3 (33%) roles in 2021, up from less than 1 in 4 (23%) in 2001.

How is employment distributed in GM?

- Employment in GM is not evenly distributed. The most notable concentration is in the Regional Centre, which accounts for nearly 20% (nearly 1 in 5) jobs. The main town centres (c.10%), Trafford Park (c.3%), and Manchester Airport (c.2%) also all stand out. Elsewhere the tendency is for employment to be dispersed at relatively low densities. This is reflected by the fact that nearly half of all commuting trips by GM residents in 2023 were Wider City Region trips - a spatial theme where around 9 in 10 trips are made by car.

- In 2022 the distribution of employment was fundamentally different to the distribution of the resident population in GM. There is a distinct north to south divide, with the ratio of residents per job lowest in Manchester (1.3), Trafford (1.4), and Salford (1.7) - local authority areas that intersect the Regional Centre. Those living in the north face greater competition to access employment opportunities within the local authority areas in which they reside (ratios of residents per job are 2.5% higher).

- Manchester and Salford (the local authority areas that capture the vast majority of the Regional Centre) have accounted for an increasing proportion of GM GVA over the period from 1998 (36%) to 2022 (46%).

- At a national level during the period September 2022 to January 2023, only 10% of those earning £50,000 or more indicated that they could not work from home, while for those earning less than £20,000 this was well over 60%.

Working from home?

- In the final quarter of 2022, around 50% of respondents to the GM Residents Survey indicated that they had worked from home at least some of the time.

- National data for the same period indicates the proportion of homeworkers to be closer to 40%, and it is possible that the GM Residents survey methodology (which saw around 50% of the 1,470 respondents being captured by the web) resulted in some bias. Nevertheless, it was clear that the pandemic had resulted in rapid transformational change.

- At a national level during the period September 2022 to January 2023, over 50% of administrative, professional, and senior roles of workers had worked at home for at least one day in the previous week, while for elementary, and process plant and machine operatives this was 10% or lower.

Deep dive 1: Regional Centre trends and implications

- The high growth potential of the Regional Centre, combined with it being the focal point for the existing GM public transport network, prime it for delivering high quality public transport services in a financially sustainable manner. This makes the performance of the Regional Centre particularly important to achieving the Right Mix vision, which will require more GM residents to adopt low car use lifestyles than is currently the case.

- At the core of the Regional Centre is the City Centre, which was simultaneously seeing both continued growth in overall demand, and a reduction in the absolute volume of car trips prior to the onset of COVID-19.

- The City Centre saw rapid growth in rail-based modes between 2009 and 2019. This helped support the increasing proportion of GM GVA that is accounted for by Manchester and Salford, by helping the City Centre to attract businesses, and helping people access the employment opportunities that arise from that.

- As travel demand fell following the onset of COVID-19, it is noticeable that the proportion of trips to the City Centre made by car increased. It represents a major success for the attractiveness of public transport for accessing the City Centre that the 2023 car mode share of 24%, was the same as recorded for the 2015-2017 period when overall demand was 30% higher.

Deep dive 2: Comparison goods shopping trends and implications

- The mode share of shopping trips varies by retail location type. Between 2017-2019 a little over 10% of city centre shopping trips were made by car, whereas for retail parks this was 85%.

- Between 2010 and 2024 retail parks doubled their share of the comparison goods market, while the city centre saw its share reduce by a third, and the main town centres lost a quarter of theirs. This means that comparison goods shopping trips can be expected to now have a considerably higher car mode share than was the case in 2010.

- Many of Greater Manchester's retail parks now contain other leisure related activities, some of which have relocated from town centres which are typically easier to access without a car.

How much does congestion cost the GM economy?

- In 2015, we estimated the total annual cost to Greater Manchester's economy of congestion and delay to be £1.3 billion, which in today's prices exceeds £1.6 billion.

Our Environment

How much carbon comes from transport in GM?

- Surface transport is responsible for nearly a third of GM's greenhouse gas emissions, and the vast majority (98%) comes from cars, vans, heavy goods vehicles (HGVs) and a relatively small amount from buses. This means that transformational change is needed to meet our ambition to be carbon neutral by 2038. It will not be possible to deliver this change by relying on local interventions alone.

- Only around 2% of the 1.1m privately kept licenced cars in Greater Manchester are battery electric vehicles (BEVs) or plug-in hybrids. At the end of 2024 the average advertised retail price of a used petrol vehicle was around £15,000, compared to £26,000 for an EV. This provides a barrier to rapid EV adoption at scale, and in Greater Manchester the impact is particularly acute given we have a higher proportion of 'Stretched Society' and 'Low Income Living' residents than the UK average. In addition to vehicle prices, differential electric vehicle charging rates between commercial and residential settings limit the lower running costs benefits when compared to internal combustion engines.

How does transport impact air quality in GM?

- Road transport accounts for 32% of NO and around 12% of PM10 and 14% of PM2.5 (particulate matter). The role that road transport plays in producing particulate matter is a further reason why we want to reduce our dependency on low-occupancy private vehicles, as opposed to simply relying on the adoption of zero emission vehicles.

What are the other environmental challenges for transport?

- Water quality is a consideration with most watercourses in only "moderate" condition and vulnerable to runoff and physical changes linked to transport infrastructure. Biodiversity loss and fragmented habitats present further challenges, alongside legal requirements for a minimum 10% biodiversity net gain in new developments.

- Transport corridors, which make up 13% of Greater Manchester's land, offer opportunities to create green infrastructure and nature recovery networks. In addition, transport-related construction and maintenance consume large volumes of materials and generates waste, underlining the need to reduce embodied carbon.

How can the transport strategy and delivery plan address these environmental challenges?

- The transport strategy and delivery plan can address these challenges through a combination of decarbonisation, resilience and environmental enhancement measures. Key actions include expanding the Bee Network to deliver an integrated low-carbon transport system, transitioning to a zero-emission bus fleet by 2030, and rolling out electric vehicle charging infrastructure. Reducing car dependency and increasing sustainable trips to 50% of trips by 2040 will cut emissions and improve air quality. Nature-based solutions such as sustainable drainage systems, tree planting and green corridors will be embedded in schemes to manage water, enhance biodiversity and improve climate resilience. In addition, using recycled materials and promoting sustainable freight movement will help reduce resource use and waste.

Part E: Our policies

9.   Overview of policies

9.1.   The delivery of each policy will require us to work collaboratively across GMCA, TfGM, the ten local authorities, and with wider partners (such as National Highways, Network Rail/Great British Railways, neighbouring authorities, etc).

9.2.   The follow sections set out the policies needed to deliver our vision and ambitions, under two main headings:

- Network Policies – these are overarching policies and apply to everything we do. They are directly linked to the network ambitions, but they also interrelate. They are set out in section 10.
- Delivery Policies – these are the policies that will deliver our Ambitions. These are set out in section 11.

9.3.   Our overarching policies are **GP1: Growth locations and town centres** and **DP1: Delivering the Bee Network**. The policies set out our ambition to support the delivery of vision-led, inclusive and sustainable development and regeneration combined with enhancing and expanding the Bee Network. GP1 is set out in section 4, and DP1 is set out in section 11.

9.4.   The remaining network and delivery policies give more detail on each aspect of the Bee Network. They also pick up transport concerns that are not directly part of the Bee Network (such as the Strategic Road Network, national rail or the canals).

9.5.   Section 10 also contains policies that deal with our ways of working with our approach to technology and innovation, and how we collaborate with neighbouring authorities and other organisations.

9.6.   There will be a series of programme areas related to the delivery policies. These set out the broad types of schemes and interventions that will deliver on the policies, and which will be set out in more detail in the GM Transport Delivery Plan (2027-2037).

10.   Network policies

Reliable

10.1.   Reliability is a crucial issue for the people of Greater Manchester – people need our roads, our walking, wheeling and cycling network and our public transport to be reliable – to go about their everyday lives. It is vital for our whole network, but it is particularly important for public transport users. If buses, trams, and trains aren't dependable, people are less likely to use them.

10.2.   For bus users, timeliness is three times more important than any other factor in creating a great bus journey and for people travelling by train it is twice as important (Transport Focus, 2024 and 2023).

10.3.   To meet future travel demands, avoid worsening road congestion and deliver growth in a sustainable way, we need many more people to walk, wheel, cycle and use public transport -- to do this the network needs to be trustworthy, and our Bee Network needs to be able to handle more trips.

10.4.   The most reliable modes of all are walking, wheeling and cycling, however these require a comprehensive walking, wheeling and cycling network. We therefore need to ensure that we continue to further develop the infrastructure, across the city region, which enables these travel modes.

10.5.   Local control has made Bee Network buses more punctual and reliable, but more still needs to be done. The main issue is punctuality and journey time delays caused by congestion, and the most effective solution to this is to give buses priority over other traffic. This means more bus lanes, priority at traffic signals, and faster journey times to encourage more people to use buses and increase revenue that can be reinvested.

10.6.   There are also reliability issues associated with our rail and light rail services. Trams operating on road have priority at signals but still face congestion, and our rail services have been unreliable recently due to driver shortages and timetable issues. We're working with industry partners to improve performance and to bring local rail services into the Bee Network. We also need to invest in maintaining the infrastructure and adding capacity to meet growing demand. If we fail to do this, more people will choose to drive, which will simply exacerbate road reliability issues.

10.7.   Road reliability is crucial for Greater Manchester's transport network, with around 2.5 billion trips made annually on the road network. It's essential for public transport, freight, businesses, and commuters. Again, one of the main challenges is unreliable journey times caused by congestion, so managing traffic flow and reducing the number of vehicles, through public transport investment, is one of our top priorities. Regular maintenance is also vital to keep the roads safe and usable, from fixing potholes to upgrading infrastructure. Better management of road works will also improve reliability.

10.8.   Transport for Greater Manchester (TfGM) collaborates with local highway authorities, National Highways, and other partners to ensure a reliable and resilient road network. Efforts are ongoing to improve traffic management and support the region's economic growth and environmental goals.

10.9.   To achieve a reliable network, we will apply a lifecycle and risk-based approach to asset management, prioritising our asset value and the maintenance of infrastructure that is critical to network reliability and safety. Monitoring of asset condition and performance, utilising data and analytics will form an important part of proactively and continuously delivering reliability improvements to the Greater Manchester Transport Network.

10.10.   Our Reliable Transport Network Policy sets out how we plan to achieve this ambition.

NP1

Network Policy 1: A reliable transport network

We will improve the reliability of our transport network, focussing on the Bee Network to prioritise sustainable travel.

For further details visit NP1: A reliable transport network

Integrated

10.11.   An integrated transport network is essential for everyday life, connecting people to employment, goods, services, and wider opportunities. As Greater Manchester grows, our Bee Network will need to expand, providing seamless journeys across all modes of transport.

10.12. We will take a strategic and coordinated approach to network planning and development, aiming to create a more integrated and coherent network that connects people and services across our region and beyond. With bus franchising and rail reform, we have new opportunities to deliver more integrated transport services and infrastructure. This includes network planning, journey planning, information, pricing, and payment.

10.13. We aim to offer integrated fare options and tickets that make single and multi-modal journeys easy to understand and purchase. These fare options are part of a seamless journey, alongside reliability and safety, which are key factors influencing customer choices and encouraging more sustainable travel modes (TfGM, 2017). Pay-as-you-go options are currently available across bus and tram, with opportunities to extend this to other modes, such as rail and cycle hire, as they become part of the Bee Network.

10.14. By providing clear and accurate information, including personalised journey planning, we can ensure customers benefit from the full range of opportunities offered by an integrated, multi-modal transport network, which has undergone significant changes in recent years. Customer surveys show that the Bee Network is making progress towards integration, with over two-thirds agreeing that fares allow them to travel by any mode and operator in Greater Manchester (TfGM, 2024).

10.15. Recent improvements in customer feedback channels and digital tools like the Bee Network App will provide more detailed, accurate, and easy-to-understand information tailored to specific needs. Our approach also includes presenting information through staff operating and supporting Greater Manchester's transport network, ensuring a positive and inclusive traveling experience, which recognises the importance of staff presence in supporting network safety.

10.16. To achieve an integrated transport network, we will maintain our assets collaboratively and cohesively across the Bee Network, leveraging data sharing between customers, the Greater Manchester local authorities and the Bee Network operators to improve decision making and enhance the coordination of our transport network. We will prioritise investment and maintenance on our assets that enhance connectivity between modes, ensuring seamless journeys for our customers.

Network Policy 2: Network planning

We will review and adapt our transport network to respond to changing travel patterns and growth in demand for travel in a sustainable way, considering our Right Mix Targets.

Network Policy 3: Integrated fares and payments

We will make all journeys easier by offering simple and attractive fares and ticketing across multiple modes, which are easy to understand and convenient to purchase.

Network Policy 4: Journey planning and information

We will encourage people to choose more sustainable options for their journeys by providing personalised multi-modal journey planning and travel information services, which enable customers to plan and make their journeys with ease and confidence.

For further details visit NP2: Network planning, NP3: Integrated fares and payments and NP4: Journey planning and information.

Land use and new development

10.17.	Greater Manchester is experiencing rapid growth, with a projected population exceeding 3 million by the mid-2030s. This growth, guided by strategic land use plans like the PfE Development Plan Document and Local Plans, presents significant challenges as well as opportunities. Whilst growth supports improvements to sustainable transport provision, accommodating growth without exacerbating delay caused by traffic congestion (particularly for buses) and transport emissions requires careful planning and coordination.

10.18.	The city-region already faces critical transport issues, notably peak time delays caused by congestion, which impacts carbon emissions and air quality. To address these challenges, we need to work with planning authorities and developers to get the right development in the right places, and to ensure that new development is well designed and is well connected into the existing transport network.

Network Policy 5: Land use and new development

Working collaboratively across GM, we will encourage new development and land use patterns that reduce the need to travel by car, and work with developers to ensure a vision-led approach to deliver well-designed, sustainable places that prioritise travel by sustainable modes.

For further details visit NP5: Land use and new development.

Inclusive and affordable

10.19. Transport connections are crucial for improving social mobility and reducing deprivation and spatial inequalities. In socio-economically disadvantaged areas, where people are less likely to own a private vehicle, affordable transport can be the difference between accessing work and training opportunities or missing out. Access to public transport and walking, wheeling and cycling is vital for quality of life, especially for those without a car. This includes supporting journeys outside of peak hours and the night time economy and providing access to education, health and employment.

10.20. Over a fifth of neighbourhoods in Greater Manchester are among the bottom 10% most deprived nationally in terms of employment and income. The most deprived households in Greater Manchester are four times more likely to have no access to a car, making public transport accessibility and reliability crucial for providing life opportunities and connecting residents to important services (MCHLG, 2019). Income levels in Greater Manchester have improved at a faster rate in areas with better public transport accessibility (MetroDynamic, 2023). Transport can enhance community connectivity by investing in walking, wheeling, cycling routes, and bus networks in the most deprived areas.

10.21. To achieve our ambitious 2040 target, Greater Manchester needs to create viable transport solutions that allow everyone to choose public transport or walking, wheeling and cycling modes. Our integrated transport network needs to recognise factors limiting transport inclusivity including race, gender, ability, age, sexuality, or identity (TfGM 2024). We recognise that some groups are disproportionately impacted by limitations of our transport network such as those with mental health and neurodivergent conditions. Therefore, we must ensure our transport network is inclusive and accessible for all and adopt transparent and effective measures to address inequalities in decision-making, meeting our responsibilities under the Equality Act 2010 and the Public Sector Equality Duty.

10.22. Engaging communities and embedding lived experience in transport and street scheme design is central to our approach. Public transport vehicles must be highly accessible and easy to use, regardless of age, cognitive abilities, or mobility.

10.23. Greater Manchester's transport services need to be affordable for both consumers and public bodies. Affordable services support inclusion and social mobility. The development of the Bee Network, a locally controlled, fully integrated public transport and active travel system, has given Greater Manchester more control over local public transport affordability.

10.24. Our experience with fare reductions, such as the £2 single and £5 daily bus fare cap, has shown encouraging results, including a nearly 20% reduction in the average cost of travel for bus users and a 12% increase in bus patronage.

10.25. To achieve an inclusive and affordable network, we will optimise our assets to reduce operational costs and maintain affordable fares.

Network Policy 6: An inclusive and accessible network

We will ensure that transport infrastructure, vehicles and information are accessible and inclusive to all and that everyone feels able to use the network.

Network Policy 7: Tackling transport related social exclusion

We will work to alleviate and prevent transport related social exclusion, including the impacts of deprivation wherever possible.

Network Policy 8: Affordability

We will keep the cost of travel on the Bee Network as low as possible whilst supporting investment and ensuring the long-term financial sustainability and efficiency of the transport system.

