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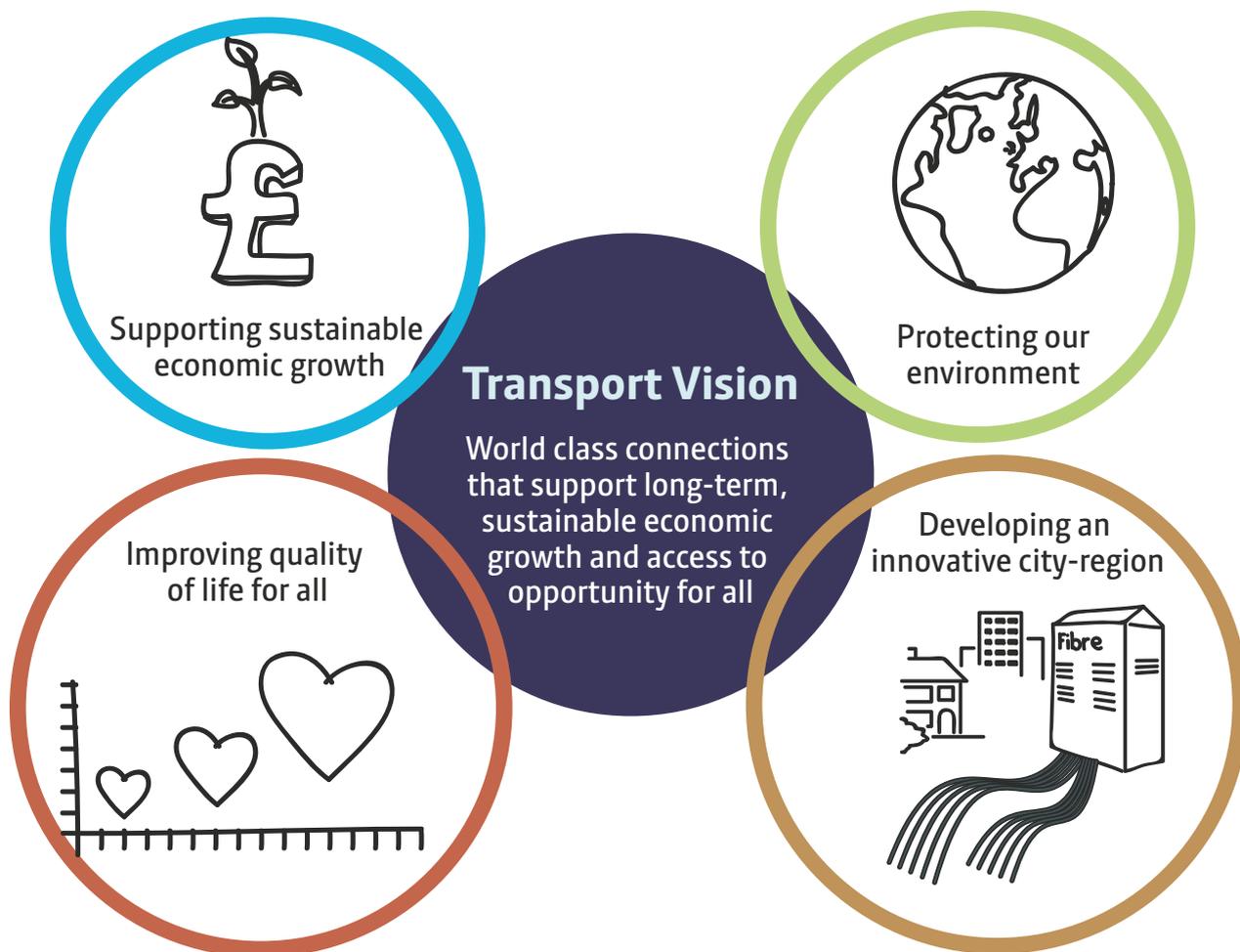
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1 Introduction

1. Greater Manchester is changing. Not only is it growing, both in terms of population and economy, it is also on a path towards significant devolution of powers and funding from central Government, supported by a directly-elected mayor. It is in this context of change that we are developing our 2040 Transport Strategy.
2. The aim is to establish a fully integrated, high capacity transport system for Greater Manchester, with travelling customers at its heart.
3. Transport is crucial in supporting Greater Manchester's ambitious plans – growth will need and be driven by new connectivity. This is true on both a local and pan-northern level; Greater Manchester has a fundamental role to play at the heart of a successful Northern Powerhouse.
4. Why 2040? The opportunities offered by devolution and greater local determination allow us to take a much bolder and longer-term view of our transport needs. We want to take this opportunity to ensure that we can sustain the success of Greater Manchester for generations to come.
5. Our 2040 Vision for Transport, which we consulted on in 2015, set the scene for the start of a radical, and ambitious, new approach to planning our transport system in support of long-term needs and aspirations. This Transport Strategy builds on the Vision, highlighting the priority interventions needed to achieve it and supported by a 5-year plan, which identifies the first steps towards its delivery.
6. Importantly, our 2040 Transport Strategy is not about simply predicting what the future might hold and responding accordingly. It's about helping to shape and create a successful, resilient city-region. One that is ready to tackle the challenges, and opportunities, of the 21st century.
7. Our priority interventions build on the success of our existing transport investment programme, which is the largest outside London. This ranges from transformational investment in HS2 and new, fast east-west rail connections across the North, to establishing Greater Manchester as a modern, pedestrian and cycle-friendly city-region. Our local road system will be much more reliable and safe for all users, including freight and commercial traffic. And, crucially, we will build on the success of our commuter revolution, which Metrolink and improved local rail services have brought over the past 20 years, with the delivery of new and enhanced rapid transit links and a transformed local bus network.
8. Ultimately, all interventions will come together to offer flexible and customer-focused travel choices, supported by a smart information and payment system, across a truly integrated Greater Manchester transport network.
9. Our travelling customers – residents, business and visitors – sit at the heart of this Strategy. An effective transport system supports a strong economy by enabling goods to reach customers, and businesses to access skills and talent. And it has a major bearing on people's health and well-being by facilitating social interaction, encouraging more active travel and addressing traffic pollution.
10. This Strategy focuses on tackling the critical long-term challenges we are facing in Greater Manchester, such as a rapidly growing and ageing population, climate change and the need to improve productivity and reduce social inequality in our city region. This is supported by a more holistic approach to the needs of passengers and freight, with a strong focus on integration; both in terms of transport and wider policy areas, such as spatial planning and health. Technology and innovation also have a key role to play. We will take a consistent and long-term approach to tackling these major challenges, but will also Review our Strategy on a regular basis to respond to changing trends and new opportunities and priorities.
11. Our Vision will not be easy to deliver but, in preparing this long-term strategy we believe we are putting in the right framework to face up to the challenges of the next 25 years. The full Strategy document can be downloaded at www.tfgm.com/2040 (see overleaf for other ways to access the document) and the key aspects are highlighted in this Executive Summary.