Network Policy 9: Night time travel

We will deliver a transport system that supports the night time economy.

For further details visit NP6: An inclusive and accessible network, NP7: Tackling transport related social exclusion, NP8: Affordability, NP9: Night time travel.

Healthy

10.26. In Greater Manchester, over one-third of adults are not physically active enough to maintain good health and two-thirds of residents are now considered to be overweight. There is a strong link between deprivation and good health.

10.27. The policies in this transport strategy aim to alleviate deprivation by improving access to services and jobs, enhancing air quality, planning and development, better integration, and ensuring affordability, accessibility, reliability, and safety across the transport network, while also reducing road collisions

10.28. Walking, wheeling, cycling and public transport are effective ways to incorporate physical activity into daily routines. Currently, a significant number of very short trips (1 km or less) are made by car, amounting to 150 million annual car journeys by Greater Manchester residents. These trips could be walked in about 15 minutes or cycled in around four minutes (GMCA, 2024e).

10.29. Enabling active lifestyles is particularly important for children to foster lifelong healthy habits. This is a key reason for developing healthy streets and places as part of our Streets for All approach, which includes accessible streets, cleaner air, and green spaces. These improvements will significantly benefit the physical and mental health of future generations.

10.30. Connectivity to key services, such as health, social care, and employment, as well as access to fresh food shops, family and friends, green spaces, and leisure facilities, is also crucial for significantly improving people's health and wellbeing.

10.31. We will invest in our asset base which enables an active lifestyle, maintaining and expanding our walking, wheeling and cycling network, creating a safer, well-connected network of cycling paths, pedestrian walkways, and secure cycle storage facilities.

NP10

Network Policy 10: Health

We will deliver transport interventions that improve the physical and mental health of Greater Manchester's residents.

For further details visit NP10: Health.

Environmentally responsible

10.32. Greater Manchester is taking a proactive approach to reduce local air pollution and carbon emissions across the City Region. Our Right Mix target to achieve 50% of daily trips made by sustainable transport across GM will help to deliver significant improvements to health and the environment. By 2030, we will have the UK's first fully electric, integrated transport system.

10.33. Through the Greater Manchester Clean Air Plan and the 5-year Environment Plan, we are taking action to bring nitrogen dioxide levels at the roadside to within legal limits and achieve carbon neutrality by 2038 (GMCA, 2024), 12 years earlier than the UK's 2050 goal. GMCA, and the ten Greater Manchester local authorities, 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 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 (The Climate Group, 2024).

10.34. This Local Transport Plan is a key mechanism for delivering transport-related actions of the 5-year Environment Plan. The 5-year Environment Plan outlines actions to not only mitigate our carbon emissions and become more resilient to the impacts of climate change, but also actions to create nature-rich, sustainably managed green and blue spaces, to create a more circular economy to reduce waste and actions to reduce poor air quality from domestic, industrial and travel emissions which will also enhance the quality of life of all residents.

10.35. We will adopt an environmentally responsible approach in the management of asset base including procuring new assets, reducing waste, and maximising energy efficiency and climate adaption measures.

10.36. Evidence suggests that poor air quality harms everyone in the long-term and, in the short-term, it impacts the most vulnerable. This includes children, older people, those with existing respiratory or cardiovascular disease and those living in areas of depravation (Orellano and Reynoso 2020; WHO - Lee and Spath 2020). Greater Manchester's air pollution mostly consists of NO2 (Nitrogen Dioxide) and PM2.5 and PM10 particulates (small particles which are harmful even in low concentrations). In Greater Manchester 80% of roadside NO2 is caused by traffic. Long-term exposure to both of these pollutants may contribute to respiratory illness, as well as cardiovascular problems and cancer, leading to thousands of early deaths in Greater Manchester every year.

10.37. Climate change - mainly caused by CO2 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.

10.38. Government has instructed many local authorities across the UK, including then ten Greater Manchester authorities, to take quick action to reduce harmful NO2 levels. The Greater Manchester local authorities, alongside GMCA and TfGM, have developed a Clean Air Plan that aims to meet Greater Manchester Transport Strategy nationally specified standards in the shortest time possible. The Clean Air Plan builds on the commitments set out in the Low Emission Strategy and Air Quality Action Plan (2016-21).

10.39. Greater Manchester's 'Case for a new Greater Manchester Clean Air Plan' outlined the rationale for why a non-charging, investment-led plan is the best solution to meet the legal direction placed upon the 10 Greater Manchester local authorities. The plan consists of three pillars:

- Funding for electric buses;
- Funding to support vehicle upgrades; and
- Working in partnership with delivery bodies and other stakeholders to develop targeted solutions.

10.40. Greater Manchester has since submitted evidence to government to demonstrate that an Investment-led Plan meets the legal direction, in achieving compliance in the shortest possible time and by 2026 at the latest, and utilises new powers, such as Bus Franchising, to deliver a targeted solution at remaining forecast NO2 exceedance sites (Clean Air GM, 2025). In contrast, modelling has shown that a charging Clean Air Zone would not reduce exceedance sites to zero in the required timeframe. Following the government direction, Greater Manchester is in the implementation phase of its plan and on-track, delivering air quality benefits and cleaning up the City Region's air.

NP11 – NP12

Network Policy 11: Pollution

We will monitor and tackle pollution caused by the transport network, focusing on locations which are worst affected, to avoid people and communities from being exposed to levels above legal limits.

Network Policy 12: Climate change

We will reduce carbon emissions from transport, to help Greater Manchester achieve its ambition of being carbon neutral by 2038; and we will take action to make our transport system resilient to the effects of climate change including increased risks of flooding.

For further details visit NP11: Pollution, NP12: Climate change.

10.41.   Greater Manchester benefits from a diverse range of built and natural assets, from historic townscapes, cultural heritage, an extensive waterway network to protected sites of special scientific interest and conservation areas. We have access to locally important green space and have nationally recognised countryside on our doorstep, such as the Peak District National Park. Challenges remain on how to make our green and blue assets accessible to all so that everyone, no matter their means or mobility, can enjoy it.

10.42.   Our Streets for All approach considers the different roles and uses of green and blue infrastructure, to ensure we are creating high quality pedestrian environments. Streets are prime locations for implementing green-blue infrastructure as it improves air quality, climate resilience and sound attenuation, naturally reducing air and noise pollution from road traffic vehicles.

10.43.   Transport infrastructure and traffic can significantly impact the built environment and people's quality of life. Therefore, new or enhanced transport projects need to be designed sensitively to be sympathetic with the existing urban, sub-urban or rural environment's character. Opportunities to improve their setting and share public spaces should be explored, including protecting or enhancing the distinctiveness of heritage and historic townscapes and landscapes.

10.44.   Transport can also provide opportunities to incorporate and support access to enjoy nature. We will look for opportunities to enhance biodiversity and green infrastructure when delivering transport schemes, creating better connections to and from existing areas of green and blue infrastructure. This includes utilising public rights of way (PRoW) for walking, wheeling and cycling.

NP13

Network Policy 13: Green and blue infrastructure

We will work to enhance green and blue infrastructure to support biodiversity, environmental and community benefits, improve water management and to provide an attractive environment for walking, wheeling, and cycling.

Network Policy 14: Built and natural environment

We will aim to minimise the impact of transport on the built and natural environment.

For further details visit [NP13: Green and blue infrastructure](#), [NP14: Built and natural environment](#).

Safe and secure

10.45.   We will improve personal security, safety and perceptions of safety, tackling crime and anti-social behaviour across the transport network. To fulfil these goals, will continue to work collaboratively between organisations such as TfGM, GMCA, local authorities, transport operators, Greater Manchester Police, British Transport Police, Network Rail/Great British Railways, and local community safety partnerships.

10.46.   Our ambition is for Greater Manchester is for no-one to be killed or seriously injured on our roads by 2040, whilst increasing safe, healthy, equitable mobility for all. We call this 'Vision Zero' (GMCA, 2024a). Achieving Vision Zero will not only saves people's lives. It will mean fewer collisions and associated network disruptions, significant savings in the human cost, financial costs and lost economic output from losing a loved one and creating a more encouraging environment to walk, wheel and cycle.

10.47.   We will achieve Vision Zero through a systematic approach to reducing road danger, strengthening all parts of the system – safe streets, safe road users, safe speeds, safe vehicles and post-crash response: Together our actions reduce the risk and severity of a collision and reduce the likelihood of death and life-changing injuries when a collision does occur.

10.48.   Concerns of personal security can be a significant barrier to people travelling. Evidence suggests that women and girls, disabled people, ethnic minority groups and people from LGBTQI+ communities are more likely to be concerned about their personal safety and security. Tackling this disparity is a core requirement of the Bee Network and our 'Safe and Secure' network ambition to make the network safe and secure for everyone. A clear need to focus on improving safety for women and girls using public transport has been established through the work of the GMCA Overview and Scrutiny Committee (2025) 'In Her Shoes: A Review of Safety of Women and Girls on Public Transport'.

"In Her Shoes – A Review of Safety of Women and Girls on Public Transport"

Recognising that feeling safe is essential for everyone to access opportunities and participate fully in community life, a Task and Finish Group from the GMCA Overview and Scrutiny Committee, undertook a thorough review to understand the challenges and identify practical solutions. Their work highlights the importance of reliable transport, visible staff, accessible reporting tools, and continuous safety messaging. The report sets out a clear plan of action, including new design standards for public spaces, enhanced staff training, improved technology for reporting and support, and stronger policies to ensure all taxi drivers are properly vetted.

The policies outlined in this strategy will help Greater Manchester maintain a clear focus as we work toward building the safest possible network for women, girls, and society as a whole. Furthermore, by embedding these actions into our Transport Delivery Plan, Greater Manchester is demonstrating a strong commitment to making public transport safer and more welcoming for all, ensuring that safety and respect are at the heart of every journey.

10.49.   Greater Manchester's approach to improving personal security across the whole transport network, also needs to be consistent with the goals of the Greater Manchester Police and Crime plan (GMCA, 2024b). This includes increasing the security and police presence on public transport, tackling anti-social behaviour on public transport, undertaking counter terrorism measures and increasing safe reporting mechanisms. This will be delivered in partnership, via the Greater Manchester TravelSafe Partnership (TSP).

10.50. Personal security is also an important consideration in the growth of the night time economy. Around 40% of public transport users who don't use public transport after 6pm say they have a need to, such as shift workers, most commonly put off by safety concerns (GMCA 2024c).

10.51. We also recognise that specific groups are also disproportionately targeted by criminal and anti-social behaviour. For example, street harassment and harassment on and around public transport was the most frequently mentioned issue raised by women and girls as part of the Gender-Based Violence 'call for evidence' (HM Government, 2021). We are committed to halving the number of gender-based violence and knife crime incidents and making the Bee Network the safest transport system in the world.

10.52. Investment in natural surveillance, improved lighting and CCTV and removing blind spot will be pursued to create a safer and secure environment. Investment in infrastructure will also be supported by a range of engagement activities such as educational communication, awareness raising campaigns promoting behaviour change, reporting mechanisms and bystander guidance that can be delivered to help people feel safer.

10.53. Greater Manchester's places and transport services also need to be designed to prevent, protect and deter external threats from terrorism. Counter terrorism is identified as one of the 6 national threats set out in the Strategic Policing Requirement by the Home Secretary, within The United Kingdom's Strategy for Counter Terrorism (HM Government, 2023) and Greater Manchester local authorities and TfGM have a duty to respond in the event of an emergency (HM Government, 2004). We work with partners to plan and respond through the Greater Manchester Resilience Forum.

10.54. We will apply our safety-first approach to asset management, utilising real-time monitoring to improve existing asset condition and procure new safety and security infrastructure to reduce incidents and enhance passenger perceptions of safety.

Network Policy 15: Vision Zero

We will aim to deliver a transport network where no-one is killed or seriously injured on our roads by 2040 while increasing safe, healthy, equitable mobility for all.

Network Policy 16: Personal safety and security

We will improve personal security, safety and perceptions of safety, tackling crime and anti-social behaviour across the transport network.

Network Policy 17: Network security

We will work with government, law enforcement, security agencies and transport providers to identify, respond to, and counter, terrorist and other threats to our transport network or our network users.

For further details visit NP15: Vision Zero, NP16: Personal safety and security, NP17: Network security.

To fulfil these goals, we will continue to work collaboratively between organisations including TfGM, GMCA, local authorities, transport operators, Greater Manchester Police, British Transport Police, Network Rail/Great British Railways and local community safer partnerships.

Well-maintained and resilient

10.55.   Our priority is to maintain the existing asset base alongside investing in growing and transforming the network. It is vitally important that we prioritise the Key Route Network because of its strategic importance, however, we recognise that all road maintenance activities require adequate investment to meet community needs including areas such as pavements and Public Rights of Way and is dependent on sufficient levels of funding from central government. Bus franchising and rail reform will introduce added responsibility on Greater Manchester to ensure that fleet and supporting infrastructure is maintained to a high standard.

10.56. We aim to manage our assets using a whole-life approach to maximise their value, increase cost efficiency, improve asset performance, environmental impacts and overall customer experience. As the number of assets supporting the whole transport network is diverse, a linked modal approach to asset management will be applied – recognising that in some cases improving assets within one modal programme may present opportunities for improvement in other modes (e.g. road resurfacing programmes can be an opportunity to improve road safety and accessibility for cyclists and pedestrians).

10.57. We will prioritise preventative maintenance practices that keep the Greater Manchester Transport Network in a good state of repair, incorporating resilience planning into asset management strategies to withstand and respond to disruption. Through new technology and use of real-time information, we will monitor asset performance and condition, scheduling maintenance at times to minimise disruption.

10.58. It is important that we use best practice and are innovative in our approach to managing our assets to drive cost efficiencies and reduce our carbon output. This may include trialling the impact of new materials and methods to reduce carbon across our network and collaborative working between the ten local authorities, TfGM, public transport operators and National Highways, at a city-region level.

NP18

Network Policy 18: Maintenance and asset management

We will work to improve and maintain the condition and resilience of our transport network and manage assets to support our network ambitions.

For further details visit NP18: Maintenance and asset management.

11.   Delivery policies

Bee Network

11.1.   To deliver our Vision and Network Ambitions, we are building the Bee Network – Greater Manchester's integrated transport network which brings walking, wheeling, cycling, buses, trams and trains as one integrated network. This is a new, reliable, affordable and sustainable way for our people, businesses and visitors to get around, connecting them to new opportunities, essential services and each other. Journeys will be marked by one recognisable brand, the Bee, which unites the transport network and acts as a mark of quality. No matter what the journey, the Bee Network should be the natural choice of travel in Greater Manchester. To make this happen, we need to consider all aspects of transport delivery across the City Region and how we work with neighbouring authorities and other transport bodies to achieve our Right Mix ambitions.

11.2.   Through delivering the Bee Network in Greater Manchester we are working to improve public transport to ensure onboard standards are consistent; improve accessibility issues across different forms of public transport; integrate fares and tickets across all public transport services and keep journeys on the Bee Network affordable. People need to trust that public transport or walking, wheeling and cycling will get them to their destination safely and on time. Our goal is a future where car ownership is not considered essential, and residents can choose from a range of sustainable and efficient travel options – public transport, ride sharing, car sharing or car hire, active travel or taxi. Scooting may also become a more legitimate option in the future, subject to central government policy advice and outcomes from e-scooter pilots.

DP1

Delivery Policy 1: Delivering the Bee Network

We will enhance and expand the Bee Network, Greater Manchester's dynamic and integrated active travel (walking, wheeling and cycling) and public transport network.

For further details visit DP1: Delivering the Bee Network.

11.3.   The following map shows the current public transport Bee Network in Greater Manchester including the high frequency bus network (routes with more than six services per hour), Metrolink and rail networks. The walking, wheeling and cycling network is the "glue" that brings the network together – these smaller scale links are crucial for the performance of the Bee Network as a whole, but they are difficult to show on a map of this scale. The intention is to illustrate these smaller scale connections in more detail in local area maps in the final version of the strategy and delivery plan.

Figure 11.1 – Greater Manchester existing public transport network

GREATER MANCHESTER

EXISTING PUBLIC TRANSPORT NETWORK

Legend:
- Metrolink and stop
- Rail line and station
- High frequency bus services — Every 12 minutes or less
- Motorway

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11.4.	There are a number of "levers" that we can activate to deliver our ambition across the Bee Network and deliver the types of Bee Network journeys set out above. A summary of these levers is set out in the table below both now and into the future. Further details are in our GM Transport Delivery Plan (2027-2037).

Table 11.1: Bee Network Levers

	Now	2030	2040 to 2050
Ticketing, information and customer experience	• Fares integration across bus and tram • Bee Network App	• Pay As You Go ticketing roll out to include local rail	• Pay As You Go ticketing roll out to include all rail and cycle hire (dependent on technology and systems being available)
Streets and Roads	• First red routes • Moving traffic offences • Control centre • Electric vehicle charging infrastructure	• Red routes • Significant bus lane expansion • Greater Manchester Roadworks Charter Connections to major developments • Informal Zebras crossings • Pavement parking restrictions • 20mph neighbourhood speed limits	• Dynamic network management
Walking, Wheeling and Cycling	• Cycle Hire Scheme central • Walking, wheeling and cycling schemes – including school streets • Cycle training and initiatives	• GM Cycle Hire Scheme expansion with focus on Bee Network stops and interchanges • Walking, wheeling and cycling schemes – including school streets	• All signalised crossings to have pedestrian facilities • Comprehensive cycle network including strategic cycle routes
Bus	• Franchised network	• Bus priority measures • Franchised network review • On-board next step displays and announcements on all buses • Higher bus safety standards	• All roads with more than one running lane and a bus route to have a bus lane (as per DfT guidance) • Depot electrification to support all GM bus services • Additional bus priority measures
Metrolink	• Maintenance and renewals programme	• New metro stops at Elton Reservoir, Cop Road and Sandhills • Metrolink extension to Stockport • Next generation vehicles	• Bury – Heywood – Rochdale – Oldham tram train • A GM Metro Network

	Now	2030	2040 to 2050
Rail	• Delivery of Access for All improvements at Daisy Hill and Irlam stations • Bee Network management of Horwich Parkway • Oxford Road station redevelopment	• Eight priority Bee Network corridors to be integrated into the rail network Significant station accessibility improvements programme • First pay-as-you-go pilot on rail services	• Full integration of pay-as-you-go with Bee Network Bus and Rail • Liverpool – Manchester rail link
Other	• Escooter pilot • GM emission standards • Taxi review of licensing standards • Vision Zero activities	• Taxi licensing enhancements • Car clubs • Vision Zero activities – including HGV direct vision standards	

Our streets and roads

- Streets for All

11.5.   Our Streets for All approach will guide everything we do in respect of our roads in Greater Manchester. The approach extends beyond streets (which are roads in built up areas) to all public highways (from our footpaths and bridleways, through to our rural roads and motorways). Our aim is to create streets which are thriving places that support local communities and businesses, as set out in our Streets for All strategy and design guide.

11.6.   Our streets and roads aren't just for getting around – they shape our neighbourhoods and how we feel about where we live. The Streets for All approach sees streets as more than routes for travel. If we want to reach our goals for transport and Greater Manchester as a whole, we need to use our street space in the smartest way possible.

11.7.   The 'All' in Streets for All means we consider all users, and potential users, of our streets. It means streets which are universally accessible and welcoming for people of all ages, abilities, genders, races, and sexual identities. We also consider all uses, and potential uses, of our streets. This means understanding the context of the street and providing for movement in a way that is sensitive to that context, including its role in the wider transport network.

11.8.   Taking this people-centred and context sensitive approach will help us in balancing different demands upon limited street space; making our streets work smarter and harder. To achieve our Right Mix target for more trips to be made by sustainable and zero-emission modes, we need to make changes to our streets, particularly the more heavily trafficked key routes which are used by bus services.

11.9.   In making changes, we will apply our "Streets for All Essentials", set out in **Figure 11.2** This sets out an integrated approach to our streets, centred around seven essentials, which together encompass different users and uses of our streets.

Figure 11.2: Our Streets for All Essentials

11.10. In this way, Streets for All supports integrated Network Planning (see **NP2: Network planning**) across different modes and networks – including:

- Active travel – including the Bee Network for walking, wheeling and cycling (see **DP3: Walking and wheeling, DP4: Cycling**)
- Public transport network – bus and tram routes, bus lanes and tram lines (see **DP5 – Bus services, DP6: Bus infrastructure, DP21: Existing light rail**)
- Road network management, traffic control, and coordination for the Key Route Network and Strategic Roads (see **DP11: Management of key routes and local roads, DP10: Planning of key routes and local roads, DP9: Strategic roads, DP12: Parking and kerbside management**)
- Goods and services (see **DP8: Freight and logistics**)
- Other street users and uses such as motorcycles, taxi, coaches (see **Other street users**)

Delivery Policy 2: Streets for All

Our streets will be welcoming and safe spaces for everyone, enabling more travel by walking, wheeling, cycling and public transport, while creating better places that support local communities and businesses.
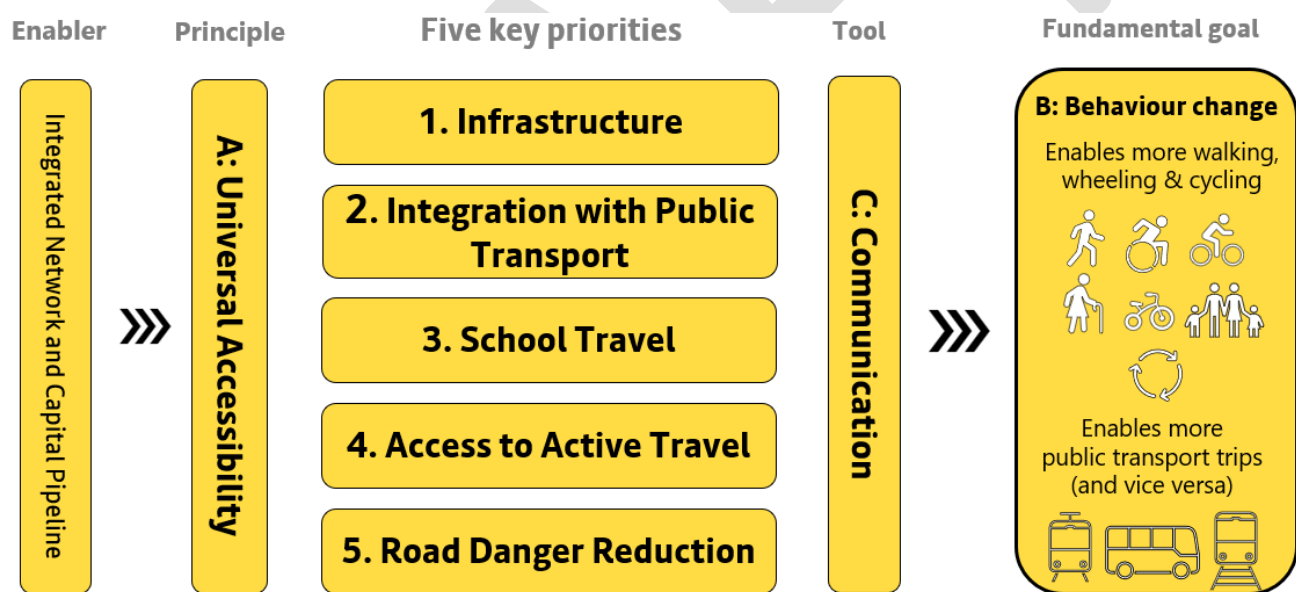
For further details visit DP2: Streets for All

- Walking, wheeling and cycling

11.11. Walking, wheeling and cycling provides a range of physical and mental health benefits, it's low-cost, and it reduces pressures placed on our natural and built environment compared to other forms of transport. The benefits are wide ranging, from improving physical and mental health through to increased physical activity, has the capacity to reduce a significant number of very short car trips, reducing carbon emissions, and making our towns and neighbourhoods less polluted, more attractive places to live, work and visit.

11.12. Walking, wheeling and cycling are the "glue" that joins all elements of our transport network together. Every journey starts and ends with walking, wheeling or cycling regardless of mode. If they are able, we want people to walk, wheel and cycle more every day, to school, to work, for health, wellbeing and leisure, and it is important that we make it accessible, safe, and part of our normal daily routine. This strategy, along with the supporting plans and strategies including the Greater Manchester School Travel Strategy (GMCA, 2025), seeks to create an environment that will incentivise more walking, wheeling and cycling journeys.

11.13. Walking can also have transformative effects on communities, presenting opportunities for social interaction and allowing neighbourhoods to come together. Walking also does not have to have a purpose, some people enjoy walking for no reason, to reflect and have no end destination in mind.

Figure 11.3: Active Travel Mission

11.14. Cycling can make a significant contribution to improving health by increasing physical activity and reducing pollution. It also helps reduce carbon emissions. Much more needs to be done to make cycling a realistic option for more people.

11.15. There is huge potential for cycling to reduce car mileage, improve access to key facilities, and improve public health and fitness. Safe cycle routes are therefore an essential aspect of the Bee Network, both for local and longer distances trips. We will improve local connections and work towards developing a strategic cycle network, which works in conjunction with our high-frequency public transport network, to connect main towns and key destinations.

11.16. 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 (15% of car trips were 1km or less, this equated to about 150 million annual car journeys by Greater Manchester residents, that could have been cycled in around 4 minutes), it is crucial that we further increase levels of walking, wheeling and cycling across the city-region (GMCA, 2024d). We aim to reduce inactivity amongst GM adults and children and young people below pre-pandemic (2018/2019) levels.

DP3 - DP4

Delivery Policy 3: Walking and wheeling

We will enable and encourage more people to travel actively by walking or wheeling, as an integral part of the Bee Network.

Delivery Policy 4: Cycling

We will enable and encourage more people to cycle, as an integral part of the Bee Network.

For further details visit DP3: Walking and wheeling, DP4: Cycling.

- Bus services and infrastructure

11.17. Buses are at the heart of Greater Manchester's plans for our transport network and carry three quarters of all public transport journeys here. They can deliver significant benefits for the environment, health, and the economy. Having an attractive bus network helps reduce the number of private vehicles on our roads – giving more people a choice and freeing up road space for those who have no alternative but to drive.

11.18.   Buses are particularly important for residents in Greater Manchester's most deprived areas with 60% of bus trips being made by those in the "Low income living" or "Stretched society" Acorn groups (TfGM, 2024a). Low car ownership is sometimes a result of lower incomes, often found in isolated communities living in poorly designed estates with poor access to services, which can also exacerbate car dependency. We need to strive to provide equality of access for our deprived communities through provision of sustainable travel options.

11.19.   Currently, buses here are not delivering to their full potential. Bus travel is often seen as a 'choice of last resort' and car use is rising. We are taking action to address this by bringing our bus system into public control through bus franchising. For the first time, we can plan routes, set affordable fares and integrate buses into Greater Manchester's transport system, the Bee Network.

11.20.   To help bus travel reach its full potential, we need to tackle localised road issues that cause delays to buses and improve journey time performance. Capitalising on new technology and better traffic signal infrastructure to deliver bus priority will further aid journey times. We know that a quarter of car users would consider switching to buses if they were quicker and more reliable, while a 10% decrease in bus speeds reduces patronage by at least 10% (Begg, 2016).

11.21.   Where public transport, walking, wheeling or cycling is not the right choice, or simply not available in certain areas, we must seek to ensure that accessible travel services are readily available. There is an opportunity to integrate different neighbourhood transport services to increase availability and convenience for customers including supporting essential services for disabled people, special educational needs, older people with mobility difficulties.

DP5- DP6 – DP7

Delivery Policy 5: Bus services

We will use our powers over the franchised bus system to improve services, decarbonise the network and significantly increase bus patronage – to make bus the first choice for more journeys.

Delivery Policy 6: Bus infrastructure

We will improve the overall quality and performance of bus journeys through reducing journey times, improving reliability, and enhancing the accessibility and quality of our bus stops.

Delivery Policy 7: Neighbourhood transport services

We will better integrate neighbourhood transport services across Greater Manchester to increase availability and convenience for customers.

For further details visit DP5: Bus services, DP6: Bus infrastructure, DP7: Neighbourhood transport services.

- Freight and logistics

11.22. Freight and Logistics play a vital role in the success of the Greater Manchester economy. It underpins businesses and sectors including the servicing of retailers, supermarkets, manufacturers, construction and other businesses, and delivering directly to homes.

11.23. We will facilitate efficient and reliable delivery services whilst minimising the environmental and social impacts of freight. Encouraging the transition to ultra low emission freight will seek to capitalise on opportunities to transfer freight by rail and water, and support innovative logistics to reduce the sector's carbon footprint.

DP8

Delivery Policy 8: Freight and logistics

We will improve the operational efficiency and effectiveness of our transport network to support more sustainable freight and logistics solutions that enable economic growth.

For further details visit DP8: Freight and logistics.

- Roads

11.24. The road network has an essential role in supporting our economy and growth – it provides for the vast majority of movement of people and goods – by walking, wheeling, cycling, bus and other motor vehicles. Our network in Greater Manchester is extensive and largely mature, and further significant capacity expansion within built-up areas is not envisaged.

11.25. Safe, reliable and effective roads and streets are essential in delivery of the Bee Network and in providing efficient and inclusive mobility for everyone. The most important roads and streets for vehicular traffic are designated as our Key Route Network (KRN). A well-managed KRN facilitates timely and predictable public transport services, encouraging more people to choose buses, trams, or trains over personal vehicles. This shift not only reduces traffic congestion but also lowers emissions, contributing to a healthier environment.

11.26. The limited changes we are making to our road network are essential to unlock new developments and in ensuring the overall capacity of the transport network keeps pace with population growth. For example, road connections and junctions will be required to provide connectivity to, and within, growth areas.

11.27. The Strategic Road Network, managed by National Highways, is an integral part of our road network. It is used for more local trips within Greater Manchester than for long distance trips. The image below shows the relationship between the Strategic Road Network and Key Route Network.

Figure 11.4: Greater Manchester Key Route Network

GREATER MANCHESTER

KEY ROUTE NETWORK

Legend:
- Metrolink and stop
- Rail line and station
- Key Route Network
- Motorway

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11.28. Managing our roads in Greater Manchester is challenging given that there is a finite space available with our road corridors. Demand for the use of this space, whether quality provision for walking and cycling, buses, general motor traffic, servicing, and non-transport uses of street space considerably exceeds what is available.

11.29. Demand from general traffic exceeds available capacity on much of the Strategic Road Network and Key Route Network in peak hours, and increasingly outside the traditional peak period. It is not possible or desirable to meet this demand with additional capacity. Growth in demand for travel will need to be catered for by making our roads and streets more efficient in their people moving capacity rather than vehicle moving capacity, favouring active, efficient and sustainable modes.

11.30. We will seek to prioritise space more efficiently, providing priority for sustainable transport options to enable modal shift. In delivering the Bee Network on key routes and local roads, we will introduce more bus priority measures to support high-frequency bus corridors alongside the development of a comprehensive cycle network (which would include working to develop a future strategic cycle network).

11.31. We will continue to work in partnership to effectively plan, develop and manage the road network across all modes. Continuing to build on the success of our partnerships and collaborative working in delivering a 'whole network' approach, not only between the 10 Local Highways Authorities and TfGM, but also with National Highways, TfN, Greater Manchester Police, transport service providers, and, most importantly, with local communities and businesses.

11.32. Through working in partnership, we will effectively manage and coordinate all network activities including monitoring network performance in real time, undertaking planned maintenance activities, supporting new infrastructure and special events and reacting to unplanned activities such as vehicle collisions, emergency road and utility repairs and breakdowns.

DP9 – DP10 – DP11

Delivery Policy 9: Strategic roads

Working with National Highways, we will progress a unified approach to managing the Strategic Road Network and Greater Manchester's key routes and local roads to deliver safer and more reliable journeys.

Delivery Policy 10: Planning of key routes and local roads

We will take an integrated and unified approach to planning, operating and enhancing Greater Manchester's key routes and local roads, in line with our Streets for All approach.

Delivery Policy 11: Management of key routes and local roads

We will improve the safety and operational efficiency of our road network – balancing the needs of all users and local communities – to maximise safety, to minimise disruption, improve journey time reliability, and encourage use of active travel and public transport.

For further details visit DP9: Strategic roads, DP10: Planning of key routes and local roads, DP11: Management of key routes and local roads.

11.33. Our approach to parking and kerbside management will promote sustainable growth, complementing investment in the Bee Network. We will manage the supply of car parking in a way that supports the vitality and viability of our town centres, employment areas, transport hubs and other key destinations, while encouraging use of active, efficient and sustainable modes of travel.

11.34. We will improve regulation and enforcement of parking and loading, tackle obstructive parking on footways, and encourage providers of off-street parking to maintain high standards, particularly around personal safety and security. This will include a place and context sensitive approach to on street parking, in line with our Streets for All approach, optimising use of valuable space in our streets.

11.35. Inconsiderate parking, or poor kerbside management, has a particular impact on bus users. It can mean that buses cannot pull up to stops, making boarding and alighting, slower and less convenient for all, and for some, including those who need the ramp deployed or bus to kneel, impossible. It may mean that buses are physically unable to safely serve sections of their route, and parking in bus lanes during operational hours causes delay to bus users, and affects reliability.