2 Our vision

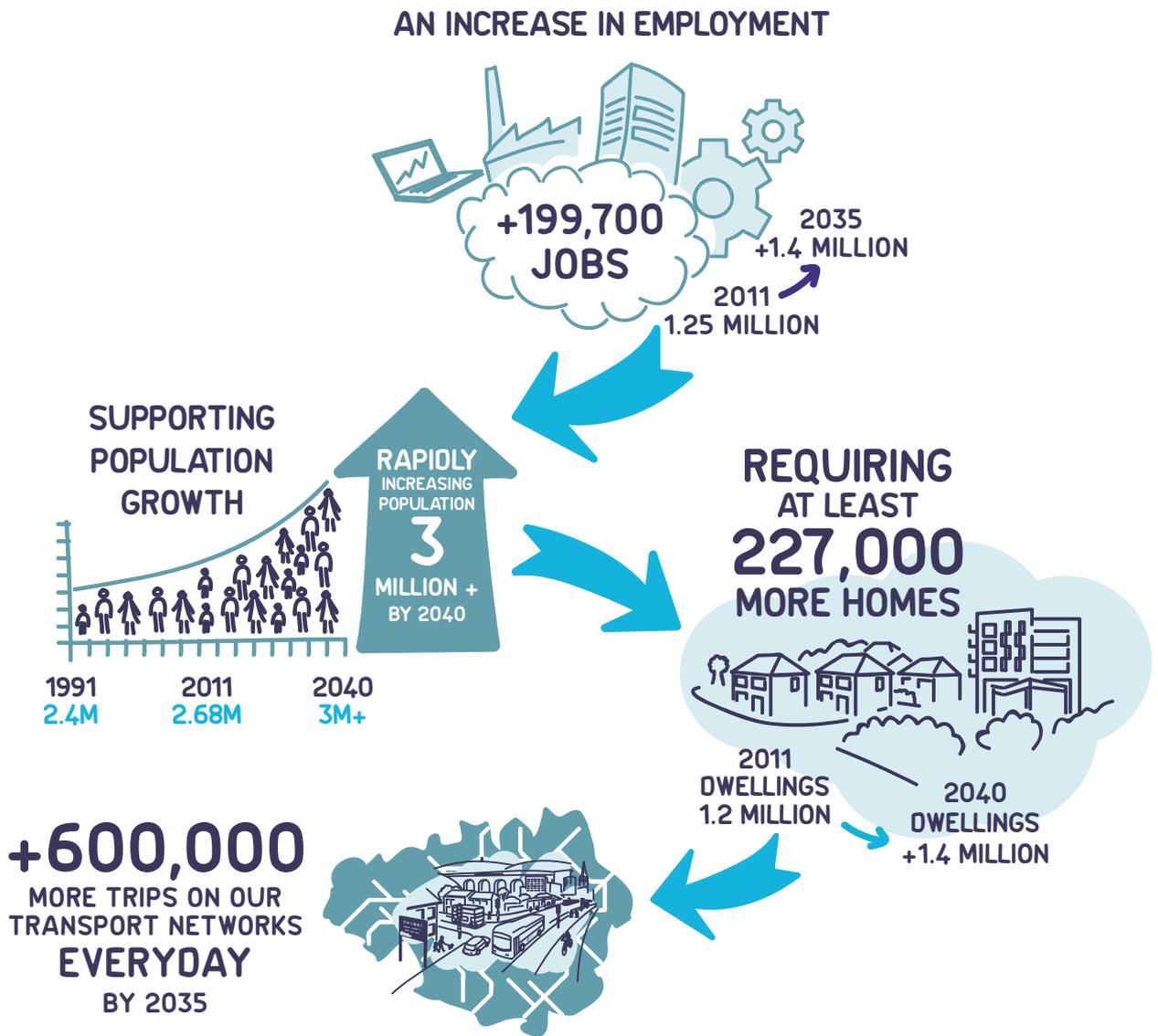
12. Our vision is for Greater Manchester to have **'World class connections that support long-term, sustainable economic growth and access to opportunity for all'**.
13. Our transport system needs to help the local economy to prosper. It also allows our residents to more fully contribute to and benefit from that prosperity.
14. It also needs to play a part in creating better places and a better natural environment, and in improving people's quality of life.
15. And, finally, the role of technology and innovation will be even more important in the period up to 2040, enabling us to improve transport performance and quality of life, to reduce costs and resource consumption, and to provide tailored information and pricing to transport users, providing a much better customer experience.
16. The four key elements of our Vision are set out here:



3 Critical transport challenges

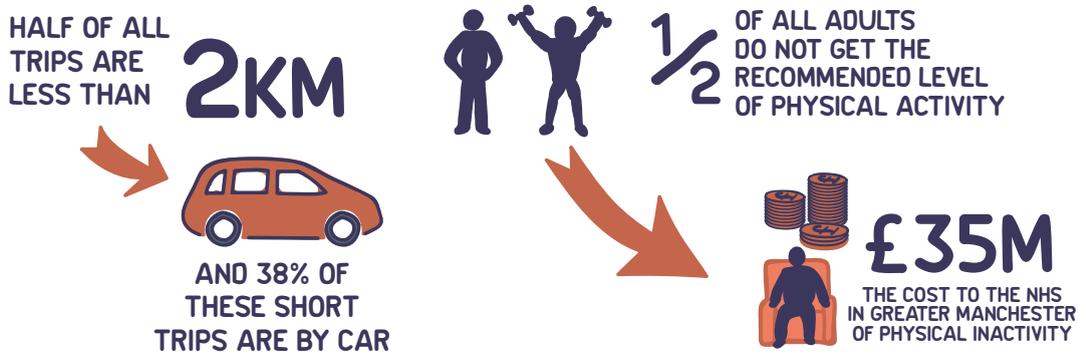
17. In achieving our vision, there will be wide-ranging challenges to face along the way.