11.36. Use of technology and innovation will improve information for drivers on parking options and availability, and permit us to better manage parking, loading, charging and other uses of the kerbside. Our aim is to improve the user experience for drivers, support the transition to zero emission vehicles, and smooth traffic flow, particularly on the Key Route Network. This will include the roll out of Red Routes and bus priority to more of our Key Route Network in a balanced way that considers provisions for parking, charging and loading.

DP12

Delivery Policy 12: Parking and kerbside management

We will manage the supply of parking and manage our kerbsides in a way that supports the vitality and viability of our town centres, employment and residential areas and other key destinations, while avoiding excessive parking provision that encourages increased car use.

For further details visit DP12: Parking and kerbside management.

- Other street users

11.37. Shared transport covers car clubs, cycle hire, and other vehicles that can be used without ownership. Although these services have grown recently, further expansion is needed.

11.38. Car clubs allow users to access a vehicle without owning one, and can offer a flexible, cost effective alternative to private car ownership or leasing. There are currently a small number of car clubs available in Greater Manchester.

11.39. Providing wider access to shared cycles (including electrically assisted pedal cycles EAPC), car clubs, e-scooters, and other shared transport options enables individuals to travel within the city-region and beyond without the need for private vehicle ownership. The intention is to enable the use of shared transport for first and last mile journeys as part of behaviour change initiatives, as well as to carry out pilot projects to support flexible responses and tailored solutions for Greater Manchester.

11.40.   Some modes, such as motorcycles, mopeds and scooters, represent a more efficient use of street space. For example, one car is roughly equivalent of four motorcycles or mopeds – and are therefore supported as part of our transport mix. However, we recognise the need for effective management to address unlawful use of these vehicles, noise pollution and the illegal adaption of electrically assisted pedal cycles. Riders are vulnerable road users, and motorcycle safety is a key component of our Vision Zero strategy.

11.41.   For the purposes of the strategy and delivery plan, "taxi" is the collective term applied to Hackney Carriages (can be hailed on street) and Private Hire Vehicles (must be booked in advance via an operator or app). Taxis play a crucial role in Greater Manchester's transport offer. They offer flexible, on-demand transport without needing to own a vehicle. Since over a quarter of households in Greater Manchester do not have access to a car, taxis provide vital options for journeys that the public transport network cannot fulfil.

11.42.   We will work collaboratively with the taxi trade and local authorities across Greater Manchester to offer safe and high-quality taxi services from a strong, thriving and well-regulated sector, which is integrated with the wider transport network. We need to provide appropriate pick up and drop off locations and access to electric charging infrastructure when designing our streets. We also recognise the role that water taxis could provide as part of our transport mix, particularly for leisure trips to key destinations. We will review and support effective proposals for water taxis and ensure they integrate with the wider transport network.

11.43.   Coaches are an important contributor to the Greater Manchester economy, providing scheduled and chartered services, bringing tourists to the city region's key visitor destinations including the Lowry Centre, Bury Market and RHS Bridgewater. They also provide important city-to-city connectivity and often link major population centres. We will work with operators to integrate facilities, services and information into the Bee Network. This includes ensuring accessible coach parking and set down/pick-up points at key locations and allowing coaches to use bus priority infrastructure where it does not negatively impact local bus services.

Delivery Policy 13: Car clubs

We will work with partners to promote the use and availability of car clubs as sustainable and cost-effective alternatives to private car ownership and ensure they are integrated into the Greater Manchester transport network.

Delivery Policy 14: Cycle and e-scooter Hire

We will promote the use of cycle hire, including electrically assisted pedal cycles (EAPC), and e-scooter hire as cost-effective alternatives to private car ownership and ensure that such modes are integrated into the Bee Network.

Delivery Policy 15: Motorcycles, mopeds and e-scooters

We support the use of motorcycles (including electric motorcycles), mopeds and legal use of e-scooters (through Department for Transport trial hire schemes) as part of our transport mix, recognising the need for effective management of these vehicles.

Delivery Policy 16: Taxis

We will work with the taxi industry across Greater Manchester to offer safe and high-quality taxi services from a strong, thriving and well-regulated sector, which is integrated with the wider transport network.

Delivery Policy 17: Coaches

We will work with operators of coach services to integrate facilities, services and information into the Bee Network.

For further details visit DP13: Car clubs, DP14: Cycle and e-scooter hire, DP15: Motorcycles, mopeds and e-scooters, DP16: Taxis, DP17: Coaches.

11.44.   Transitioning to ultra low and zero emission vehicles is crucial for Greater Manchester to meet its emission targets and become carbon neutral by 2038. Our transport emissions goal is supported by the 5-year Environment Plan, Clean Air Plan and the Electric Vehicle Charging Infrastructure Strategy. These plans outline our commitment to provide charging infrastructure, working with the private sector, and funding for cleaner buses and taxis.

11.45.   We are looking for ways to reduce the difference in charging costs between private and public settings. This will make charging more affordable and ensure that people without access to off-street parking are not disadvantaged. To provide fair access to electric vehicle charging infrastructure, we will work with private sector providers, including through our procurement process, we will collaborate with private sector providers to install charging stations in areas with high car dependency and limited off-street availability, but may not be considered commercially profitable locations.

DP18

Delivery Policy 18: Zero and ultra low emission vehicles

We will facilitate and encourage the transition towards zero and ultra low emission vehicles.

For further details visit DP18: Zero and ultra low emission vehicles.

Our rail and light rail

11.46.   Providing more opportunities to travel by rail, light rail and busway has the potential to deliver on a number of our Network Ambitions with a doubling of these types of trips targeted by 2040.

11.47.   Our network consists of:

- Our rail network, which offers the most efficient way of moving large numbers of people to and between the city and regional centres, supporting over 20.8m rail trips to Manchester Central Stations in 2022/23 and facilitating Greater Manchester's large travel to work area (TfGM, 2024a).

- Metrolink, our light rail system, is the largest in the country with 99 stops across over 100km of track. The Metrolink system has been incredibly

successful – offering a turn-up-and-go frequency, high levels of accessibility and comfortable, reliable, services – and there remains huge potential for expansion which would help accelerate economic growth.

- The Leigh–Salford–Manchester Busway, carries over two and a half million trips per year and removing the need for around half a million car journeys.

11.48. To capitalise on this success, we need to maintain, improve and extend coverage of those modes and take bold action to integrate rail into the Bee Network – to offer seamless journeys, a range of improvements to stations to bring them in line with our Bee Network customer experience standards, and opportunities to raise the quality of services aligned to our ambition of creating a truly '7-day railway'. Our vision for an integrated rail network for Greater Manchester is focused around four key pillars:

- **Improving services across a growing network:** Improving your ability to get from where you are to where you want to be. Providing access to more rapid, frequent, spacious, direct, and reliable services, which connect to every borough in Greater Manchester.

- **Quality stations to support growth in the heart of our communities:** Stations and stops should act as anchors for new development, creating vibrant hubs that integrate high-quality commercial space within their surrounding communities. By planning spaces in and around stations to maximise regeneration opportunities, we can create places that support a growing population and economy, while promoting sustainable, healthy lifestyles, inclusivity, and expanded opportunities for all.

- **A seamless, safe, and accessible customer experience**: Offering you a journey on our rail network that is safe, simple, comfortable, and accessible to all members of our community, no matter where you are travelling within Greater Manchester. Through the full integration of rail into the Bee Network, making the idea of travelling by rail a more attractive and reliable choice for more of our community.

- **Strengthening our connections across the north, the UK and internationally**: Recognising that daily life, business, and the movement of goods extend well beyond Greater Manchester's borders, we are committed to working collaboratively with regional and national partners to plan and deliver the

short-, medium-, and long-term investments that transform your ability to travel seamlessly beyond our city region.
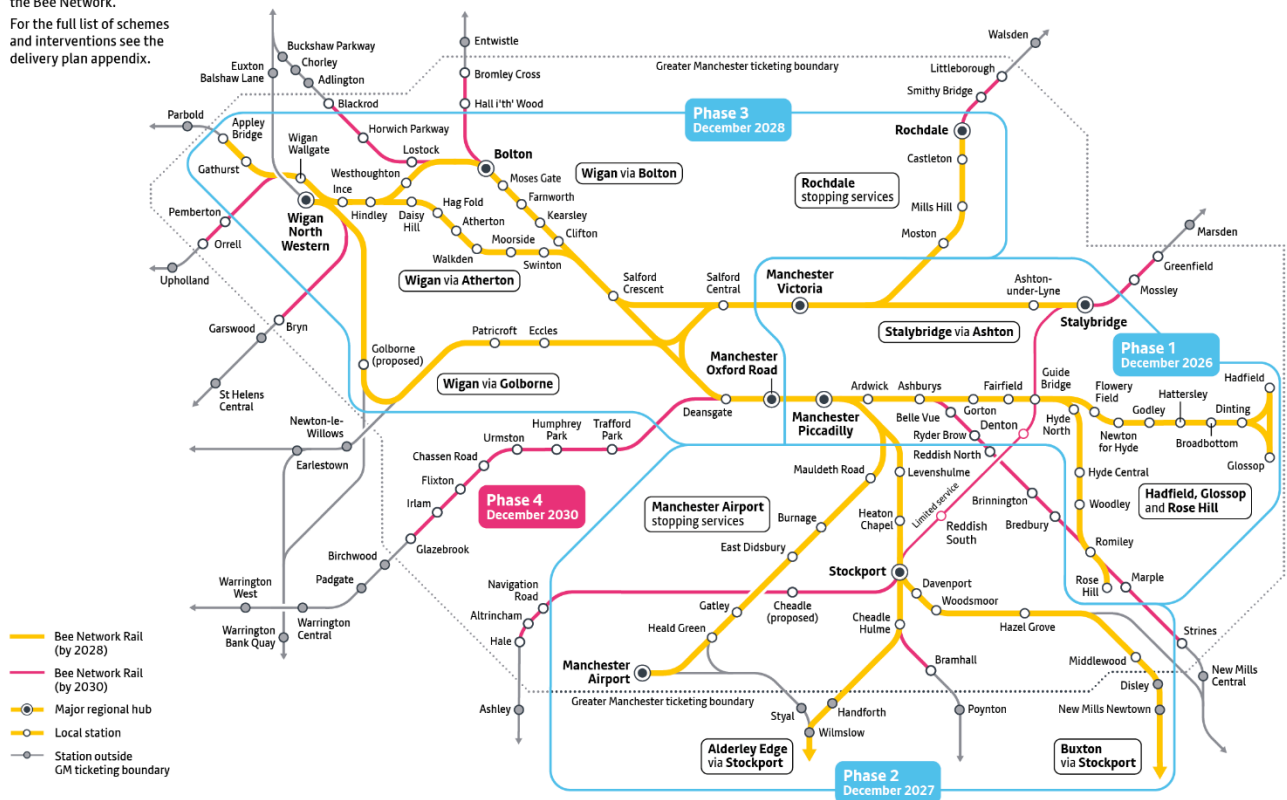
11.49. Longer term we will investigate the potential for a Metro network with future city centre underground connectivity, as a further catalyst for growth.

11.50. The ability for Greater Manchester to deliver positive change has been strengthened through the delivery of bus franchising, supporting the transition to a better, integrated network. However, Greater Manchester's rail services are not currently meeting the needs of our fast-growing city region, and they are the Bee Network's missing link to delivering a fully integrated local transport system. By bringing rail into the Bee Network, and with government support, Greater Manchester has an ambition to grow patronage, drive efficiency, reduce cost, and deliver joined-up services with integrated fares, and easy-to-understand passenger information.

11.51. By 2030, all local rail lines will be integrated with the Bee Network. A phased approach to bring rail into the Bee Network is shown below:

Figure 11.5: Greater Manchester Bee Network Rail Integration Phasing

Map 5: Bee Network Rail

This map shows the phased approach to bring rail into the Bee Network.

For the full list of schemes and interventions see the delivery plan appendix.

11.52. We also need to improve existing services to reduce overcrowding and deliver a better passenger experience, deliver new services, lines and stations/stops, and provide innovation solutions, such as tram-train technology, to increase opportunities to travel by public transport and offer a competitive alternative to the car.

11.53. Beyond local rail services, Greater Manchester must work collaboratively with Network Rail (which is to be incorporated into Great British Railways following Royal assent of the Railways Bill) and partners to improve the City Region's rail connectivity across the UK and offer a sustainable alternative to car travel for long-distance commuting, business and leisure trips. This includes delivering:

- Further capacity enhancements in the City Region, especially in Central Manchester and Stockport, to tackle existing congestion and improve reliability and resilience of the whole rail network throughout the north;

- Additional rail capacity to vital economies for national growth such as London and the South East, Birmingham and the Midlands; and

- Greater capacity between northern cities to provide more punctual, reliable and frequent rail services, initially focusing on the Liverpool to Manchester section of Northern Powerhouse Rail.

11.54. To meet our Right Mix target, our network needs to grow to support more residents, businesses and visitors make sustainable travel choices. The network also needs to respond to meet the needs of our town centres and growth locations. Below sets out a comprehensive review of the options for expanding our rail, light rail, and busway network.

11.55. The aspirations for rail above are set out, in more detail, in the Greater Manchester Rail Vision which is a joint long-term plan for the railway in our region. The Rail Vision has been developed with Government, the rail industry, regional and local partners.

DP19 – DP20

Delivery Policy 19: Rail integration

We will work with Network Rail/Great British Railways and partners to fully integrate local rail into the Bee Network.

Delivery Policy 20: Regional and national rail services

We will work with Network Rail/Great British Railways and rail industry partners to develop a high-capacity and reliable regional and national (inter-urban) rail network that provides seamless connectivity between Greater Manchester, other northern towns and cities, and the rest of the country.

For further details visit DP19: Rail integration and reform, DP20: Regional and national rail services.

DP21 – DP22

Delivery Policy 21: Existing light rail

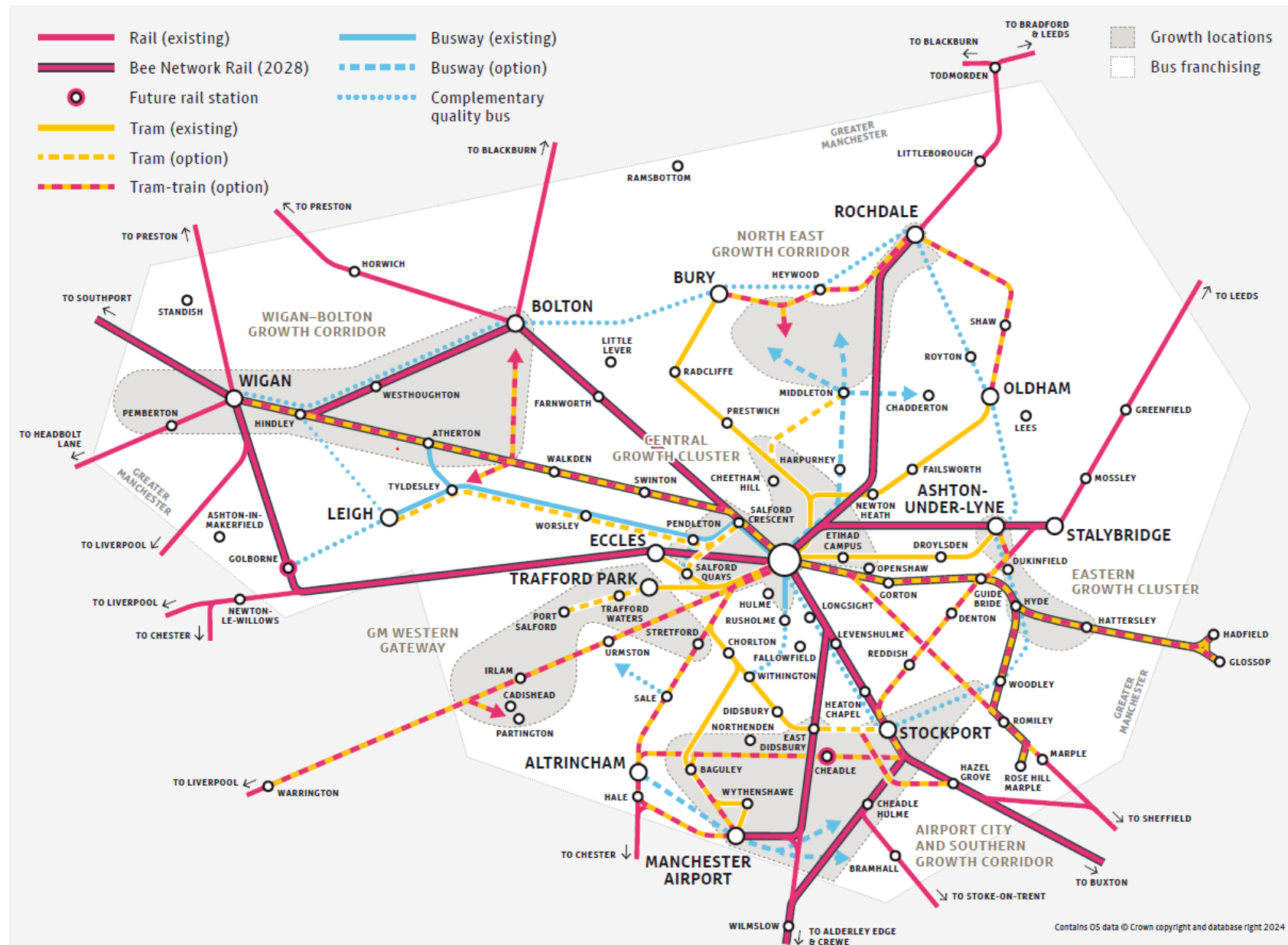We will maintain, enhance, and expand the connectivity of our Metrolink as an integrated part of our Bee Network.

Delivery Policy 22: Future light rail and metro

We will continue to develop future light rail and metro capacity and connections, to serve more people and places.

For further details visit DP21: Existing light rail, DP22: Future light rail and metro.

Figure 11.6: Future Rapid Transit Opportunities

Our transport hubs

11.56. Transport hubs are points on the network which combine a number of different modes and services and vary significantly in scale, from global gateway, strategic interchanges that provide the key international entry point to Greater Manchester, through to local travel hubs that consist of local entry points to the Bee Network.

11.57. Their core principles are to improve access to existing modes and new modes of shared and public transport, improving access to sustainable transport options.

11.58. We need all our strategic interchanges and travel hubs to be of a consistent, high-quality standard to enable better customer experience and achieve a truly integrated feel while travelling on the Bee Network. Our transport hubs should be inclusive and accessible, deliver an excellent customer experience, reinforce a sense of place, minimising differentiation between modes, environmentally friendly and enhancing local access. Some Travel Hubs will feature Park and Ride; however, locations will need to be considered carefully to ensure this doesn't encourage more short trips by car.

DP23

Delivery Policy 23: Transport hubs (including park and ride)

We will seek to ensure transport hubs and interchanges make it easy to travel across the Bee Network, and in doing so enable a seamless and high-quality customer experience for those making multi-modal journeys.

For further details visit DP23: Transport hubs (including park and ride).

Our ways of working

11.59. To deliver our transport strategy ambitions, we need to grow the proportion of trips that walk, wheel, cycle or take public transport from 40% to 50%. In 2023, only 61% of respondents felt they often or always had a choice of transport (TfGM, 2023).

11.60. Alongside further integration between transport modes, infrastructure and service-related enhancements, we need more people to feel they are presented with real options about how to make their journeys in a sustainable way. This encompasses increasing public knowledge about the personal and societal benefits of sustainable travel options, reducing perceived and actual barriers to travelling sustainably and delivering targeted approaches towards people's differing needs, attitudes and opportunities, based on their propensity to make different travel choices.

11.61. We will also need to work collaboratively with partners, recognising that some transport services and infrastructure sit outside of the Bee Network. Some interventions responding to barriers in access are likely to require a "system approach" and will need action from outside the transport sector – for example collaboration with health, education and community partners will be influential for increasing the number of people walking, wheeling and cycling.

11.62. Innovations in travel technology and business practice can help us reach our transport vision faster. Therefore, it is essential that Greater Manchester is open to improving our approach to planning, delivering, and operating our transport network. We are in a unique position to pilot new ideas, particularly in our Innovation Clusters and Growth Locations.

11.63. This approach will help to secure inward investment and support local authorities and businesses become smarter users of new technologies, improving efficiency and reducing cost, passing on savings both as businesses to their customers and public authorities to their taxpayers.

11.64. Smarter traffic lights, electric vehicles, apps to plan trips, better charging facilities and using technology and artificial intelligence to monitor and manage our assets, will continue to help create a transport system that works for everyone. As we plan and adapt the future transport network in Greater Manchester, we will develop our approach to Autonomous Mobility (self-driving vehicles) and Artificial Intelligence (AI).

11.65. We need to coordinate delivery of transport improvements across different levels of government. This includes working with neighbouring authorities to deliver walking, wheeling, cycling and bus service improvements and at a regional and national level, working with partners such as Transport for the North, National Highways, Network Rail/Great British Railways to help coordinate, manage and deliver strategic transport improvements.

Delivery Policy 24: Travel choices

We will deliver targeted, evidence-based, information and campaigns to encourage and enable people to use the Bee Network and make sustainable travel choices.

Delivery Policy 25: Technology and innovation

We will investigate, develop and deploy transport technology and innovations that support our Right Mix target, align with our network ambitions and deliver a better customer experience.

Delivery Policy 26: Collaboration with neighbouring authorities and other organisations

We will work closely with neighbouring authorities and other organisations to improve cross-boundary connections, to support the needs of local communities and deliver on shared objectives (such as health improvement, environmental protection and economic growth).
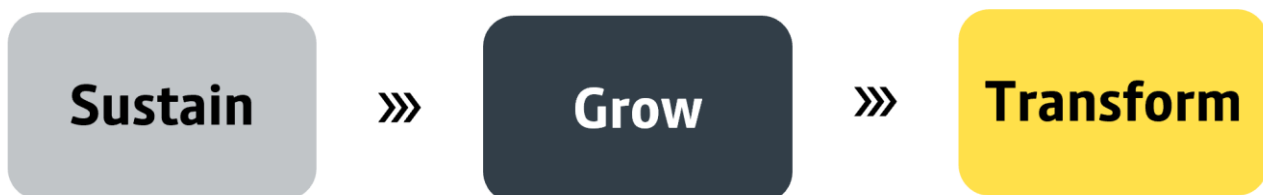
For further details visit DP24: Travel choices, DP25: Technology and innovation, DP26: Collaboration with neighbouring authorities and other organisations.

Part F: Delivery

12.   Delivery approach

12.1.   Greater Manchester has been a leader in developing an integrated transport network, with a strong track record in delivery and innovation. The ongoing expansion of the Bee Network benefits the city region and the country, supporting national growth by improving access to labour markets and creating new opportunities in Growth Locations. These developments particularly help increase access to opportunities for all communities in Greater Manchester.

12.2.   To achieve our ambitions, we must continue our collaborative approach with key stakeholders, including GMCA, TfGM, local authorities, and various transport and development partners. This collaboration ensures the transport network supports growth identified in strategic plans.

12.3.   We are developing an Integrated Pipeline, a forward-looking investment pipeline that will include our transport priorities integrated with regeneration and development, health and other cross cutting priorities set out in the Greater Manchester Strategy. This comprehensive, place-based approach supports both local schemes and strategic programmes at the city-region level.

12.4.   An effective transport system and Bee Network for Greater Manchester requires the delivery of a strong pipeline of transport schemes, rigorously prioritised to support our local strategic ambitions, policies and targets, and delivered to the highest standard – delivered on time, on budget while realising the benefits. Our Investment Approach is based around the need to sustain, grow and transform our network. Further details on this approach is set out in the GM Transport Delivery Plan (2027-37).
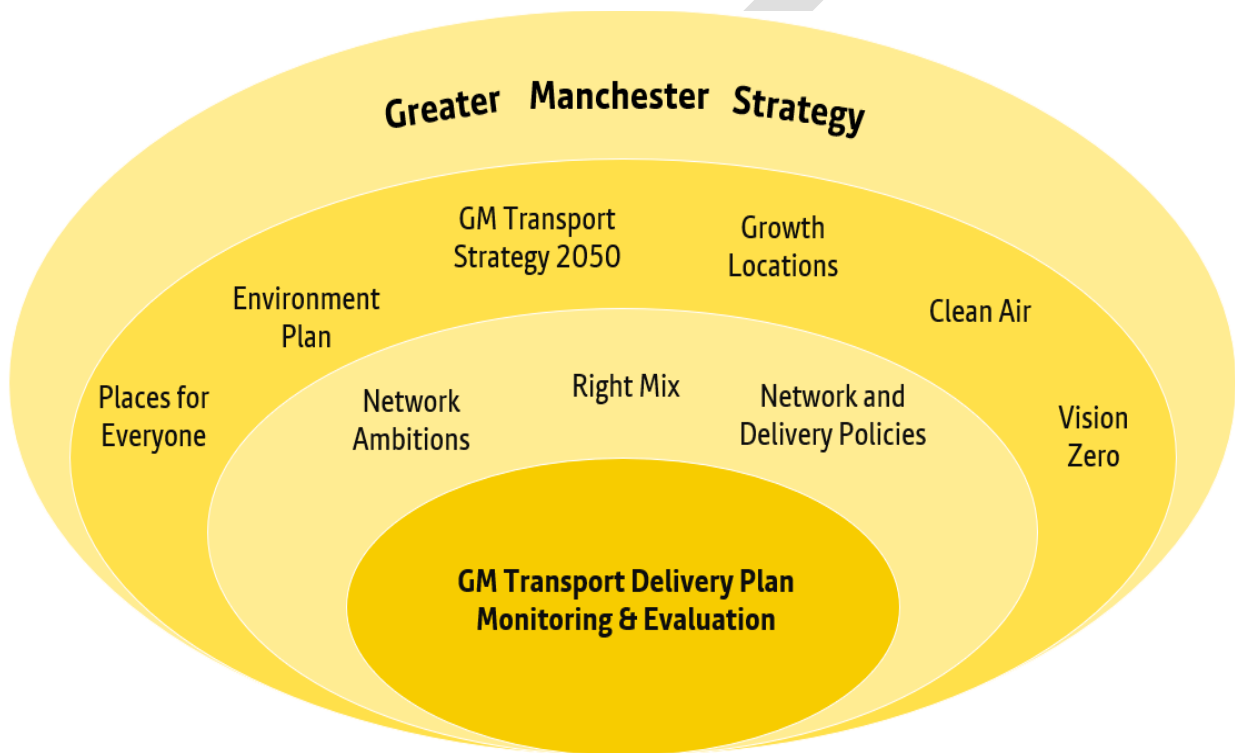
Figure 12.1: Investment approach

13. Measuring success

13.1. We need to know whether our policies and interventions are having the desired effect and delivering the vision and ambitions set out in this strategy, including by making meaningful progress towards our "Right Mix", with more trips being made by people walking, wheeling and cycling, and using public transport.

13.2. The graphic below shows how the indicators within this transport strategy relate to other plans and strategies in Greater Manchester.

Figure 13.1: Levels of indicators within the GM Transport Strategy 2050

13.3. These indicators support measurement of our progress towards desired outcomes on our GM Transport Strategy 2050 (Right Mix to 2040, network ambitions, policies) and other significant plans such as the Greater Manchester Strategy, Places for Everyone, Environment Plan, Clean Air and Vision Zero. They also inform the Integrated Settlement Outcomes Framework.

13.4. There are three types of indicators we use measure performance:

1. **Leading indicators:** these underpin or measure the state of the city region and transport strategy outcomes or represent 'intermediate' outcomes that sit between the Delivery Plan and higher-level metrics. The leading indicators relate to outcomes on which we have considerable leverage through Delivery Plan activity to bring about change, and that are capable of demonstrating that change in the short to medium-term.

2. **Supporting indicators**: these indicators help to explain our leading indicators. In our transport strategy we have two types of supporting indicator that need to be considered together:

    - Resident or people perception or behaviour measures - these are survey-based indicators and or, more granular breakdowns e.g. by district, these are not targeted.

    - Operational or 'supply-side' indicators - these are about monitoring how much we (as TfGM and our partners) do, and how well we do it, to affect people's choices and perceptions.

    Although customer data and evaluation show 'what works', the results lag behind our actions, which we can monitor more frequently.

3. **Contextual Indicators**, draw on standard secondary data sources, but are, or are influenced by, external factors outside of our direct control. They recognise the important influence that decisions and action outside of the transport sector can have on travel outcomes. Targets are not set against contextual indicators.

13.5. We need to be able to be held accountable for our progress, to learn and inform decision-making, and to share lessons for future development and delivery via evidence gathering and evaluation. We also need to ensure our data collection is sufficiently detailed and robust to help design and evolve the network going forward for all communities, including women and girls.

13.6. The table below summarises the different indicators for our Right Mix and network ambitions.

Table 13.1: Summary of GMS Pledges and transport strategy indicators for the Right Mix target and each network ambition

Right Mix target or network ambition	GMS Pledge	Indicator type		
		Leading	Supporting	Contextual
Right Mix target		• % of journeys made by walking, wheeling, and cycling, and public transport Right Mix Target breakdown: • **Walk / wheel** - c.500,000 more trips (c.20% increase) • **Cycle** - c.300,000 more trips (c.200% increase) • **Bus** - c.220,000 more trips (c.60% increase) • **Rail / Metro** - c.170,000 more trips (c.60% increase)	• % of journeys made by public transport and walking, wheeling, and cycling, split using our People and Place approach • Share of journeys made by public transport and walking, wheeling, and cycling, split by district	• Number of privately licenced cars / vans per head • Private vehicle volumes • Private vehicle kms travelled / trip length
Reliable	**Pledge** By 2030, 90% of people in GM will be within a five-minute walk of a bus or tram that comes at least every 30 minutes.	• % of bus services departing from stops no more than one minute early and no more than five minutes late across all routes. • % who always or often find their journeys times in GM predictable	• Perceptions of punctuality in GM - Bus: punctuality of arrival time at the bus stop - Tram: punctuality of arrival time at tram stop - Train: punctuality of arrival time at the train station	• % of bus journey km cancelled • % who always or often find their journeys stressful

Right Mix target or network ambition	GMS Pledge	Indicator type		
		Leading	Supporting	Contextual
Integrated	**Pledge** By 2030, all local rail lines will be integrated with the Bee Network, with GM communities the first outside London to be served by fully joined-up cycle, bus, tram and train travel. We will drive major improvements to stations, including making more of them fully accessible and introducing capped, tap-on tap-off fares.	• % who find it easy or very easy to use different forms of transport in one journey in GM	• % who agree or strongly agree that the way fares are set up allows travel by ANY public transport and ANY operator in Greater Manchester • % who agree or strongly agree that overall, they are satisfied with the travel information available for travel in GM • % satisfied or very satisfied with ease of interchange when connecting to onward bus / train / tram	• % who agree they always or often have a choice of transport
Inclusive	**Pledge** We will put equality goals at the heart of our plans, embedding inclusive practices across all public services.	• % who find it easy or very easy to travel to key services (by any form of transport). - All respondents - Disability - No car access	• Survey perceptions data split by equality demographics, place and socioeconomic factors such as ACORN, work status Subject to sample sizes	• Socio-economic user profile of different transport modes – ACORN – Age – Gender – Ethnic group – Disability – Work status Subject to sample sizes

Right Mix target or network ambition	GMS Pledge	Indicator type		
		Leading	Supporting	Contextual
Affordable	**Pledge** We will keep the cost of travel on the Bee Network as low as possible, so everyone can afford to get where they need to go. We'll only charge what we need to run a safe and comfortable service and to reinvest in the Bee Network, so that it keeps improving.	• % who agree or strongly agree that they can afford to travel by public transport as much as they like	• % who agree or strongly agree they get a fair deal for the fares they pay	Previous method for measuring changes in travel cost by mode relative to RPI requires an update
Healthy	**Pledge** GM residents will live a healthy life for longer (relative to England as a whole) and we will reduce the gap in healthy life years between the richest and poorest communities	• % of journeys made by active travel and public transport	• % who agree or strongly agree that GMs transport network encourages them to walk or cycle as part of their trips • % of residents walking five or more days per week • % of residents cycling at least once a fortnight • Change in active travel stages as part of public transport journeys	• % of households with access to a cycle • Number of privately licenced cars / vans per head

Right Mix target or network ambition	GMS Pledge	Indicator type		
		Leading	Supporting	Contextual
Environmentally Responsible	**Pledge** By 2030, we will have the UK's first fully electric, integrated transport system across active travel, bus and tram services, supporting carbon neutrality by 2038. **Pledge** We will maintain our commitment to reach carbon neutrality by 2038.	• % of journeys made by walking, wheeling, cycling, and public transport • % of the bus fleet that is zero tailpipe emission	• % who agree or strongly agree that GMs transport network encourages people to travel in an environmentally responsible way • Reduce emissions that contribute to poor air quality (e.g. PM2.5, NO2) • Reduction in transport carbon emissions by 2038	

Right Mix target or network ambition	GMS Pledge	Indicator type		
		Leading	**Supporting**	**Contextual**

Safe and Secure	**Pledge** By 2030 95% of our residents will report feeling safe:
	- We will make the Bee Network one of the safest transport systems in the world.
	Pledge By 2040 we are aiming for no-one to be killed on our roads.
		• Number of people killed or seriously injured on GM roads
		• Incidents of crime and anti-social behaviour per million passenger journeys
			• % satisfied or very satisfied with safety from traffic when walking/travelling by cycle
			  – Day
			  – Night
			• % satisfied or very satisfied with personal security when travelling by bus/train/tram
			  – Day
			  – Night
			  – Waiting at stop
			  – While on vehicle
			• % satisfied or very satisfied with personal security when walking/travelling by cycle
			  – Day
			  – Night
			• % satisfied or very satisfied with personal security when travelling by car
			  – Day (parking facilities)
			  – Night (parking facilities)
			  – In vehicle
				• Killed or Seriously Injured rate per million kms

Right Mix target or network ambition	GMS Pledge	Indicator type		
		Leading	Supporting	Contextual

Well-maintained and Resilient		• % of A roads and Motorways that should be considered for maintenance (% red)
		• % of B + C roads that should be considered for maintenance (% red)
		• % of unclassified road that should be considered for maintenance (% red)
			• % satisfied or very satisfied with local road condition
			• % satisfied or very satisfied with local pavements
			• % satisfied or very satisfied with local cycle routes
			• % satisfied or very satisfied with waiting environment for
			  – Bus
			  – Tram
			  – Train
			• % agree or strongly agree that the transport network can withstand unexpected events and weather conditions
			  – Public transport
			  – Road network
				• % of KRN with carriageway condition classified as red or amber

Appendix

Appendix: ~ Policy index ~

This appendix sets out the detailed policy wording for each of the policies listed in the table below.