SUPPORTING SUSTAINABLE ECONOMIC GROWTH

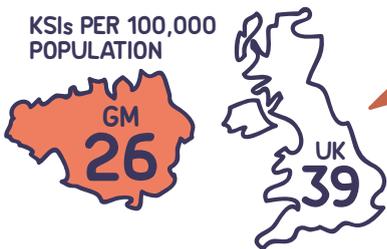


To support sustainable economic growth we need to: tackle congestion; improve access to skills and markets; make road journeys more reliable; ensure that transport networks are well maintained; and create the sort of efficient, seamless public transport system and attractive walking and cycling environments that are found in leading European cities.

IMPROVING THE QUALITY OF LIFE



Greater Manchester has reduced casualty rates (per head of population) to below the national average



but we still have a high number of pedestrian and cycle injuries

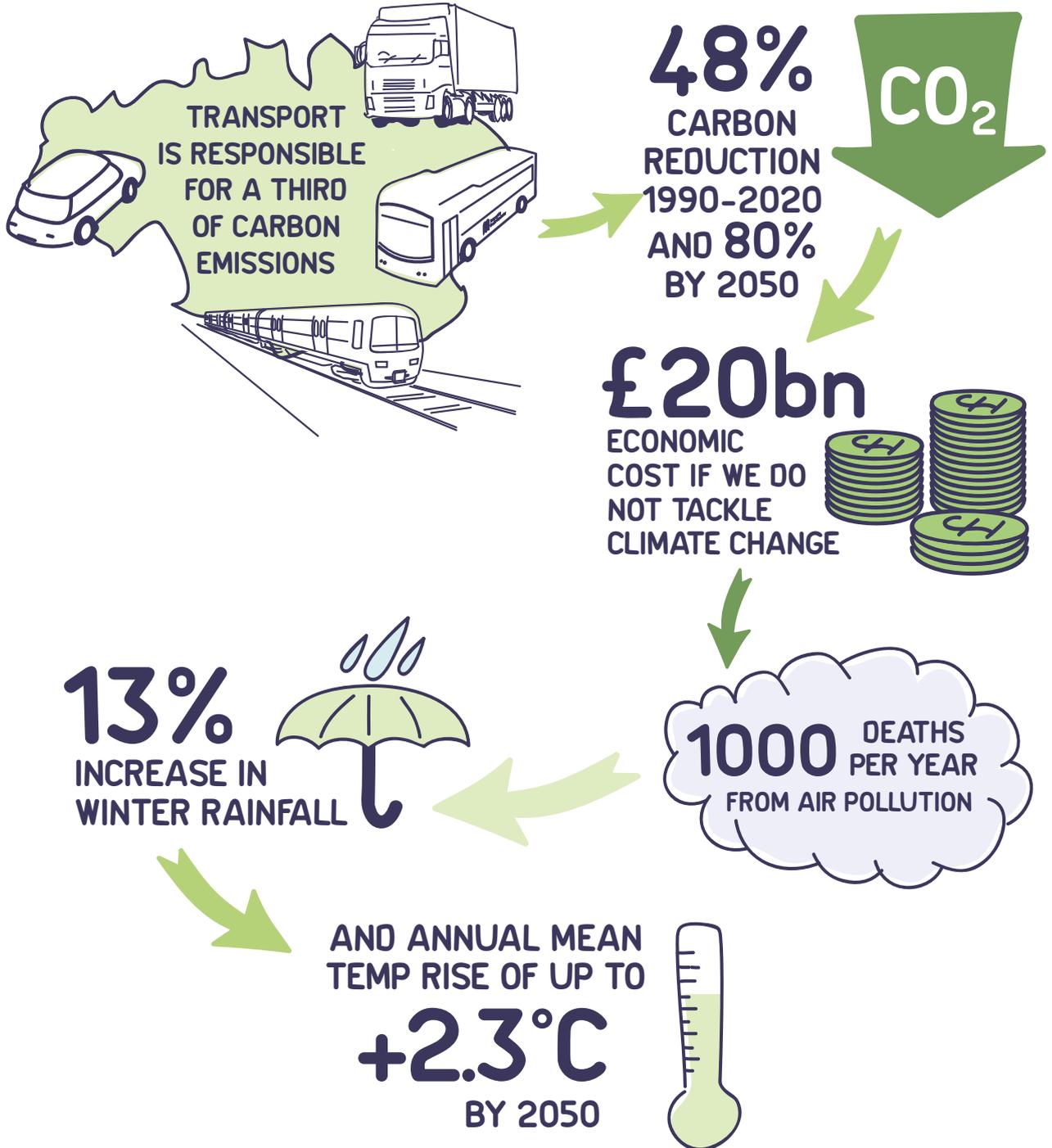


and many of these involve children



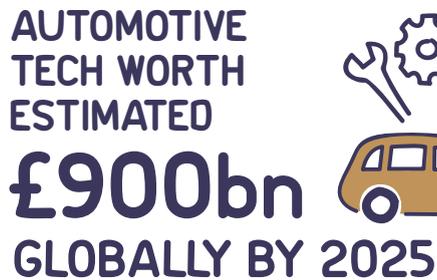
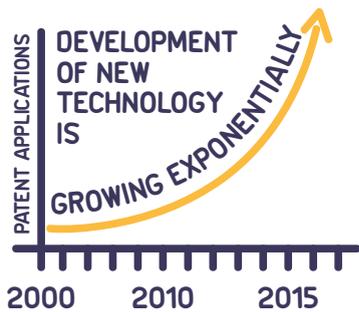
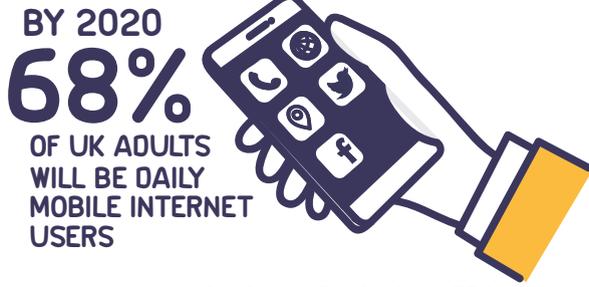
To improve the quality of life we need to: improve access to jobs, training, education, healthcare, shopping and recreation; improve health through more active travel; and improve safety and security on the network.