Network Policies	
Policy title	**Link**
Growth locations and town centres	GP1
Reliable	
A reliable transport network	NP1
Integrated	
Network planning	NP2
Integrated fares and payments	NP3
Journey planning and information	NP4
Land use and new development	NP5
Inclusive and affordable	
An inclusive and accessible network	NP6
Tackling transport related social exclusion	NP7
Affordability	NP8
Night time travel	NP9
Healthy	
Health	NP10
Environmentally responsible	
Pollution	NP11
Climate change	NP12
Green and blue infrastructure	NP13
Built and natural environment	NP14
Safe and secure	
Vision Zero	NP15
Personal safety and security	NP16
Network security	NP17
Well-maintained and resilient	
Maintenance and asset management	NP18

Delivery Policies	
Policy title	**Link**
Delivering the Bee Network	DP1
Our streets and roads	
Streets for All	DP2
Walking and wheeling	DP3
Cycling	DP4
Bus services and infrastructure	
Bus services	DP5
Bus infrastructure	DP6
Neighbourhood transport services	DP7
Freight and logistics	
Freight and logistics	DP8
Roads	
Strategic roads	DP9
Planning of key routes and local roads	DP10
Management of key routes and local roads	DP11
Parking and kerbside management	DP12
Other street users	
Car clubs	DP13
Cycle and e-scooter hire	DP14
Motorcycles, mopeds and e-scooters	DP15
Taxis	DP16
Coaches	DP17
Zero and ultra low emission vehicles	DP18
Our rail and light rail	
Rail integration	DP19
Regional and national rail services	DP20
Existing light rail	DP21
Future light rail and metro	DP22
Transport hubs	
Transport hubs (including park and ride)	DP23
Ways of working	
Travel choices	DP24
Technology and innovation	DP25
Collaboration with neighbouring authorities and other organisations	DP26

Our priorities for growth

GP1

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Growth Policy 1: Growth locations and town centres

We will support the delivery of transport interventions that enable vision-led, inclusive and sustainable development and regeneration, with a particular focus on the Growth Locations and Town Centres.

For further details visit GP1: Growth locations and town centres

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This will include:

a) In all locations, taking a vision-led, 'sustainable transport first' approach to the transport strategies and assessments developed in support of growth opportunities.

b) In the Central Growth Location, in town centres and around tram stops and rail stations, promoting high density development to support the growth of the Bee Network.

c) In all other growth locations, accommodating residual car use through safe and sustainable design, following a vision-led approach.

d) Designing in accordance with our Streets for All Design Guide and supporting the Bee Network.

Network policies

Network Policy 1: A reliable transport network

We will improve the reliability of our transport network, focussing on the Bee Network to prioritise sustainable travel.

For further details visit NP1: A reliable transport network

This will include:

a) Improving public transport punctuality, journey times and operations.
b) Providing a comprehensive walking, wheeling and cycling network, including strategic cycle routes and a cycle hire scheme.
c) Managing our roads to improve journey time reliability, including effective management of road works.
d) Increasing the use of data, sensors and digital tools and embracing future advances in digital technology and innovation including Artificial Intelligence.
e) Maintaining and enhancing our network to provide greater operational, and long term, resilience.
f) Providing accurate, up-to-date and reliable travel information.

Network Policy 2: Network planning

We will review and adapt our transport network to respond to changing travel patterns and growth in demand for travel in a sustainable way, considering our Right Mix Targets.

For further details visit NP2: Network planning

This will include:

a) An integrated and inclusive view of network planning which considers all travel modes, increases choice and delivers on our Network Ambitions – to support and grow the Bee Network.

b) Developing and applying a consistent people-focused, placed-based and context sensitive approach to network planning, including decisions about services and infrastructure.

c) Coordinating the planning of our transport services and infrastructure across Greater Manchester authorities and operators, and with our neighbouring authorities, to provide safer, more attractive and more reliable journeys.

d) Increasing the use of data and digital tools to inform network planning decisions.

NP3

Network Policy 3: Integrated fares and payments

We will make all journeys easier by offering simple and attractive fares and ticketing across multiple modes, which are easy to understand and convenient to purchase.

For further details visit <u>NP3: Integrated fares and payment</u>

This will include:

a) A simple, multi-modal payment approach that is easy for customers to understand, to help inform travel choices.

b) Convenient and affordable fares and concessions that enable travel across modes and help to grow patronage, within a financially sustainable fares and payment system.

c) A fares and concessions structure designed to be accessible and inclusive for all.

d) Promoting a digital first approach, which support our customers' individual needs, and brings together travel information, fares and payments where possible; whilst maintaining traditional formats (such as paper tickets and travel shops).

Network Policy 4: Journey planning and information

We will encourage people to choose more sustainable options for their journeys by providing personalised multi-modal journey planning and travel information services, which enable customers to plan and make their journeys with ease and confidence.

For further details visit NP4: Journey planning and information

This will include:

a) Ensuring enhanced live travel information and advanced journey planning information and services are inclusive and accessible to all.
b) Providing journey planning, navigation and wayfinding services for all customers including for pedestrians and cyclists.
c) Providing real time information including during periods of disruption.
d) Promoting a digital approach, meeting customers' high expectations for information provision, including digital services alongside traditional formats.
e) Providing open data to enable travel information to be provided in more places and applications and encouraging innovation.

Network Policy 5: Land use and new development

Working collaboratively across GM, we will encourage new development and land use patterns that reduce the need to travel by car, and work with developers to ensure a vision-led approach to deliver well-designed, sustainable places that prioritise travel by sustainable modes.

For further details visit NP5: Land use and new development

This will include:

a) Guiding and actively managing patterns of growth to prioritise sustainable travel, ensuring alignment with land use and transport strategies and investments opportunities.

b) Ensuring the co-ordinated delivery and phasing of necessary sustainable transport infrastructure for development.

c) Encouraging and supporting an appropriate mix of uses to minimise the number and length of journeys by car.

d) Encouraging and supporting higher density development in appropriate locations with access to services, facilities and amenities and with good public transport access (sometimes known as Transport Orientated Development).

e) Encouraging the planned provision of essential services – such as, healthcare, schools and food shops – within walking and cycling distance of residential communities.

f) Reducing the need to travel by supporting high-quality digital infrastructure, public sector digital services and online service delivery.

g) Supporting car free development and the reduction, or repurposing, of car parking in locations where high-quality public transport and active travel opportunities are available (see **DP12: Parking and kerbside management**).

h) Supporting the provision of freight handling zones / consolidation centres to meet the needs of service providers and encourage appropriate first and last mile journeys for freight.

i) Working with developers and infrastructure providers to ensure that proposals for new development are:

- Delivered in accordance with Local Plan / Development Plan Documents, unless material considerations indicate otherwise; and

- Designed through early engagement with infrastructure providers to take full account of existing and future infrastructure assets.

Network Policy 6: An inclusive and accessible network

We will ensure that transport infrastructure, vehicles and information are accessible and inclusive to all and that everyone feels able to use the network.

For further details visit NP6: An inclusive and accessible network

This will include:

a) Designing transport infrastructure, services, and vehicles with physical and cognitive accessibility, safety and inclusivity in mind (**NP16: Personal safety and security**).

b) Ensuring transport information is clear and accessible and taking advantage of new technologies and innovation to support users (**NP4: Journey planning and information**).

c) Taking a more tailored and sensitive approach to designing and managing streets and places, to make sure we have a street network that is accessible and inclusive and meets communities varied needs (**DP2: Streets for All**).

d) Ensuring our transport network is affordable (see **NP8: Affordability** and **NP3: Integrated fares and payments**).

13.7.   To complement an inclusive and accessible transport network, the physical availability and planning of transport services is important, for more information see **NP2: Network planning.**

NP7

Network Policy 7: Tackling transport related social exclusion

We will work to alleviate and prevent transport related social exclusion, including the impacts of deprivation wherever possible.

For further details visit NP7: Tackling transport related social exclusion

This will include:

a) Considering the specific transport needs of communities experiencing social exclusion and deprivation when planning transport interventions and services to enable access to key services, opportunities and amenities (see **NP2: Network planning**).

b) Investing in our active travel and bus networks as the most affordable transport options for those experiencing social exclusion or deprivation (see **DP3: Walking and wheeling**, **DP4: Cycling**, **DP6: Bus infrastructure**, **DP5: Bus services**).

c) Supporting alternative means of travel in situations where walking, wheeling, cycling and traditional public transport options are unsuitable (see **DP7: Neighbourhood transport services**).

d) Working towards an affordable and fully integrated public transport network (see **NP8: Affordability**).

e) Working towards a safe and secure transport network (see **NP16: Personal safety and security**; **NP15: Vision Zero**).

f) Working to improve air quality by tackling pollution caused by the transport network, focusing on locations which are worst affected where people and communities are exposed to levels above legal limits (see **NP11: Pollution**).

NP8

Network Policy 8: Affordability

We will keep the cost of travel on the Bee Network as low as possible whilst supporting investment and ensuring the long-term financial sustainability and efficiency of the transport system.

For further details visit NP8: Affordability

This will include:

a) Implementing a fares strategy which supports affordable multi-modal trips.

b) Keeping operating costs low by implementing measures to improve efficiency e.g. bus priority (see **DP6: Bus infrastructure**), energy costs and utilising technology to streamline and automate back-office processes.

c) Making the case to other bodies for fares and tariffs outside of our direct control to also be kept as low as possible.

d) Recognising the need for services to be financially sustainable.

NP9

Network Policy 9: Night time travel

We will deliver a transport system that supports the night time economy.

For further details visit NP9: Night time travel

This will include:

a) Extending the operating hours of key bus and Metrolink services (see **DP5: Bus services** and **DP21: Existing light rail**).

b) Making a compelling case for later- and earlier-running services on the National Rail network (see **DP19: Rail integration**).

c) Improving personal security, and perceptions of safety, on our active travel and public transport networks after dark (see **NP16: Personal safety and security** and **NP15: Vision Zero**).

d) Supporting the taxi industry to safely offer door-to-door services for those who need them (see **DP16: Taxis**).

e) Managing large scale events to facilitate safe and efficient movement of large crowds (see **DP11: Management of key routes and local roads**).

NP10

Network Policy 10: Health

We will deliver transport interventions that improve the physical and mental health of Greater Manchester's residents.

For further details visit NP10: Health

This will include:

a) Enabling increased levels of physical activity (see **DP3: Walking and wheeling**, **DP4: Cycling**, **DP24: Travel choices**).

b) Developing local streets that are welcoming, safe spaces, enabling people to live well by creating better places that support neighbourhoods and businesses (see **DP2: Streets for All**, **NP16: Personal safety and security**)

c) Improving connectivity to key services (such health, education, and employment), amenities and other important destinations (see **NP2: Network planning**; **NP5: Land use and new development**).

d) Tackling deprivation and inequalities (see **NP7: Tackling transport related social exclusion**).

e) Reducing levels of anxiety about travel (see **NP4: Journey planning and information**; **NP8: Affordability**; **NP1: A reliable transport network**, **NP16: Personal safety and security,** and **NP6: An inclusive and accessible network**).

f) Reducing noise and air pollution from motor vehicles (see **NP11: Pollution**).

g) Reducing road traffic collisions (see **NP15: Vision Zero**).

Network Policy 11: Pollution

We will monitor and tackle pollution caused by the transport network, focusing on locations which are worst affected, to avoid people and communities from being exposed to levels above legal limits.

For further details visit NP11: Pollution

This will include:

a) Bringing nitrogen dioxide (NO_2) levels at the roadside within UK legal limits and working towards the World Health Organisation (WHO) ambition for NO_2 alongside national government.

b) Maintaining PM10 and PM2.5 within UK legal limits and work towards the WHO guideline value of $5\mu g/m^3$.

c) Reduce the impact of noise from transport vehicles and infrastructure wherever possible, including noise from freight being transported by rail through residential areas (see **NP18: Maintenance and asset management**).

d) Reducing the impact of transport and infrastructure on water resources and watercourses.

Network Policy 12: Climate change

We will reduce carbon emissions from transport, to help Greater Manchester achieve its ambition of being carbon neutral by 2038; and we will take action to make our transport system resilient to the effects of climate change including increased risks of flooding.

For further details visit NP12: Climate Change

This will include:

a) Reducing the need to travel thereby reducing the overall number of trips (see **NP5: Land use and new development**).

b) Promoting sustainable travel choices by foot, cycle, public or shared transport, (see **DP24: Travel choices**), to reduce private car usage and decrease overall car trips.

c) Reducing the number of vehicles powered by fossil fuels (see **DP5: Bus services**, **DP18 – Zero and ultra low emission vehicles** and **DP8: Freight and logistics**).

d) Minimising the embodied and operational carbon that is produced by transport infrastructure (see **DP11: Management of key routes and local roads**).

e) Making our transport system resilient and adapting to the impacts of climate change.

f) Using nature-based and water efficient solutions in transport projects whenever we can such as Sustainable Urban Drainage Systems (SuDS).

g) Integrating new drainage infrastructure between transport schemes and wider development.

NP13

Network Policy 13: Green and blue infrastructure

We will work to enhance green and blue infrastructure to support biodiversity, environmental and community benefits, improve water management and to provide an attractive environment for walking, wheeling, and cycling.

For further details visit NP13: Green and blue infrastructure

This will include:

a) Identifying and delivering on opportunities to enhance green and blue infrastructure in transport schemes, such as incorporating street trees, planting, green walls, and roofs (**DP2: Streets for All**).

b) Incorporating Sustainable Drainage Systems (SuDS) in the design of transport schemes where appropriate.

c) Enabling walking, wheeling and cycling infrastructure to utilise green and blue corridors wherever possible, and facilitate access to places, services and the natural environment (**DP3: Walking and wheeling** and **DP4: Cycling**).

d) Early engagement with partner organisations to maximise opportunities for new blue and green infrastructure.

NP14

Network Policy 14: Built and natural environment

We will minimise the impact of transport on the built and natural environment.

For further details visit NP14: Built and natural environment

This will include:

a) Minimising or avoiding the impact of transport on townscapes, the historic environment, cultural heritage, landscape, habitats and biodiversity, geodiversity, water quality, pollution, flood risk and use of resources.
b) Improving access to the built and natural environment.
c) Delivering environmental enhancements, improved water management, and biodiversity net gain through transport schemes in accordance with legislation.
d) Reducing the impact of traffic by increasing the use of public transport and active travel and through effective traffic management.
e) Support delivering a resilient network for nature across the city-region through transport.

NP15

Network Policy 15: Vision Zero

We will aim to deliver a transport network where no-one is killed or seriously injured on our roads by 2040 while increasing safe, healthy, equitable mobility for all.

For further details visit NP15: Vision Zero

This will include:

a) Creating safer streets, consistent with our Streets for All approach.
b) Delivering safer speeds on our road network including targeted 20mph speed limits.
c) Ensuring safer use of our roads through more educational programmes and campaigns.
d) Improving vehicle safety.

e) Improving post-collision response to incidents.

NP16

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Network Policy 16: Personal safety and security

We will improve personal security, safety and perceptions of safety, tackling crime and anti-social behaviour across the transport network.

For further details visit <u>NP16: Personal safety and security</u>

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This will include:

a) Improving personal safety and helping people feel safe while travelling, through presence, monitoring and enforcement on the network, prioritising the tackling of 'high harm' crimes, such as sexual offences, violence, hate crime and discrimination, using a vehicle as a weapon and road rage.

b) Designing and maintaining transport assets and services with personal safety and security in mind, and by addressing cleanliness, graffiti and vandalism (including first and last mile journeys to and from public transport stops and stations).

c) Supporting communication and education interventions to provide reassurance to people travelling and deterring undesirable conduct.

d) Utilising new and emerging technologies such as video analytics to monitor the network.

e) A focus on supporting travel during hours of darkness.

To fulfil these goals and will continue to work collaboratively between organisations such as TfGM, GMCA, local authorities, transport operators, Greater Manchester Police, British Transport Police, Network Rail/Great British Railways, and local community safety partnerships. For policy related to the safety operation of the transport network, please see NP15: Vision Zero. We also need a clear focus on improving our network for groups in society who have a higher level of concern about their personal safety and security, such as women and girls, disabled people, ethnic minority groups, and the LGBTQI+ community.

Network Policy 17: Network security

We will work with government, law enforcement, security agencies and transport providers to identify, respond to, and counter, terrorist and other threats to our transport network or our network users.

For further details visit NP17: Network security

This will include:

a) Ensuring our transport networks are monitored, and staff trained, as part of a vigilant presence on the network, confident to respond to terrorism incidents.

b) Designing and improving public spaces and services, and supporting infrastructure proportionate to risk.

c) Emergency planning and response within the Greater Manchester Resilience Forum (GMRF), delivering our responsibilities under the Civil Contingencies Act 2004.

d) Ensuring our systems are robustly protected and secured, to ensure availability.

e) Recognising the role of our network as part of the UK's Critical National Infrastructure.

Network Policy 18: Maintenance and asset management

We will work to improve and maintain the condition and resilience of our transport network and manage assets to support our network ambitions.

For further details visit NP18: Maintenance and asset management

This will include:

a) Taking a strategic and whole-life approach to asset management across our network.

b) Prioritising maintenance that is critical to network reliability.

c) Working collaboratively to maintain assets across our network.

d) Optimising our asset lifecycle cost to help maintain affordable fares.

e) Adopting an environmentally responsible approach to the operation and maintenance of our transport network assets.

f) Applying a safety-first approach to reduce incidents and enhance passenger perceptions of safety.

g) Utilising new technologies and real-time information to monitor asset performance and condition, scheduling maintenance at times to minimise disruption.

h) Investing in our assets to enable active travel and use of public transport.

Delivery policies

DP1

> ### Delivery Policy 1: Delivering the Bee Network
>
> We will enhance and expand the Bee Network, Greater Manchester's dynamic and integrated active travel (walking, wheeling and cycling) and public transport network.
>
> For further details visit <u>DP1: Delivering the Bee Network</u>

This will include:

a) Introducing local rail into the Bee Network (see **DP19: Rail integration**).

b) Improving Bee Network buses with more reliable and faster journey times, and better integration into the wider network (see also **NP2: Network planning**, **DP5: Bus services** and **DP6: Bus infrastructure**).

c) New measures that will enable smoother multi-modal journeys facilitated by seamless interchange between modes – tickets, timings, information, regulation and infrastructure (see also **NP3: Integrated fares and payments** and **NP4: Journey planning and information**).

d) Using technology to prioritise sustainable travel options, implementing smart infrastructure such as intelligent traffic signals and connected vehicles (buses and trams) and real-time data integration.

e) Integrated branding across Bee Network active travel and public transport modes.

f) Delivering Bee Network walking, wheeling and cycling improvements.

DP2

> ### Delivery Policy 2: Streets for All
>
> Our streets will be welcoming and safe spaces for everyone, enabling more travel by walking, wheeling, cycling and public transport, while creating better places that support local communities and businesses.
>
> For further details visit <u>DP2: Streets for All</u>

This will include:

a) Creating green, vibrant streets that are welcoming and safe places to spend time in and travel along.
b) Creating an attractive and inclusive environment for people walking, wheeling and cycling.
c) Enabling a reliable, efficient, integrated, and accessible public transport network.
d) Safe and appropriate provision for motor vehicles, parking, goods and servicing.
e) Making the best use of limited street space.
f) Creating a well-managed, resilient and connected street network.

Delivery Policy 3: Walking and wheeling

We will enable and encourage more people to travel actively by walking or wheeling, as an integral part of the Bee Network.

For further details visit DP3: Walking and wheeling

This will include:

a) Making walking and wheeling a safe, convenient and attractive choice, following our Streets for All approach.
b) Ensuring there are direct and attractive walking and wheeling routes to public transport (**DP1: Delivering the Bee Network**) and opportunities for walking as a leisure activity (see also **NP13: Green and blue infrastructure**).
c) Ensuring that new developments are designed to enable walking and wheeling and are fully integrated into the wider network through the planning process (**NP5 Land use and new development**).
d) Delivering focussed initiatives to enable and encourage more people to walk or wheel – including school streets.

Delivery Policy 4: Cycling

We will enable and encourage more people to cycle, as an integral part of the Bee Network.

For further details visit DP4: Cycling

This will include:

a) Delivering a safe, well-maintained, comprehensive and accessible cycle network, following our Streets for All guidance, which includes working towards developing a strategic cycle network.

b) Ensuring cycling is an attractive option, both as a main mode and for incidental journeys to public transport stops and stations, and also enabling people to travel with their cycle on trams (**DP1: Delivering the Bee Network**).

c) Provide a range of cycle parking and cycle storage options across the network.

d) Increasing access to cycles (including electrically assisted pedal cycles, cargo-bikes and other adapted cycles) by continuing to expand and develop public cycle hire sharing schemes and cycle libraries (**DP14: Cycle and e-scooter hire**).

e) Ensuring that new developments are designed to enable cycling and are fully integrated into the wider network through the planning process (**NP5 – Land use and new development**).

f) Enabling more people to cycle through a diverse range of cycle training and initiatives to suit local and individual needs – including school streets (**DP24: Travel choices**).

Delivery Policy 5: Bus services

We will use our powers over the franchised bus system to improve services, decarbonise the network and significantly increase bus patronage – to make bus the first choice for more journeys.

For further details visit DP5: Bus services

This will include:

a) Keeping fares as low as possible and integrating them with the rest of the Bee Network (see **NP8: Affordability**).

b) Increasing access and providing connectivity for communities across Greater Manchester to key destinations, as well as across the city region boundary into neighbouring areas.

c) Increasing service frequencies and operating hours, particularly on key orbital and radial routes, and for important destinations such as health, education, retail, leisure and employment.

d) Improving service reliability including bus priority infrastructure to increase speeds on key corridors (see **DP6: Bus infrastructure**).

e) Integrating the bus network with other modes and existing services for specific groups (see **DP1: Delivering the Bee Network**)

f) Improving and standardising the experience for bus users including the comfort, safety and security of our customers.

g) Building a fully zero emission (at the tailpipe) bus fleet with new sustainable vehicles.

h) Delivering a financially sustainable bus system.

i) Integration of school bus services.

j) Enabling more people to travel by bus, through education and awareness initiatives to suit local and individual needs (**DP24: Travel choices**).

Delivery Policy 6: Bus infrastructure

We will improve the overall quality and performance of bus journeys through reducing journey times, improving reliability, and enhancing the accessibility and quality of our bus stops.

For further details visit DP6: Bus infrastructure

This will include:

a) Protecting, maintaining and increasing coverage of bus priority infrastructure, particularly on key corridors including enforcement and extended hours where needed/appropriate.

b) Tackling localised road issues that cause delays to buses.

c) Building upon and enhancing road works information between highways authorities, TfGM and operators at the earliest opportunity and minimising the impact of works on the network.

d) Making the best use of new technology and traffic signal infrastructure to deliver priority for buses wherever possible.

e) Making sure stops are accessible, provide real-time information where possible, appropriately located next to destinations and interchanges and provide comfortable and safe waiting areas.

f) Improving first and last mile customer experience for bus users through implementing appropriate crossing and footway facilities at bus stops.

Delivery Policy 7: Neighbourhood transport services

We will better integrate neighbourhood transport services across Greater Manchester to increase availability and convenience for customers.

For further details visit DP7: Neighbourhood transport services

This will include:

a) Supporting essential services for disabled people, special educational needs and older people with mobility difficulties.

b) Improving and better integrating flexible demand services in areas where there are gaps in the public transport network.

c) Ensuring large new employment sites contribute to flexible demand services, where they are needed, to improve sustainable access to employment opportunities where traditional public transport provision would be unviable.

d) Recognising the role of voluntary and community transport services (including the NHS, community centres etc.) in delivering bespoke journey options for people struggling to access services.

DP8

Delivery Policy 8: Freight and logistics

We will improve the operational efficiency and effectiveness of our transport network to support more sustainable freight and logistics solutions that enable economic growth.

For further details visit DP8: Freight and logistics

This will include:

a) Improving journey times and reliability for deliveries.
b) Mitigating the environmental, safety and societal impacts, including for local communities.
c) Enabling more sustainable freight movements.
d) Addressing freight within development sites.
e) Supporting provision of parking and rest facilities for drivers.
f) Supporting transition to zero emission freight.

DP9

Delivery Policy 9: Strategic roads

Working with National Highways, we will progress a unified approach to managing the Strategic Road Network and Greater Manchester's key routes and local roads to deliver safer and more reliable journeys.

For further details visit DP9: Strategic roads

This will include:

a) Prioritising and shaping investment in the Strategic Road Network to support economic growth by improving the condition, resilience and safety of the network.

b) Coordinating the planning, management, operation of local roads and the Strategic Road Network to enable smoother more reliable journeys and providing people with up-to-date information when planning, and during, travel.

c) Ensuring that wherever the Strategic Road Network connects with local streets there are quality provisions for people walking, wheeling and cycling that align with our Streets for All approach.

d) Reducing the local environmental impacts and barriers to movement and severance (both physical and psychological) between neighbourhoods, caused by the SRN.

e) Working in partnership with National Highways, TfN and neighbouring local highway authorities to identify, understand and provide solutions to strategic cross-boundary issues and opportunities.

f) Supporting wider use of technology across the Strategic Road Network and the local road network.

DP10

Delivery Policy 10: Planning of key routes and local roads

We will take an integrated and unified approach to planning, operating and enhancing Greater Manchester's key routes and local roads in line with our Streets for All approach.

For further details visit DP10: Planning of key routes and local roads

This will include:

a) Coordinating the planning, management and operation of roads across Greater Manchester and with neighbouring authorities, to provide people with better travel information and safer, smoother and more reliable journeys.

b) Improving and enhancing our local road network, where necessary to support creation of jobs and new homes, particularly in Greater Manchester's growth locations.

c) Balancing the needs of general traffic with those of other users and uses, including those who live, spend time, walk and cycle along key routes.

d) Supporting Bee Network bus users with more bus priority, including a significant increase in bus lane provision and more Red Routes.

e) Supporting Bee Network cyclists with a comprehensive cycle network including strategic routes.

f) Supporting all road users through better and smarter maintenance of our roads, and improvements to safety, efficiency and operational performance of our Key Routes, including more Red Routes.

g) Making our roads fit for the future, from new and emerging technologies to improved climate resilience of road infrastructure.

DP11

Delivery Policy 11: Management of key routes and local roads

We will improve the safety and operational efficiency of our road network – balancing the needs of all users and local communities – to maximise safety, to minimise disruption, improve journey time reliability, and encourage use of active travel and public transport.

For further details visit DP11: Management of key routes and local roads

This will include:

a) Making the best use of the existing network and improving it to safely accommodate more walking, wheeling, cycling and public transport use, in line with our Streets for All approach.

b) Effective partnership and coordination of all network management activity including:

- Monitoring and responding to network performance in real-time

- Planned activities (such as repairs and renewals, utilities, new infrastructure schemes, winter maintenance, special events.)

- Unplanned activities (such as emergency repairs, reactive maintenance, vehicle collisions, breakdowns, public disturbances.)

c) Utilising existing and emerging technologies to manage and improve the network and provide quality information to the travelling public to reduce the impact of disruption.

Delivery Policy 12: Parking and kerbside management

We will manage the supply of parking and manage our kerbsides in a way that supports the vitality and viability of our town centres, employment and residential areas and other key destinations, while avoiding excessive parking provision that encourages increased car use.

For further details visit DP12: Parking and kerbside management

This will include:

Provision

a) Monitoring and managing car parking demand and supply, taking into account:

- the needs of different users (e.g. disabled people, deliveries, taxis, carers and providers of essential services),

- the availability of alternative modes of transport, and

- wider place-making objectives.

b) Introducing measures to control on-street parking – such as the provision of appropriate waiting restrictions, or residents only parking, where there is a recognised need.

c) Monitoring and managing kerbside space to promote alternative more equitable and sustainable uses (including dynamic uses) aligned with our Streets for All approach (see **DP2: Streets for All**).

d) Supporting car free development and the reduction, or repurposing, of car parking in locations where high-quality public transport and active travel opportunities are available (see **NP5: Land use and new development**).

e) Supporting the provision and use of electric vehicle charging points off-street or on-street where safe and appropriate (see **DP18 – Zero and ultra low emission vehicles**).

f) Appropriate identification of parking facilities for HGVs and coaches (see **DP17: Coaches** and **DP8: Freight and logistics**).

Enforcement and Operations

g) Ensuring the availability/turn-over of parking spaces to support local businesses and enable deliveries, through improved regulation and enforcement of parking, both on-street and in local authority car parks.

h) Seeking to ensure that available and reliable public transport is competitively priced against parking charges.

i) Reducing the amount of parking on the pavement / footway and other inconsiderate parking.

j) Working with schools and communities to develop options for the operation and enforcement of school streets.

Quality

k) Improve the quality and safety of the parking facilities and services by adopting high standards of design, maintenance, security and customer service, and by using smart technologies and innovation to enhance the user experience.

Note: Cycle parking is covered in **DP4: Cycling**. Park and Ride is covered in **DP23: Transport hubs (including park and ride)**.

DP13

Delivery Policy 13: Car clubs

We will work with partners to promote the use and availability of car clubs as sustainable and cost-effective alternatives to private car ownership; and ensure they are integrated into the Greater Manchester transport network.

For further details visit DP13: Car clubs

This will include:

a) Working with private operators to promote the use and availability of car clubs across Greater Manchester for personal and business use.

b) Seeking car club availability at key transport hubs such as Metrolink stops and rail stations, and make sure car clubs are integrated into the wider Greater Manchester transport network and residential areas.

c) Continue to monitor car clubs for future use.

DP14

Delivery Policy 14: Cycle and e-scooter Hire

We will promote the use of cycle hire, including electrically assisted pedal cycles (EAPC), and e-scooter hire as cost-effective alternatives to private car ownership and ensure that such modes are integrated into the Bee Network.

For further details visit DP14: Cycle and e-scooter Hire

This will include:

a) Working to expand cycle and e-scooter hire to key locations and new developments.
b) Integrating cycle and e-scooter hire services with public transport.
c) Ensuring cycle and e-scooter hire parking and docking stations are located in convenient and accessible locations.
d) Supporting people to find and use cycle and e-scooter hire services more easily by including wayfinding and digital signposting.
e) Supporting people to find non-standard cycles for hire.
f) Supporting the expansion of cycle libraries to develop greater opportunities for people to loan non-standard cycles.

DP15

Delivery Policy 15: Motorcycles, mopeds and e-scooters

We support the use of motorcycles (including electric motorcycles), mopeds and legal use of e-scooters (through DfT trial hire schemes) as part of our transport mix, recognising the need for effective management of these vehicles.

For further details visit DP15: Motorcycles, mopeds and e-scooters

This will include:

a) Supporting the transition to electric motorcycles and mopeds.
b) Considering provisions for parking when we make changes to streets and parking arrangements.
c) A focus on safety as part of our Vision Zero strategy, recognising that motorcycle, moped and e-scooter riders are vulnerable road users and that

there are particular issues with e-scooter interactions with pedestrians (**NP15: Vision Zero**).

d) Developing a Greater Manchester wide approach on motorcycle, moped and e-scooter access to bus lanes.

e) Working with Greater Manchester Police and partners to tackle unlawful:

- use of off-road motorcycles on our streets

- use of motorcycles off-road

- unlawful e-scooter use

- noise pollution from motorcycles

13.8. Use of e-scooters is currently limited to the designated DfT trial hire schemes in towns and cities in England, riding privately-owned e-scooters in public spaces remains illegal in the UK.