PROTECTING OUR ENVIRONMENT



To protect the environment we need to: increase the use of sustainable transport, to reduce emissions; make the best use of existing infrastructure; and protect the natural and built environment.

TECHNOLOGY AND INNOVATION



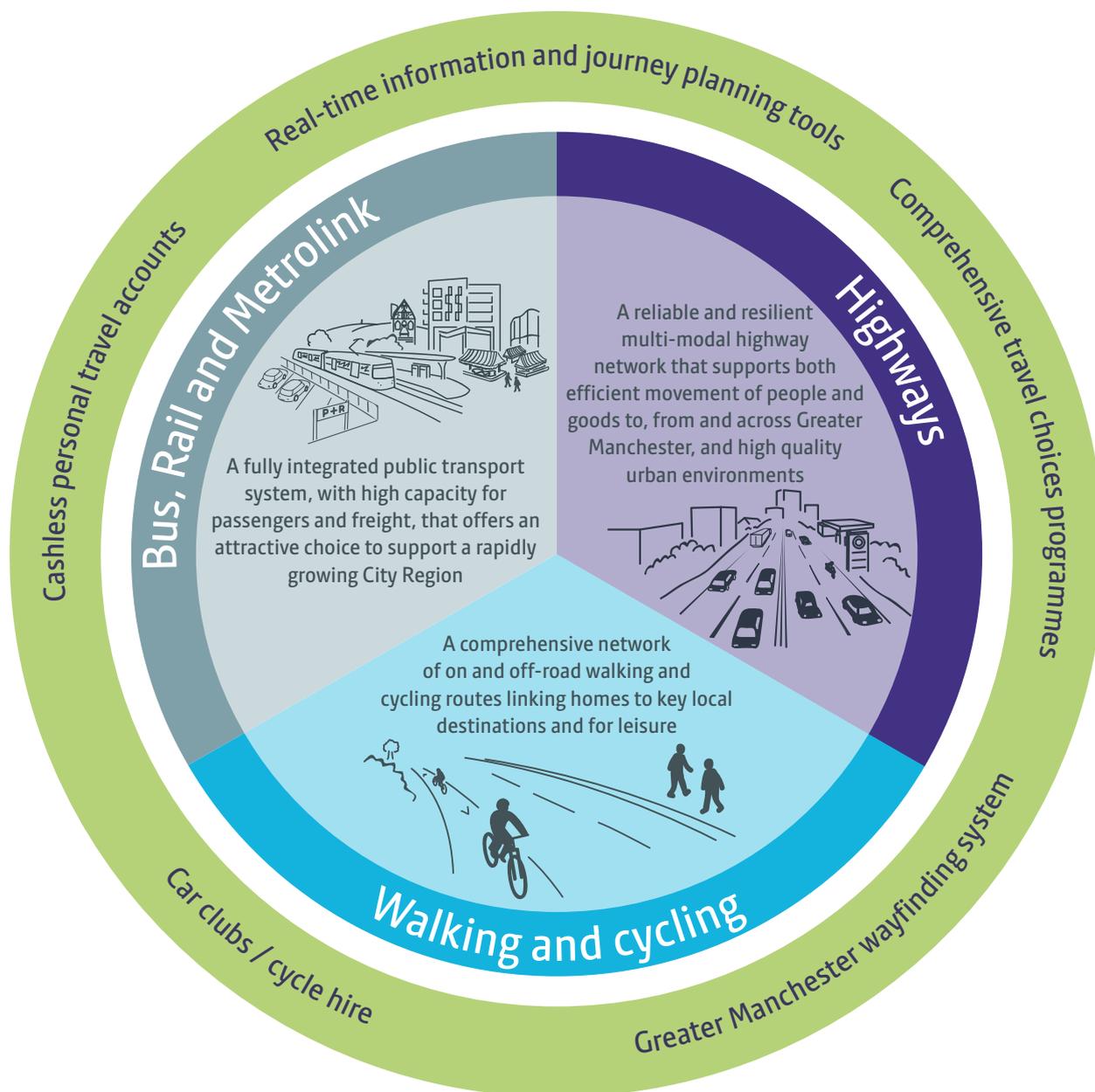
To develop an innovative city region, we need to: embrace the potential of technology to improve performance and wellbeing; reduce costs and resource consumption; and improve the customer experience.

4 Keeping it customer-focused

18. Our 2040 Transport Strategy focuses on creating an integrated, sustainable, and well co-ordinated transport system which supports a wide range of different travel needs. We have identified some key principles that will be applied consistently across our networks over the period to 2040 to ensure that our entire transport system is more customer-focused and able to respond effectively to the challenges that lie ahead.
19. Our customers are at the heart of our 2040 Transport Strategy, whether they are residents, businesses or visitors to Greater Manchester. We also need to be mindful of the different needs of passengers and freight as we plan and deliver our transport system. We have therefore established seven core principles, set out below, together with our ambition for each, which will be applied across our transport network.