DP16

Delivery Policy 16: Taxis

We will work with the taxi industry across Greater Manchester to offer safe and high-quality taxi services from a strong, thriving and well-regulated sector, which is integrated with the wider transport network.

For further details visit DP16: Taxis

This will include:

a) Working collaboratively with the taxi trade and local authorities in response to government taxi licensing proposals.

b) Ensuring appropriate pick up and drop off locations are incorporated into interchange and street design at key locations (see also **DP23: Transport hubs (including park and ride)** and **DP2 – Streets for All**).

c) Continuing to enable hackney carriages to use bus lanes.

d) Enabling the transition to Low Emission Vehicles for the GM taxi fleet (see **DP18 – Zero and ultra low emission vehicles**)

e) Prioritising the retention and new entries of Wheelchair Accessible Vehicles across the taxi fleet.

f) Recognising the role water taxis could play in supporting leisure trips to GM key visitor destinations and supporting integration with the wider transport network.

g) Supporting the development of a regulatory framework that enables innovation in self-driving passenger services.

DP17

Delivery Policy 17: Coaches

We will work with operators of coach services to integrate facilities, services and information into the Bee Network.

For further details visit DP17: Coaches

This will include:

a) Integrating scheduled coach service ticketing and information into the Bee Network App.

b) Ensuring that accessible coach parking and set down/pick-up points are available at key locations, strategic interchanges and rail stations for replacement services.

c) Working with coach operators to make bus priority infrastructure open to coaches, except where use by coaches would have a negative impact on local bus services.

DP18

Delivery Policy 18: Zero and ultra low emission vehicles

We will facilitate and encourage the transition towards zero and ultra-low emission vehicles.

For further details visit DP18: Zero and ultra low emission vehicles

This will include:

a) Work with the private sector to increase the number of publicly available charging points, ensure these are well designed, consider the needs of

disabled people, and encourage renewable energy as a first choice for providers.

b) Reduce the imbalance in the availability of charging infrastructure in different locations and explore ways to reduce the disparity in the cost of charging between private and public settings.

c) Developing charging infrastructure that is integrated with other transport modes and encourages taxis and car clubs to transition (see **DP2: Streets for All** and **DP16: Taxis**).

d) Continue to evaluate the benefits of emerging fuel technologies such as hydrogen and working with partners explore refuelling opportunities.

See also **DP8: Freight and logistics**, **DP5: Bus services**, **DP6: Bus infrastructure**.

DP19

Delivery Policy 19: Rail integration

We will work with Network Rail/Great British Railways (GBR) and partners to fully integrate local rail into the Bee Network.

For further details visit DP19: Rail integration

This will include:

a) Integrating rail into the Bee Network in terms of fares and ticketing, interchange, branding and information.

b) Improving local suburban rail services, including improved frequencies.

c) Ensuring rail stations and services are accessible to all and perceptions of personal safety are significantly improved.

d) Making it easier for passengers to access stations by walking, wheeling and cycling and to interchange between transport modes.

e) Delivering new stations, including in key growth locations.

f) Encouraging higher density development near stations, to bring more people closer to high quality public transport (**NP5: Land use and new development**).

g) Support a sense of community ownership and placemaking, including through community rail partnerships and volunteer schemes, to ensure changes increase social inclusion.

We will develop an effective Mayoral Partnership with GBR, as heralded in the Rail Reform consultation document, and continue to explore deeper levels of rail devolution over time. We will work with Government, the rail industry, regional and local partners to implement our Greater Manchester Rail Vision which is a joint long-term plan for the railway in our region.

DP20

Delivery Policy 20: Regional and national rail services

We will work with Network Rail/Great British Railways and rail industry partners to develop a high-capacity and reliable regional and national (inter-urban) rail network that provides seamless connectivity between Greater Manchester, other northern towns and cities, and the rest of the country.

For further details visit DP20: Regional and national rail services

This will include:

a) Delivering capacity, reliability, speed and resilience improvements, ensuring improvements to inter-urban service provision and rail freight (**DP8: Freight and logistics**).

b) Taking advantage of the service improvements and reliability benefits offered by the Transpennine Route Upgrade.

c) Progressing the Liverpool to Manchester section of Northern Powerhouse Rail.

d) Supporting the rail industry with making its case for further rolling stock investment.

e) Working with Government to improve Greater Manchester's rail connectivity across the UK, including connectivity with Northern Cities, the West Midlands and London.

f) Extending the benefits of Northern Powerhouse Rail throughout Greater Manchester and across economic centres in the North of England.

DP21

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Delivery Policy 21: Existing light rail

We will maintain, enhance, and expand connectivity of our Metrolink as an integrated part of our Bee Network.

For further details visit DP21: Existing light rail

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This will include:

a) Addressing issues such as overcrowding, operational constraints, and changing passenger demand through:

- Targeting infrastructure investment and effective maintenance regimes.

- Responsive service planning and revenue protection.

b) Better integration of Metrolink across the Bee Network – including through accessible information, ticketing and branding (see **NP3: Integrated fares and payments**).

c) Reducing barriers to access to Metrolink stops, helping to solve first and last mile challenges, and improving passenger safety and security (see **DP3: Walking and wheeling**, and **DP4: Cycling**).

d) Encouraging higher density development near stops, to bring more people closer to high quality public transport (**NP5: Land use and new development**).

DP22

<div style="background-color: yellow;">

Delivery Policy 22: Future light rail and metro

We will continue to develop future light rail and metro capacity and connections, to serve more people and places.

For further details visit DP22: Future light rail and metro

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This will include:

a) Expanding the light rail network and delivering new stops, stations and vehicles.

b) Tackling network capacity limitations (including investigating underground metro options to accommodate additional city centre movements).

c) Investigating options to radically improve our light rail and metro network (including adopting tram-train technology).

d) Ensuring the future light rail and metro network is fully integrated into the Bee Network.

DP23

Delivery Policy 23: Transport hubs (including park and ride)

We will seek to ensure transport hubs and interchanges make it easy to travel across the Bee Network, and in doing so enable a seamless and high-quality customer experience for those making multi-modal journeys.

For further details visit DP23: Transport hubs (including park and ride)

This will include:

a) Enhancing the customer experience at our strategic interchanges, e.g. National Rail stations, interchanges and Manchester Airport – through consistent high standards of infrastructure provision and integration of Bee Network modes at high footfall locations.

b) Developing travel hubs and local travel hubs to increase access to the Bee Network by improving modal choices, co-locating modes together conveniently, with consistent approaches to information provision and wayfinding.

c) Providing appropriate car parking facilities at public transport hubs (including park and ride) that offer the best opportunity to intercept long-distance car trips, aligned with our park and ride principles.

DP24

Delivery Policy 24: Travel choices

We will deliver targeted, evidence-based, information and campaigns to encourage and enable people to use the Bee Network and make sustainable travel choices.

For further details visit DP24: Travel choices

This will include:

a) Increasing public knowledge about the personal and societal benefits of sustainable travel options.
b) Reducing perceived and actual barriers while increasing motivators and confidence to travel sustainably.
c) Ensuring approaches are targeted toward people's differing needs, attitudes and opportunities, based on their propensity to make different travel choices.

DP25

Delivery Policy 25: Technology and innovation

We will investigate, develop and deploy transport technology and innovations that support our Right Mix target, align with our network ambitions and deliver a better customer experience.

For further details visit DP25: Technology and innovation

This will include:

a) Horizon scanning for technology and innovations to enable Greater Manchester to capitalise on emerging opportunities while fostering partnerships with public bodies, industry and research institutions.
b) Trialling new ideas through pilot projects with thorough evaluation of their impacts.
c) Rolling out successful trials of technology and innovation into our business-as-usual activities.

Delivery Policy 26: Collaboration with neighbouring authorities and other organisations

We will work closely with neighbouring authorities and other organisations to improve cross-boundary connections, to support the needs of local communities and deliver on shared objectives (such as health improvement, environmental protection and economic growth).

For further details visit: DP26 Collaboration with neighbouring authorities and other organisations

This will include:

a) Sharing evidence with neighbouring authorities to support the development and delivery of cross-boundary initiatives – focusing on active travel and public transport connections between neighbourhoods and town centres, and on encouraging sustainable cross-boundary commuting trips.

b) Co-ordinating and improving cross-boundary bus routes under bus franchising and working to resolve fares and ticketing issues.

c) Collaborative working with neighbouring authorities, Transport for the North and Network Rail/Great British Rail on services and infrastructure investment and the development of Northern Powerhouse Rail (see **DP19: Rail integration** and **DP20: Regional and national rail services**).

d) Collaborative working with neighbouring authorities, Transport for the North and National Highways on Strategic Road Network investment (see **DP9: Strategic roads** and **DP10: Planning of key routes and local roads**).

e) Collaborative working with planning authorities, landowners and developers to ensure new developments are well located and as sustainable as possible (see **NP5: Land use and new development**).

f) Collaborative working with major organisations such as the NHS or Manchester Airports Group to identify and deliver shared objectives.

g) Encouraging sustainable freight options (see **DP8: Freight and logistics**).

Glossary

Active travel	Active travel refers to journeys that involve physical activity as part of the mode of transport, rather than relying on motorised vehicles. This includes walking, wheeling (using a wheelchair or mobility aid), and cycling. It is usually associated with everyday trips – such as commuting, shopping, or school runs rather than purely recreational exercise.
Automated Passenger Services	Road based transport services, such as taxis and buses, which use automated vehicles to carry passengers without a driver.
Automated Vehicles or Autonomous Vehicles (AVs), Connected Autonomous Vehicles (CAVs)	Road vehicles that can sense their environment and operate without inputs from a driver in certain circumstances, or as technology develops, without a driver present at all.
Bee Network	Greater Manchester's integrated transport system that brings together bus, tram, walking, wheeling and cycling, and ultimately local rail While roads themselves are not part of the Bee Network, they are the foundation to its successful delivery.
Carbon neutral	Carbon neutrality refers to a state where the amount of carbon dioxide (CO_2) and other greenhouse gases emitted is balanced by an equivalent amount removed or offset from the atmosphere. This typically looks at both direct activity and indirect emissions (such as from energy use) but does not generally include supply-chain emissions. See also Net Zero which is a broader more ambitious term.
City region	An area linked to one or more cities by functional ties. In this strategy, the term means Greater Manchester.
Contactless "Tap and Go" or "Tap-in Tap- Out"	"Tap-in tap-out" ticketing allows passengers to use a bank card or contactless enabled device to board a tram or enter a railway station, instead of manually buying individual or return tickets. They then tap out at their destination. "Tap and Go" applies to Bee Network buses in Greater Manchester, as with a flat fare there is no need to tap out when alighting.
Corridor	A particular transport route and, in case of wider corridors, its environs / catchment to either side. In case of road corridors, these can be defined tightly to a street, or as wider corridors, for example accounting for 500m either side, for purposes such as access to stops and stations, or parallel walking, wheeling and cycling routes.
Devolution	The transfer of power to a lower level, especially by central government to local or regional government.
Electric Vehicle Charging Infrastructure (EVCI)	Infrastructure required to charge electric vehicle batteries - both private and public. Can variously be at home, on street, in car parks, at workplaces and depots, or at charging or battery swap stations.
Green and blue Infrastructure	Combines "green" living elements of our neighbourhoods, towns and cities like parks, trees, road verges, and green roofs with "blue" water / drainage elements such as rain gardens, rivers, canals, wetlands, and ponds to manage water, support biodiversity, and improve quality of life.
Highway	A route where there is a public right of passage over land. This includes streets in built-up areas, rural roads, footpaths, bridleways, and motorways, and can extend to bridges and tunnels that the highway passes over or through.

Indices of Deprivation	The Indices of Deprivation measure multiple types of neighbourhood deprivation across England down to a small scale. This includes information on income, employment, education, health, crime, barriers to housing and services, and living environment. See also Transport Related Social Exclusion.
Local Highway Authority	The Local Highway Authority is the local authority exercising its powers and fulfilling duties and responsibilities in relation to public highways.
Local Transport Plan	A plan/strategy, setting out vision, priorities, and planned actions and activities across all types of transport in a local area. Production of a shared Local Transport Plan is a statutory requirement for Greater Manchester Mayor Combined Authority and local authorities. The GM Transport Strategy 2050 and GM Transport Delivery Plan are, together, our Local Transport Plan.
Modes	Different types of transport / travel – walking, wheeling, cycling, bus, tram, train, car, van, scooter, taxi, private hire vehicle, Automated Private Hire Vehicle etc.
National Highways	Organisation responsible for managing the English Strategic Road Network – in Greater Manchester this is predominantly the motorway network.
Neighbourhood Transport Services	Services such as "ring-and-ride", which provides for people who cannot use scheduled public transport services due to age or disability. Also "local link" services, which cover areas which are not served by scheduled public transport services.
Net Zero	Net Zero covers all greenhouse gases (not just CO_2) and prioritises deep reductions (90–95%) before offsetting any residual emissions. Net zero is aligned with science-based targets and global climate agreements. See also Carbon neutral. Not to be confused with Vision Zero.
Northern Powerhouse Rail	Plan to improve existing, and build sections of new, railway infrastructure in the North of England.
Pay As You Go (PAYG)	Where fares are paid at time of use, as opposed to in advance (as with advance purchase, multi-journey or day bundles, or season tickets and passes).
People	Everyone who lives in, works in, visits, or travels through, Greater Manchester
Particulates	Microscopic particles, predominantly from combustion. With the move to electric vehicles, and heavier vehicles, particles from tyres, brakes, and road surfaces are making up a larger proportion of transport related particulate emissions.
Public transport	Encompasses buses, trains, trams.
Rapid transit	High-frequency, high-capacity urban public transport systems like underground railways, tramways, and busways, which are either largely, or fully, segregated from general traffic.
Regional Centre	Combination of Manchester city centre, Salford city centre and Salford Quays
Right Mix	The "Right Mix" is our transport target for 2040: To improve our transport system so that, by 2040, 50% of all journeys in GM will be made by public transport or active travel. This will support well over 1 million more journeys on our Bee Network through walking, wheeling, cycling and public transport per day by 2040, as well as reducing car and other trips on the GM network.
School street	School Streets involve closing the road outside a school during drop off and pick up time to reduce vehicle traffic. Essential access for residents and blue badge holders is maintained, but through traffic is restricted.
Severance	The effect that transport infrastructure or heavy traffic can have in splitting up communities, and/or making walking, wheeling or cycling difficult, unpleasant, less safe or impossible.

Street	Road in a built-up area, generally with footways.
Streets for All approach	An inclusive approach to street design, designing in a people-centred and context-sensitive way. Considers all users and uses in order to make best use of the street space available.
Sustainable travel / transport	Walking, wheeling, cycling and public transport.
Taxi	For the purposes of the strategy and delivery plan, "taxi" is the collective term applied to Hackney Carriages (can be hailed on street) and Private Hire Vehicles (must be booked in advance via an operator or app).
Transport related social exclusion	This occurs where individuals are prevented from participating fully in society due to problems with accessing or using transport, limiting their access to jobs, education, healthcare, and social connections. See also Indices of Deprivation.
Travel barriers	Factors which make it hard to travel, or cause people not to travel, ranging from access to public transport services, inaccessible streets and stations, affordability, concerns around safety.
Trip	A single journey from one place to another. May include numerous types of transport.
Ultra Low Emission Vehicles	Motor vehicles which produce less than 75 grams of CO_2 per kilometre (g/km) from the exhaust/tailpipe. Does not consider non-tailpipe/exhaust emission arising from operation, from manufacture, or in energy production.
Vision	An overarching statement that describes the transport system we want to deliver.
Vision Zero	Our 2040 target for zero traffic related deaths or live changing injuries on GM roads. Not to be confused with Net Zero or Zero Emission.
Vision-led transport planning for development	In Greater Manchester, this means considering, providing, and seeking to maximise use of, sustainable types of travel first then designing any new, or improved road infrastructure connecting to, or within developments, on the basis of the remaining, or residual, traffic.
Walking	The first and most important mode of transport to consider in design. Walking also includes use of mobility aids such as rollators, walking sticks, crutches. Can also include wheeled mobility aids, such as use of wheelchairs and mobility scooters, though these are sometimes referred to collectively as 'wheeling'.
Wheeling	Refers to use of wheeled mobility aids, such as wheelchairs mobility scooters and walking frames. Wheeling is a term that many, but not all, disabled people identify with. It also includes prams, buggies and other modes of transport which may travel on footways, at speeds similar to walking. It excludes cycles and e-scooters.
Zero Emission Vehicles	Motor vehicles with no direct exhaust / tailpipe emissions. Does not consider non-tailpipe / exhaust emissions arising from operation, from manufacture, or in energy generation. Not to be confused with Net Zero or Vision Zero.

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