20. **Our Ambition for 2040** is to deliver a transport system which makes it much easier for residents, business and visitors in Greater Manchester to travel to a wide range of different destinations and opportunities, and where sustainable transport can be a viable and attractive alternative to the car. Our Greater Manchester-wide priorities and principles, which apply across the whole of the transport strategy, are summarised below:



Multi-Modal Highways

A unified Greater Manchester approach to managing and maintaining the motorways and key roads

Using new technologies on motorways and major roads to tackle congestion and support growth

Proposals to manage demand on our highways network and reduce vehicle emissions

Road safety improvements, with a focus on vulnerable users

Carefully targeted bus priority measures on key corridors to improve reliability

Balancing the needs of through traffic with the needs of centres and communities

Public Transport Modes

High quality, integrated bus system with unified branding

A three-phase approach to expanding our rapid transit network

1. Early expansion of Metrolink, up to the capacity of the city centre network
2. Medium term development of tram-train and Bus Rapid Transit
3. Long term development of tunnelled metro services as demand grows post-HS2

Increased rail capacity for passengers and freight

Improved transport interchange and passenger waiting facilities

Simple and affordable fares and integrated ticketing

A more integrated approach to supporting modes such as taxis, coaches and door-to-door transport

Development of car clubs and cycle hire schemes

Walking and Cycling

A network of routes, linking schools, colleges, employment areas, shopping centres and public transport interchanges, that is segregated wherever possible

Improved cycle parking and other cycle facilities at key destinations

Introduce 20mph zones, where these have local support, in local areas to make it safer to walk and cycle

Develop on-street way-finding infrastructure and signage, supported by digital mapping and journey planning tools to make it easier for people to find their way around on foot and by cycle

Goods and Servicing

Improved journey times and reliability for deliveries

Reduced environmental impact of logistics

5 From local neighbourhoods to global markets

21. Our specific transport proposals are set out in relation to our five 'spatial themes', representing the different types of travel in and around Greater Manchester. They cover proposals for residents, businesses (including movement of goods), and visitors to Greater Manchester.



A globally connected city region

- 22. Greater Manchester’s connectivity to global business, tourism, and commodities markets is vital to enable us to compete effectively on the world stage and to capitalise on, and further develop, our existing strong international brand.
- 23. **Our ambition** is to support growth at Manchester Airport and the Enterprise Zone by: enabling many more people to travel there by public transport; improving the reliability of the highway network; and ensuring that public transport services better meet the needs of airport passengers and employees. Greatly improved public transport and local walk/cycle connections will mean that fewer people will need to drive to work.
- 24. The Atlantic Gateway corridor from the Port of Liverpool to Manchester along the Manchester Ship Canal will be developed to maximise the sustainable movement of goods by water and rail. The Port Salford area will be developed as a tri-modal (rail, water and road) logistics park and development zone to improve access to global markets via Port of Liverpool.

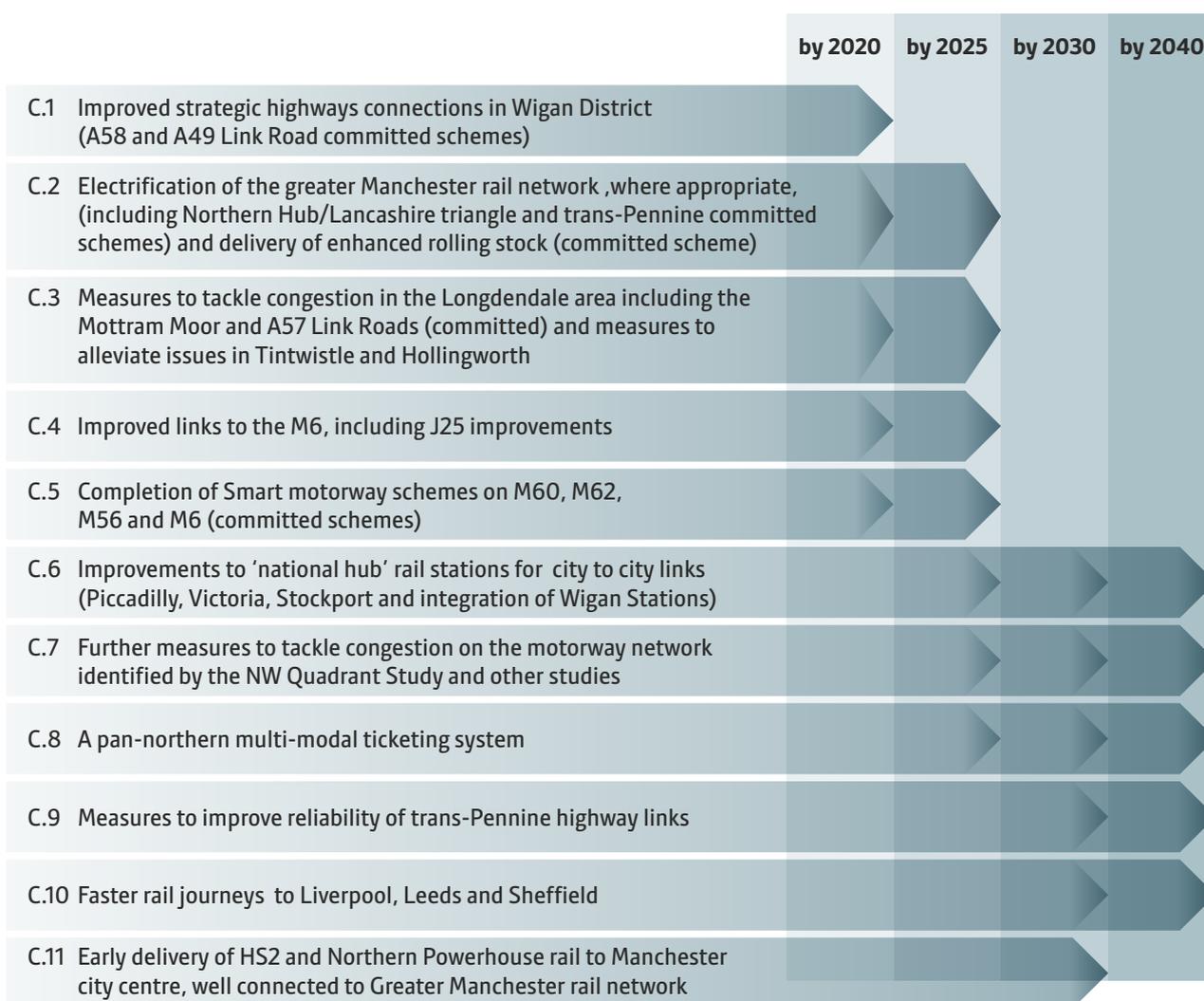
Working with partners, **our priorities** are to provide:



Delivering better city-to-city links

25. Greater Manchester’s links to other cities across the UK are critical to our long-term success. Many of our current inter-city road and rail networks are heavily congested and unreliable; and journey times are too slow. Transformation of our city-to-city transport links would deliver significant economic and social benefits not just for Greater Manchester but across the North of England.
26. **Our ambition** is to support the ‘Northern Powerhouse’ economy by transforming connectivity between the major cities of the North of England and to the Midlands, London and Scotland. There will be a step-change in the quality, speed and reliability of rail links, allowing travel to Liverpool, Leeds and Sheffield in 30 minutes or less and to London in just over an hour. Motorway journey times will be more reliable. More freight will be moved by rail and water. Transformed infrastructure, smart ticketing and customer information will encourage more trans-northern journeys to be made by public transport.

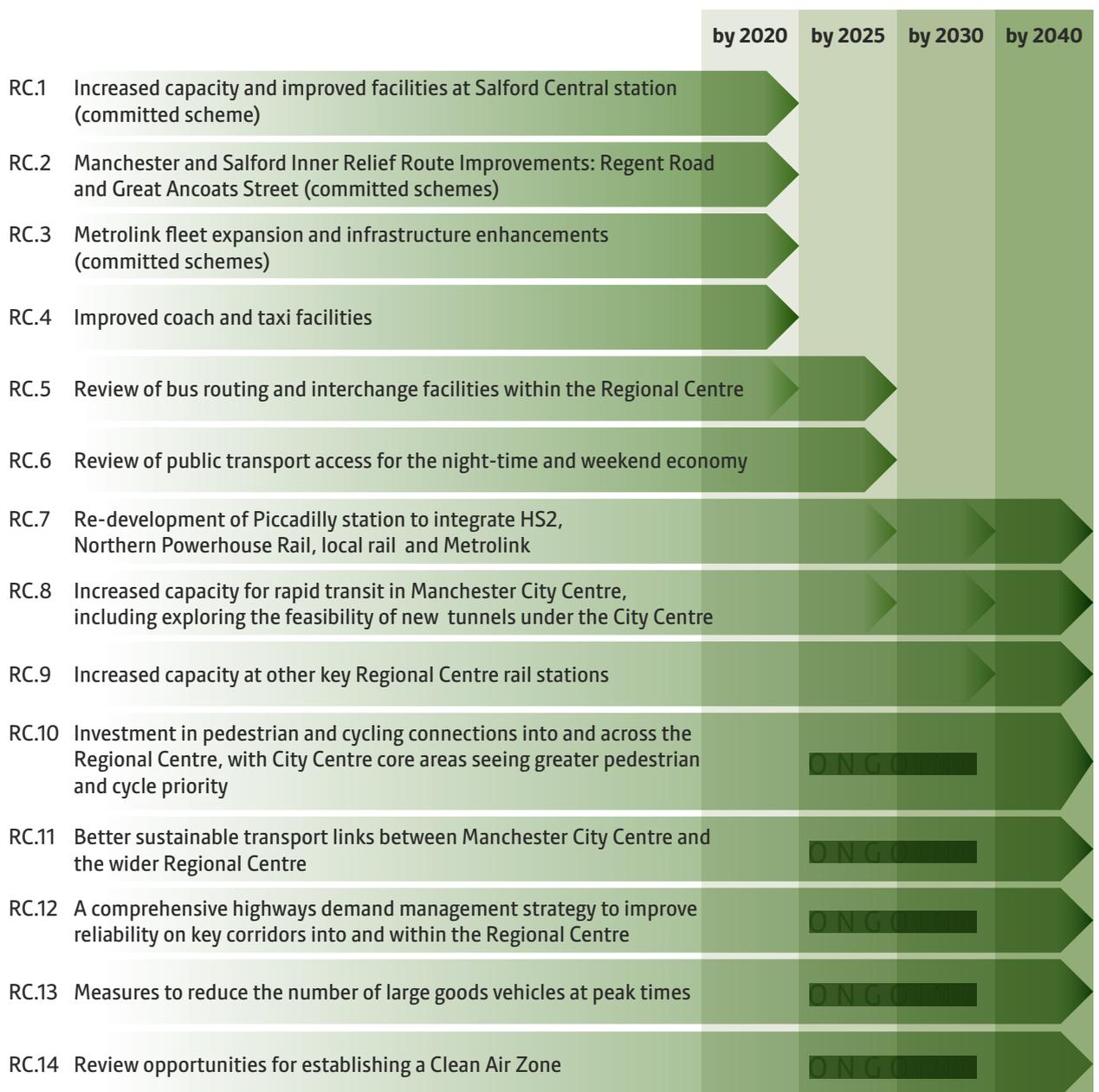
Working with partners, **our priorities** are to provide:



Travel to and within our regional centre

27. Manchester City centre and the wider Regional Centre (covering Salford Quays/Media City to the west and the Etihad Campus/Manchester Life to the east) is a major driver of economic growth in Greater Manchester and the key hub of our public transport network. The number of people living in the Regional Centre has also grown exponentially over the past two decades, and growth is set to continue over the period to 2040, which presents significant challenges and opportunities for our transport system.
28. **Our ambition** is for fully integrated transport networks that support rapid economic growth: with HS2 and Northern Powerhouse Rail services serving the heart of the city centre and road traffic levels held at or below 2016 volumes. There will be much better public transport, pedestrian and cycle connections between Manchester City Centre and the outer parts of the Regional Centre, and services will support the night time economy. We will create a more liveable Regional Centre by providing high quality and attractive pedestrian and cycle environments and by minimising the negative impacts of traffic on residents.

Working with partners, **our priorities** are to provide:



Travel across the wider city region

29. Although the Regional Centre is at the core, Greater Manchester is polycentric in nature and has strong links to neighbouring areas, resulting in highly complex travel patterns and high levels of car use which cause congestion and pollution. Improved connectivity is needed to make it easier to reach key destinations by public transport, to improve journey times on the busiest local roads and to make walking and cycling more attractive for short trips. We need to support the regeneration of town centres, which provide a range of services and employment, and are the hubs of local transport networks.
30. **Our ambition** is that our regenerated town centres are easy to get to, particularly by sustainable modes, and pleasant to walk around and spend time in. Journeys between centres, or to other major destinations will be made easier through better and faster orbital links, reduced congestion and accidents, a more reliable bus network, more effective interchange and better connected cycle routes. The significant new development, expected in Greater Manchester through the Greater Manchester Spatial Framework (GMSF), will be accessible by sustainable modes, so that the impact of the extra trips on the road network is reduced.

Working with partners, **our priorities** are to provide:



Connected neighbourhoods

31. The places we live have a major influence on our overall quality of life. Neighbourhoods need to be places where people can be safe, healthy, interact with their neighbours and have easy access to facilities like shops, schools, healthcare, recreation and job opportunities. They need to be inclusive, so that all residents can participate in community life and access the facilities they need. Attractive living environments also play a role in the economy, by attracting and retaining the diverse labour market that is needed to support economic growth.
32. **Our ambition** is for local neighbourhoods to be safer and more pleasant to walk and cycle around, with the impact of traffic on local roads reduced and a year-on-year reduction in accidents. Active travel will be the natural choice for many short journeys, 10% of which will be made by bike. Easier access to interchanges and to local centres will increase the proportion of journeys made by public transport and encourage people to use local shops and other facilities.

Working with partners, **our priorities** are to provide:

	by 2020	by 2025	by 2030	by 2040
N.1 Improved facilities at local stations		ONGOING		
N.2 More accessible 'public realm', including bus stops		ONGOING		
N.3 Better pedestrian and cycle links to stations and stops, as well as to local facilities		ONGOING		
N.4 Road safety measures where there is a high risk to vulnerable road users		ONGOING		
N.5 Speed reduction measures in prioritised locations		ONGOING		
N.6 Reduced noise levels in identified 'hotspot' areas		ONGOING		

Greater Manchester-wide policies

33. In addition to our priorities for each of the spatial themes, there are a number of policies that we need to apply consistently across the whole transport system to make sure that our Greater Manchester-wide principles and priorities, outlined on pages 10–12, are at the heart of everything we do. These policies are as follows:

Integrated

- 01 We will work with partners to ensure that supporting modes of transport, including taxis, private hire, demand responsive services, car clubs and cycle hire, are available and fully integrated into the Greater Manchester transport network.
- 02 Working with partners, we will seek to deliver integrated pricing and payment systems, including integrated fares and smart ticketing for public transport, to support the development of 'Mobility as a Service'.
- 03 We will maintain a conurbation-wide programme of travel choices interventions, supported by journey planning tools and information, to encourage travel behaviour change and mode shift, in order to make the most efficient use of available capacity, particularly during peak periods.
- 04 TfGM will continue to work with planning authorities and developers to ensure the accessibility of new development by sustainable modes and to reduce the impact on the highway network.

Inclusive

- 05 We will work with operators and Highway Authorities to ensure that all transport infrastructure, vehicles and information are as accessible as possible for all our customers, regardless of their age and mobility.
- 06 We will work with partners to better integrate the provision of Accessible Transport services, to increase availability and convenience for customers.

Healthy

- 07 We will work with partners, including through Health Devolution, to deliver transport interventions that improve the health of Greater Manchester residents, including: increasing levels of physical activity; improving access to healthcare; and reducing social isolation.

Environmentally Responsible

- 08 We will work with partners to reduce, as far as possible, the emissions from transport, particularly CO₂, NO₂, particulates and noise.
- 09 We will work with partners, including the Canals and Rivers Trust, to enhance green and blue infrastructure to provide a safe and attractive environment for walking and cycling.
- 10 We will aim to minimise the impact of transport on the built and natural environment, (including townscape, the historic environment, cultural heritage, landscape, habitats and biodiversity, geodiversity, water quality, pollution, flood risk and use of resources) and will seek to deliver environmental enhancements and biodiversity net gain where possible.

Reliable

- 11 We will seek to deliver measures, and put in place appropriate management systems, to improve the reliability of the transport network.

Well Maintained and Resilient

- 12 We will work with partners to maintain the transport system to a good standard, adapt it and improve its resilience to the effects of climate change.

Safe and Secure

- 13 Working through the Casualty Reduction Partnership, we will deliver measures to improve safety on the highway network, with a particular focus on the most vulnerable road users
- 14 We will work with operators and other partners to improve safety and personal security to tackle crime and anti-social behaviour.

Highways

- 15 We will establish a unified Greater Manchester approach to managing the Key Route Network (KRN) of roads and work with Highways England to co-ordinate this with the management of the Strategic Route Network (SRN).
- 16 We will work with Highways England and Transport for the North to identify, and seek funding for, joint future investment needs across the Strategic Route Network (SRN).
- 17 We will seek to manage the road network in accordance with its function in specific locations, balancing the needs of cars and other motorised traffic (including buses, goods vehicles and powered two-wheelers) with those of cyclists, pedestrians, residents, shoppers and local businesses.
- 18 Where feasible we will introduce appropriate bus priority measures on the highway network to improve reliability and will keep existing measures under review to ensure their effectiveness.
- 19 We will work to improve and maintain the condition of our road network drawing on best practice.

Walking and Cycling

- 20 We will work with partners to improve pedestrian and cycle facilities across Greater Manchester, including development of a strategic walking and cycling network, wayfinding and cycle parking.

Public Transport

- 21 Working with partners, we will seek to establish and promote one integrated Greater Manchester public transport network, making it easy and affordable for customers to plan, make and pay for their journeys using different modes and services.
- 22 We will seek to ensure a consistent standard of facilities at transport hubs, appropriate for their size and function, and will work with partners to improve access to them by all modes.

Public Transport

- 23 We will seek to make best use of any powers included in the Bus Services Bill, as well as our existing powers, to give effect to our vision for bus.
- 24 We will seek to ensure that accessible coach parking and set down/pick-up locations are available at key locations.
- 25 We will work with the Licensing Authorities and the taxi/private hire industry to develop more consistent standards for policy/regulation and operation across Greater Manchester.
- 26 We will seek to expand the coverage and capacity of our rapid transit network (Metrolink, rail and bus rapid transit) to deliver improved connectivity to employment and other opportunities within the City Region.
- 27 We will continue to work with DfT, Network Rail, train operators and with other local authorities across the North of England in order to secure our strategic priorities for rail.
- 28 We will continue to work with DfT, Network Rail and Rail North to secure greater local control of rail stations within Greater Manchester in order improve the customer experience and facilitate a long term approach to infrastructure planning.

Goods and Servicing

- 29 We will work, including through the Greater Manchester Logistics Forum, to improve journey times and reliability for deliveries, and to reduce the environmental impact of logistics, including the promotion of mode shift.

6 Making it happen

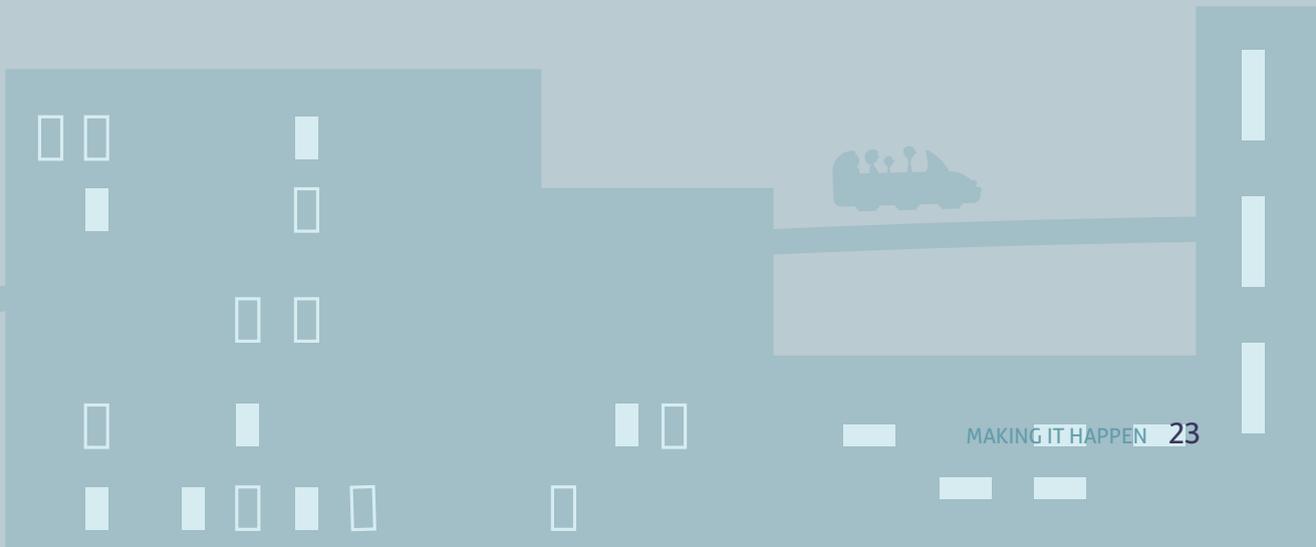
35. Greater Manchester has a strong track record for delivery, built on a clear sense of direction and a strong system of governance that allows us to develop and refine priorities over time in support of our wider economic strategy. We will ensure that we have robust delivery arrangements for investment schemes and programmes as they are confirmed. This will include innovative collaborative working between TfGM, local authorities, national transport agencies and private sector partners wherever possible.
36. The specific schemes we will deliver will be set out in a series of five-year Delivery Plans, the first of which runs from 2016–2021.

Short-term priorities

37. The speed at which we can deliver the improvements identified in the Strategy will depend on the funding available and we will take every opportunity to bid into available funding streams. Subject to successful bids and additional to our existing commitments, we aim to deliver the following in the first five years (up to 2021/22):
- A package of highways measures, with a particular focus on the Greater Manchester Key Route Network of highways and in addition to our existing commitments, to improve access across the wider city region and to the motorway network. This will support key growth areas and address localised issues of traffic congestion.
 - A package of measures to support improved access to key employment, education and training locations across the wider city region, focused on improving walking, cycling and public transport connectivity and smarter choices activities.
 - A package of bus passenger facility improvements with high grade waiting facilities and supporting travel information services. This will grow the market for bus travel and support our ambition to establish and promote one high quality, integrated Greater Manchester public transport network.
 - A package of targeted rail station improvements to significantly improve the travel experience, accessibility and attractiveness of rail for existing and new users. This will support our ambitions to develop a more integrated public transport network and for the devolved management of rail stations.
 - A package of town centre and Regional Centre access measures to: better integrate public transport gateways with town/city centres; reduce severance by major roads; reduce congestion and improve permeability. This will increase levels of footfall in centres, supporting their regeneration and growth.
 - A package of neighbourhood connectivity schemes focussed on improving access to local rail stations, Metrolink stops and local bus hubs from their adjacent communities. This will promote sustainable commuting patterns and support adjacent housing/employment growth areas.

Measuring success

38. We need to know whether our policies and measures are working - if they are not we will need to adjust the strategy. We will monitor this through a number of 'key performance indicators', which reflect the core principles of the strategy. We aim to improve on each of these, year-on-year. Our progress will be reported in the annual update of our Delivery Plan, to be made available on the website at www.tfgm.com/2040.
39. The 2040 Strategy is ambitious but also flexible enough to reflect the fact that priorities may change depending on factors such as the location of major new development (being identified through the Greater Manchester Spatial Framework); the pace of reform in service delivery (which affects the powers available to us); and, importantly, the level of funding available to us. The range of policies and interventions set out here will need to be reviewed by the Combined Authority and Local Enterprise Partnership on a regular basis, as part of this process, to ensure that we are on track to succeed.





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